



THE TORONTO AND REGION CONSERVATION AUTHORITY
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Ron Moeser
Chair

J. Craig Mather
Chief Administrative Officer

NOTICE OF MEETING

FINANCE AND BUSINESS DEVELOPMENT ADVISORY BOARD #1/03

The next Finance and Business Development Advisory Board Meeting of The Toronto and Region Conservation Authority will be held on Friday, March 7, 2003 in the Humber Room, Head Office, at 9:00 a.m.

Enclosed please find the Agenda, Minutes of the various Boards and Committees, copies of communications, etc., that will be considered at the meeting.

Authority Members, concerned citizens, and all others receiving a copy of the Agenda and accompanying material are requested to bring them to the meeting, as additional copies will not be available.

If you are missing any attachments or copies or if you require further information regarding this Agenda, please contact Kathy Stranks, at 416-661-6600 ext. 5264 or e-mail at kstranks@trca.on.ca. Please also confirm attendance at the meeting.



THE TORONTO AND REGION CONSERVATION AUTHORITY

Finance and Business Development Board Meeting #1/03

Chair:	Ron Moeser
Vice Chair:	David Barrow
Members:	Bas Balkissoon
	Rob Ford
	Bill O'Donnell
	Maja Prentice
	Dick O'Brien - Chair, Authority

**March 7, 2003
9:00 A.M.
HUMBER ROOM, HEAD OFFICE**

AGENDA

1. **MINUTES OF MEETING #6/02**
(Enclosed herewith on Yellow)
2. **BUSINESS ARISING FROM THE MINUTES**
3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **DELEGATIONS**
5. **PRESENTATIONS**
6. **CORRESPONDENCE**
7. **SECTION I - ITEMS FOR AUTHORITY ACTION**
 - 7.1 **ANNUAL REPORT ON FREEDOM OF INFORMATION REQUESTS** 3
8. **SECTION IV - ITEMS FOR THE INFORMATION OF ANOTHER BOARD**
 - 8.1 **INFORMATION SYSTEMS STRATEGY** 4-16
 - 8.2 **TERMS OF REFERENCE AND 2003 AGENDA TOPICS**
Finance and Business Development Advisory Board 17-18

8.3 ACCOUNTS RECEIVABLE STATUS REPORT

October 20, 2002

Report to Follow

9. NEW BUSINESS

NEXT MEETING OF THE FINANCE AND BUSINESS DEVELOPMENT ADVISORY BOARD
#2/03 TO BE HELD ON APRIL 4, 2003,
IN THE HUMBER ROOM, HEAD OFFICE

J. Craig Mather
Chief Administrative Officer

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TO: Chair and Members of the Finance and Business Development Board
Meeting #1/03, March 7, 2003

FROM: James W. Dillane, Director, Finance and Business Development

RE: ANNUAL REPORT ON FREEDOM OF INFORMATION REQUESTS

KEY ISSUE

Summary of requests under the Municipal Freedom of Information and Protection of Privacy Act.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the report dated Feb. 28, 2003, on requests under the Municipal Freedom of Information and Protection of Privacy Act be received.

RATIONALE

Staff reports annually on requests received under the Municipal Freedom of Information and Protection of Privacy Act to the Information and Privacy Commission/Ontario on behalf of the Authority.

In 2002, only 2 requests were received. Both requests dealt with requests for general information. One request was fully satisfied, all information being supplied. The second request has been carried forward into 2003 at the request of the applicant.

To date, in 2003, 2 requests have been received.

Report prepared by: Jim Dillane, 416-667-6292

For Information contact: Jim Dillane, 416-667-6292

Date: February 28, 2003

TO: Chair and Members of the Finance and Business Development Board
Meeting #1/03, March 7, 2003

FROM: James W. Dillane, Director, Finance and Business Development

RE: INFORMATION SYSTEMS STRATEGY

KEY ISSUE

Presentation of the Authority's Information Systems Strategy

RECOMMENDATION

IT IS RECOMMENDED THAT the report and presentation on the Authority's Information Systems Strategy dated Feb 28, 2003, be received.

RATIONALE

In 2002, following a call for proposals, the Authority approved a contract with The Consulting Practice Inc./DeVries Technical Services Inc. to review all of the Authority's existing information systems technology, evaluate the needs of the organization and prepare a detailed strategy with recommendations for the future implementation of information systems technology at TRCA. This work was carried out over a three month period and involved extensive consultation with all TRCA business unit staff. The project was guided by a Steering Committee with representation from key business unit staff involved in information technology issues.

