

Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Friday, March 26, 2021 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT**
Statement of Interest: Strategic Business Planning Policy

KEY ISSUE

To provide information to the Board of Directors regarding planned initiatives of the Information Technology and Records Management Business Unit including the Data Strategy and Digital Strategy.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) staff have explored the requirements for developing both a comprehensive Data and Digital Strategy which will create a streamlined and coordinated approach to data management and will ensure TRCA staff have access to modern digital tools which support efficient service delivery;

THEREFORE, IT IS RECOMMENDED THAT the details and next steps to securing a Data Strategy be received;

AND THAT the details and next steps to securing a Digital Strategy be received.

BACKGROUND

In accordance with TRCA's Strategic Business Planning (SBP) Policy, all potential new projects/programs or proposed modifications to existing initiatives must proceed through the SBP Policy workflow, including reporting to the Board of Directors for informational purposes.

RATIONALE

A Data and Digital Strategy is foundational to all technology solutions, reporting and analytics, and enables an organization to continue to make informed decisions. The Data Strategy will enable TRCA to outline the current state of data; identify a data vision and key gaps; assess data governance, staffing, and skill gaps; and define a roadmap to execute next steps. A Data Strategy will help define rules around data governance and management, stewardship, data quality and analytics, all of which are key to running an efficient and effective operations.

The Digital Strategy initiative proposes to procure consulting services to develop and define TRCA's digital vision and mandate and establish a multi-year road map for implementing the strategy. The Digital Strategy will involve all key stakeholders, outlining key aspirations, drivers for changes and pain points, market assessment, opportunities to digitize and develop a cohesive analysis.

The Digital Strategy will also result in developing a prioritized list of digital initiatives for the organization, which will inform a multi-year roadmap towards TRCA's digital maturity.

Item 8.5

Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan

This report supports the following strategies set forth in the TRCA 2013-2022 Strategic Plan:

Strategy 10 – Accelerate innovation

Strategy 9 – Measure performance

FINANCIAL DETAILS

Based on a preliminary estimation it is anticipated that the Data Strategy will require a total budget of \$85,000 to procure IT services from a third-party vendor for the development of the strategy. This is currently unfunded within the existing budget envelope.

Similarly, to facilitate the Digital Strategy, a total budget of \$70,000 is required to hire a consultant for the development of the strategy. This is currently unfunded within the existing budget envelope. This strategy, once established, will contain a multi-year road map of initiatives which will each require separate funding. These initiatives will be submitted for consideration after the strategy is defined and approved.

DETAILS OF WORK TO BE DONE

Following the receipt of this report and pending no issues, both the Data Strategy and Digital Strategy will continue through the SBP Policy workflow and be added to the unfunded priorities list. Based on their position within the prioritized list, TRCA's Senior Leadership Team will be recommending that these initiatives be funded for 2021. Staff will continue to refine the scope of work and procure the required services to progress these initiatives.

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