Staff is very pleased with the results of the consultant's work. A comprehensive business needs analysis was completed from which strategic solutions have been derived. For the first time, the Authority has an Information Systems Strategy to guide its future IT investments.

One of the recommendations in the Strategy was the creation of a management position and a centralized group as a focus for information systems and technology implementation. Management Committee has acted on this need by reorganizing related IT functions into a single Information Systems and Technology Section within the Finance and Business Development Division. Mr. Chris Gerstenkorn, previously Coordinator of the Geographic Information Systems (GIS) section has been appointed as Manager, Information Systems and Technology. Within this new section are the GIS function, the existing information technology function and the records management/office services group.

At the meeting on March 7th, Mr. Gerstenkorn will present the key findings of the Information Systems Strategy. A summary of the findings and recommendations is attached.

DETAILS OF WORK TO BE DONE

A detailed workplan for implementation of the Information Systems Strategy is being prepared. Funding is included in the 2003 budget to begin the process of implementation.

Determination of spending priorities is a key aspect of this process. Staff are exploring opportunities to work with the Information Technology departments of our funding partners to take advantage possible economies of scale and solution sharing.

Report prepared by: Jim Dillane, 416-667-6292

For Information contact: Jim Dillane, 416-667-6292

Date: February 28, 2003

Attachments: 1

Attachment 1

*DeVries Technical Services Inc.
& The Consulting Practice Inc.*

Toronto and Region Conservation
Authority

IT Strategy Review

January 8, 2003

Deliverables

Overall IT Strategy “Brief”

- Can be used as direction by IT Staff
- Can be viewed by all staff

IT Strategy Detail Document

- Technology History
- Recommendations and Implications
- Implementation Plan

Governance Recommendations

IT Strategy Objectives

- Fast, reliable access to information for TRCA service areas and products
- Technology infrastructure that will support future needs and business growth
- Optimal utilization of existing and future technology
- Plan for implementation of recommendations

TRCA Needs

Key issues addressed in the IT Strategy include:

- Business Needs and Processes
- Communications/Network
- Computing
- Applications/Tools/Languages
- Data
- Operating Systems
- Database
- Project Methodology
- Capital Expenditure/Project Approval Process

Business Needs and Processes

- Current Requirements detailed in “Needs Assessment Document”
- Key Needs identified, listed in terms of priority:
 - Immediate (within 6 months):
 - Radical improvement in Network Performance
 - Focal point for IT management
 - Mid-term (6 months to 2 years):
 - Creating a Greater Web Presence
 - Remote Site Connectivity
 - Document Management
 - Centralized Storage of Information

- Database Management
 - Desktop Software compatibility with internal and external entities
- Long-term (2 years+):
 - Information Technology Funding Model
 - Project Management Methodology
- Additional Needs

Network Performance

- Issue:
 - Access from workstations to data is unacceptable with frequent delays encountered
 - Web access
 - Email access
 - Retrieval of TRCA data from servers
- Recommendation:
 - Upgrade networking infrastructure from 10 Mb Shared to 10/100/1000 Mb Switched Network
 - Issue and RFP to determine potential vendors and obtain costing estimates
- Benefits:
 - Immediate performance improvement for all users
 - Improved troubleshooting and management capabilities for the network
 - Ability for the TRCA staff to share larger amounts of information efficiently and in a timely manner (e.g. image files, video files, databases)
 - TRCA will be positioned to take greater advantage of next-generation workstations (e.g. 1 Gb workstation)
 - IP telephony can be deployed on this type of network if needed in the future

Focal Point for IT Management

- Issue:
 - Difficulty in ensuring an overall organizational view when investing in IT infrastructure
 - This has resulted in the following:
 - Departments invest in IT to meet specific needs
 - Lack of IT standards for the organization
 - Difficulty in assigning accountability for IT decisions
- Recommendation:
 - Create a new role responsible for managing the overall IT needs at the TRCA
 - Assign accountability for IT management to this individual
 - Channel all IT requests through this individual
- Benefits:
 - IT will be better aligned to TRCA strategy objectives
 - Focused view of overall IT needs
 - Longer term perspective on investing in IT infrastructure/tools for end users
 - IT investment will be based on overall organizational needs

Greater Web Presence

- Issue:
 - Difficult and costly to get information onto TRCA website due to proprietary technology
 - Limited level of information sharing through the TRCA website
 - Limited number of applications on the website (e.g. e-commerce, data input, access to TRCA databases)
 - No central view of desired content and functionality of the website
- Recommendation:
 - Immediate:
 - Transition to existing standard based tools for development (Lotus Notes with Domino server software which is currently owned by the TRCA)
 - Launch initiative to investigate TRCA's future web application needs, current web hosting relationship and reliance on the City of Toronto
 - Short-term:
 - Outsource the Lotus Notes / Domino web hosting environment
 - Outsource the development of web-based applications
 - Long-term:
 - Investigate whether to outsource or bring web development/hosting in-house
- Benefits:
 - Reduced costs for development and hosting of the website due to Lotus Notes / Domino
 - TRCA's requirements for the web will be documented and understood
 - Overall direction for the corporate website will be based on a solid understanding of business needs and costs

Remote Site Connectivity

- Issue:
 - Internet access is available via the City of Toronto for Head Office, Boyd and Eastville staff only
 - Tele-workers and staff at remote locations can only access Lotus Notes applications using dial-up. This is slow and inefficient.
- Recommendation:
 - Initiate a cost-benefit study to determine the viability of consolidating head office and remote site access. The study should consider the following:
 - Connection speeds
 - Virtual Private Network (VPN) connectivity for remote sites
 - Various technologies available for connection
 - Public access should continue to be limited to website access only and enhanced as required based on the results of the website review initiative
- Benefits:
 - Information sharing between TRCA staff will be radically improved
 - Approach for adding new remote sites/users will be straightforward
 - All applications will be available to all TRCA staff
 - Public access will be controlled through the website and based on an overall strategy for information sharing at the TRCA

Document Management

- Issue:
 - There is no electronic document management system in place at the TRCA
 - There are a large number of records within the organization that need to be accessed by staff in a timely and effective manner
- Recommendation:
 - Release the RFP document for the Electronic Document Management System to the pre-selected vendors
 - Ensure that vendor responses and the selected vendor understand and can work effectively with the direction set forth by the IT strategy
- Benefits:
 - All TRCA staff will have quick and efficient access to the document management system and will be able to initiate a request for document retrieval
 - The TRCA can implement an initiative to enable public access to the data that is managed (i.e. potential new revenue stream for the TRCA).

Centralized Storage

- Issues:
 - Approximately 500 Gigabytes of storage is utilized across the TRCA, a large amount of which is stored randomly
 - Data access is limited due to server/network performance and data space capacity issues
 - Data is currently reasonably reliable (acceptable)
 - Not all data is centrally backed up (automated for servers, manual for workstations)
 - No documented Disaster/Recovery plan for data
 - No security on workstation data
- Recommendation:
 - Launch initiative to review data and develop architecture to enable centralized storage
 - Issue RFQ/RFP for anticipated data needs (migration to central storage) and reliability requirements
 - Implement processes to ensure that all necessary corporate data is stored and backed up centrally (i.e. data policy, staff awareness)
 - Produce and implement a Disaster/Recovery plan
- Benefits:
 - Data will become centrally managed resulting in more information being shared throughout the organization
 - Important data will be protected due to back up and recovery procedures being implemented
 - Ability to understand and manage the network/data storage based on a central view of data

Database Management

- Issue:
 - Numerous Databases at TRCA
 - Database software is closely linked with application
 - No central view/management of data in databases
 - Lack of knowledge management
- Recommendation:
 - Initiate a project to analyze anticipated database requirements
Goal is to standardize on a central database architecture
 - Migrate to new database format as required
- Benefits:
 - Information can be mined and accessed in a straightforward and efficient fashion
 - Queries/consolidation/reporting/analysis of information can be done more efficiently

Desktop Software

- Issue:
 - Strong competing desires for standard desktop software (Microsoft (currently not licensed for use at TRCA) vs. Corel (licensed for next 1.5 years at TRCA)
 - Different versions of software is used across the organization
 - No policy for desktop software utilization
 - Lack of training
- Recommendation:
 - Where appropriate, update software to common release versions
 - Ensure that Corel Suite of software is loaded on all workstations
 - Encourage staff to utilize Corel Suite products if they do not interface with Microsoft Office users
 - Perform individual cost benefit analysis for any other users requiring Microsoft Office
 - Develop policy for version control and desktop software use
 - Initiate a training review based on end user requirements (e.g. word processing user vs. graphics/GIS user)
- Benefits:
 - Desktop support will be more responsive and efficient
 - Current software investment will be maximized
 - Staff will be able to interface with Microsoft Office users more easily
 - Future software requirements can be implemented according to policy

IT Funding Model

- Issue:
 - IT Projects are partially funded by IT budget, and also by separate department/project budgets
 - No Project approval processes was identified
 - Under-funded departments are poorly equipped (e.g. Kortright, Black Creek)

- Recommendation:
 - Implement a funding model based on industry benchmarks which addresses: Preventative Maintenance, Training, Resourcing, Product Service Purchases, Hardware, Software, Supplies and Upgrades, Disaster/Recovery
 - Implement Project Approval Process for IT
 - Track spending on IT throughout the TRCA to assess current spending vs. baseline for similarly sized organizations
- Benefits:
 - Projects can be initiated that can properly address the TRCA's IT needs
 - IT will be funded at an appropriate level to move from a reactive mode of operation to a proactive mode

Project Methodology

- Issue:
 - No Project Management Methodology was identified
 - Projects are delivered, but there is limited information available to track the progress and how they were delivered
- Recommendation:
 - Implement a straightforward Project Management Methodology which addresses
 - Implement project management training based on role
 - Implement a project management office in support of staff/managers
 - Deploy project management tools to support the methodology put in place
- Benefits:
 - Project tracking will be available to enable status reporting and gauge success
 - Projects can be prioritized based on needs before being initiated

Computing

Current Environment	Recommended Environment
<ul style="list-style-type: none"> ● Warranty/Repair/Service issues <p>Workstations:</p> <ul style="list-style-type: none"> ● No workstation standard: <ul style="list-style-type: none"> ● Desktop processing ranges from Pentium I to Pentium IV ● Operating Systems ranging Windows 3.1 to Windows XP ● Support and maintenance is cumbersome <p>Printers:</p> <ul style="list-style-type: none"> ● Variety of printers ranging from 8 ppm to 20 ppm ● Colour inkjet printers (no standard) ● One plotter ● Configuration/Functionality issues 	<ul style="list-style-type: none"> ● Implement staged 3 year life cycle on existing equipment <p>Workstations:</p> <ul style="list-style-type: none"> ● Implement standard configuration ● Support and maintenance will be streamlined ● Implement Desktop Management Software <p>Printers:</p> <ul style="list-style-type: none"> ● Implement printer standard ● Reconfigure existing print servers ● Implement configuration standards

<p>Current Environment</p> <p>Servers:</p> <ul style="list-style-type: none"> • Head Office: <ul style="list-style-type: none"> • 4 - Netware 5.x Servers • 2 – NT 4.0 Servers (Notes) • 1 – Unixware Servers (Accounting) • 1 – Windows 2000 Server (Payroll) • Boyd: <ul style="list-style-type: none"> • 1 - Netware 5.x Server • Eastville: <ul style="list-style-type: none"> • 1 - Netware 5.x Server • Kortright: <ul style="list-style-type: none"> • Peer-to-Peer network • Pentium 66 processor running Windows 98 	<p>Recommended Environment</p> <p>Servers:</p> <ul style="list-style-type: none"> • Implement Standard Hardware configuration • Implement Netware 6.0 for Main File and Print Servers • Implement Windows 2000 for Lotus Notes Application Servers • Issue RFQ/RFP for storage consolidation and servers (engineering of performance requirements is critical for architectural changes)
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Applications/Tools/Language

<p>Current Environment</p> <ul style="list-style-type: none"> • No Centrally Managed anti-Virus Software • No Software/Hardware Inventory Management Tools • No version control • No change management • Lack of Training with Software • Web hosting software is proprietary 	<p>Recommended Environment</p> <ul style="list-style-type: none"> • Implement centrally managed Virus detect software • Implement Software/Hardware Inventory Management system • Implement version control system • Implement Change Management process • Implement Training based on Job Function • Implement standard web development tool (Lotus Notes/Domino) for faster web development • Upgrade Accounting system application software
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Operating Systems

Current Environment	Recommended Environment
<p>Workstations:</p> <ul style="list-style-type: none"> • Operating Systems ranging Windows 3.1 to Windows XP • Support and maintenance issues <p>Servers:</p> <ul style="list-style-type: none"> • Head Office: <ul style="list-style-type: none"> • 4 - Netware 5.x Servers • 2 – NT 4.0 Servers (Notes) • 1 – Unixware Servers (Accounting) • 1 – Windows 2000 Server (Payroll) • Boyd: <ul style="list-style-type: none"> • 1 - Netware 5.x Server • Eastville: <ul style="list-style-type: none"> • 1 - Netware 5.x Server • Kortright: <ul style="list-style-type: none"> • Peer-to-Peer network • Pentium 66 processor running Windows 98 	<p>Workstations:</p> <ul style="list-style-type: none"> • Staged implementation of Windows XP Professional <p>Servers:</p> <ul style="list-style-type: none"> • Implement Netware 6.0 for Main File and Print Servers • Implement Windows 2000 for Lotus Notes Application Servers, and Payroll Server • Retain Unixware until Accounting System is replaced

Security

- Issue:
 - No Security policy in place at TRCA
 - Statement of responsibility document needs to be reviewed and adopted by all staff
 - Internet access is currently via City of Toronto, which implies that TRCA is assuming that the city is providing adequate protection.
 - E-mail security is not up to date
 - Virus Scanning software is not centralized
 - Physical security with regards to access of workstations and servers needs to be verified
- Recommendation:
 - Initiate a project to create a security policy at the TRCA, including the creation of a Statement of Responsibility document
 - Ensure that TRCA employees are familiar with security policy, and that they sign the Statement of Responsibility document
 - Verify security of City of Toronto internet access
 - Verify security of Email
 - Select and implement a centrally managed virus detection solution
 - Ensure physical security is sufficient where needed
- Benefits:
 - TRCA staff are guided by sound principles relating to the threat of security breaches
 - All Email and Web access is secure and free from virus attacks
 - User ID and password standards are implemented, resulting in reduced security threat.
 - Workstations and servers are physically secure

Governance

- Share the IT Strategy with key individuals within the organization to gain support and commitment to overall objectives
- Identify key personnel for implementing IT Strategy Recommendations
- Set up Steering Committee to oversee progress of objectives and approve funding requirements
- Develop a detailed project plan and prepare cost estimate for recommendations
- Manage projects and monitor progress and track success
- Review project for cost, quality and timeliness and repeat for all projects/recommendations
- Implementation of the recommendations should be overseen by a dedicated resource
- Project status should be presented and reviewed on a regular basis
- Staffing requirements should be reviewed based on individual projects to determine if internal and/or external resources should be used

TO: Chair and Members of the Finance and Business Development Board
Meeting #1/03, March 7, 2003

FROM: James W. Dillane, Director, Finance and Business Development

RE: **TERMS OF REFERENCE AND 2003 AGENDA TOPICS**
Finance and Business Development Advisory Board

KEY ISSUE

Reviewing the Terms of Reference of the Board and topics for discussion in 2003.

RECOMMENDATION

IT IS RECOMMENDED THAT the report dated February 28, 2003, on the review of terms of reference of the Finance and Business Development Advisory Board and agenda topics for 2003 be received.

RATIONALE

Terms of Reference

It has been the practice of each of the Advisory Boards from time to time to review their Terms of Reference. The Terms of Reference were approved by Authority Resolution #A287/96 and #A233/97, November 28, 1997:

To initiate, study, report on and recommend a comprehensive program of financial, personnel and administrative management for the Authority, and, without restricting the foregoing, the specific terms of reference shall include:

- budget policy, guidelines and annual recommendations
- purchasing policy
- audit and legal
- business development
- marketing and fundraising.

The Members may wish to consider any revisions to these terms of reference and make the necessary recommendation to the Authority.

Agenda Topics 2003

The following items will be dealt with at the meeting scheduled for April 4, 2003:

- 2003 Budget, Operating and Capital
- 2002 Audited Financial Statements
- 2002 Financial Progress Report

A meeting is to be scheduled for May 2, 2003, to consider the Living City Strategy and TRCA Business Plan which will be presented at the May 16th Authority Meeting.

The following agenda items will be considered at the remaining meetings:

- 2004 Preliminary Estimates
- 2003 Financial Progress Reports

- Accounts Receivable
- Risk Management, Status of Insurance Coverages
- Fleet Management
- Review of TRCA Purchasing Policy
- Banking Services
- Audit Services

At the March 7th meeting, the Members are asked to advise of any additional topics on which they may wish staff to report in 2003.

Report prepared by: Jim Dillane, 416-667-6292
For Information contact: Jim Dillane, 416-667-6292
Date: February 28, 2003