

2023-2026 Playbook			
Corporate Services			
Strategic Outcome Alignment	Annual Actions / SMART Deliverables What we plan to do	Annual Metric The measure of what was done	Term Impact What we're trying to achieve by 2026
Business Unit: Property, Asset and Risk Management			
1.2	Work with member municipalities and private industry on acquisitions of land via the planning process; in-kind donations; municipal land conveyances; and limited marketplace transactions, among others. (Goal: 80ha)	# of hectares of land acquired	Preserve environmentally significant land and protect natural functions for the benefit of people by meeting land targets established in the Greenspace Acquisition Project (GAP)
3.2	Actively work with leaseholders to negotiate and finalize lease terms, and ensure leases are in good standing (Goal: 15-12% overhold rate)	% of leases on overhold	Ensure agricultural leases have current term lengths demonstrating TRCA's commitment to promoting social equity, food security, food education and greenspaces.
4.2	Draft annual SOGR capital plans for PARMs real property portfolio to seek funding from municipal partners and other governmental subsidies.	90%-95% of budgeted priority property repairs or replacements completed.	High quality facilities, user experiences and mitigated risks through effective asset management and a reduced state of good repair backlog
Business Unit: Information Technology and Records Management			
4.2	Implement Information Technology Asset Management Inventory and Assessment Project.	% of ITAM categories complete.	Document and analyze Information Technology (IT) assets for data-informed planning
4.2	Development of a policy to guide the lifecycle management and sustainment of TRCA information technology assets.	% Complete - Developed a policy to guide the lifecycle management and sustainment of TRCA information technology assets.	Establish plans to ensure Information Technology (IT) assets are agile and are able to meet developed standards
4.2	Implement state of assets measures	% Complete - ITAM state of assets measures	
4.2	Development of maintenance and replacement plan for IT assets, including projected budgets.	% Complete - % ITAM categories with sustainable replacement plan and budget.	
4.2	Annual technology refresh and lifecycle management	% of technology assets under warranty (network, device, data centre) % of technology assets operating under a supportable version (software, database)	Well-managed upkeep of assets through a maintenance and upgrade program that includes annual lifecycle state of infrastructure reporting
4.2	Completion of baseline Network and Communications Architecture project – current state and desired future state.	% Complete - Network and Communications Architecture – current state and desired future state.	Evaluate and plan to effectively meet networking service capacity needs through responsive service level design solutions
4.2	Development of operational service plan for network and communications across all networked sites, including projected budgets.	% Complete - % ITAM categories with sustainable operational plan and budget.	
4.2	Annual network service management	% of networked locations meeting minimum service level	Understand and meet ever-evolving network capacity organizational needs per service standards
4.4	Development of a policy to guide the lifecycle management and sustainment of TRCA information technology assets.	% Complete - Developed a policy to guide the lifecycle management and sustainment of TRCA records and information assets.	Improve efficiency and transparency through Records and Information Management plans and initiatives
4.4	Development of maintenance and replacement plan for IT assets, including projected budgets.	% Complete - % ITAM categories with sustainable replacement plan and budget.	
4.4	Annual business unit records classification projects	% of Business Units complete.	
4.4	Annual deployment projects of the ERDMS across TRCA Divisions.	% of Business Units complete.	
4.4	Annual RIM compliance audits	% of paper and electronic records meeting compliance as per policy	

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Business Unit: Finance			
4.2	Review and update finance and procurement policies, procedures, standards and guidelines; identify any policy gaps	# of policies updated or created and approved	Modernize financial systems and reporting for improved decision-making
4.2	Identify opportunities to automate or streamline finance processes	# of processes automated/streamlined	
4.2		# of days reduction in closing quarterly periods	
4.2		% of payment system consolidated	
4.2	Develop finance staff to support transistion to new ERP system and automation	# of training courses	
4.2		# of projects finance team involved with	
4.2	Update full cost model and apply across all divisions	# of divisions with full cost model applied	Ensure financial sustainability through cash management, revenue maximization and cost recoveries
4.2	Monitor investment returns	% return on investments	
4.2	Monitor cash flows	% debt to income ratio	
4.4	Review current finance processes and identify key process to ensure completeness of financial information and reduce reporting timelines	% actual to budget variance reduced for each reporting period	Optimize financial reporting timelines for improved business planning and decision-making
4.4		% improvement of timelines	
Business Unit: Strategic Business, Planning and Performance			
4.2	Track grants program results	% of municipal funding leveraged through grants	Ensure financial sustainability through cash management, revenue maximization and cost recoveries
Business Unit: Clerk and Manager, Policy			
4.2	Update templates to agendas, minutes and reports	# of internal submission timelines met	Enhance transparency and accessibility of TRCA public documents by streamlining internal
4.2	Provide training to report authors and administrative staff on report preparation	# publication timelines met	
4.2	Continue to invest in and improve technology to support TRCA meetings	# of new technologies developed	Continue to expand a hybrid technology model that fully supports member services, meeting protocols and document management by digitizing processes to ensure effective and efficiency results
4.2	Collaboration with similar organizations to develop a training program for appointed members	# of members receiving training	
4.2	Develop an onboarding handbook which can be updated every two to four years	# of times onboarding handbook updated	
4.2	Work with members to identify gaps in onboarding through a survey	# of gaps identified	
4.2	Review all policies required for annual and 5-year reviews (25% for years 1-2; 50% for years 3-4)	% of policies reviewed	Meet required obligations and advance best practices for consistency and equity by ensuring that corporate policies and procedures are current and align with TRCA standards
4.2	Create a spreadsheet to manage current policies and policies due to Policy Committee	# of spreadsheets created	
4.2	Create a workflow in eSCRIBE with templates to ensure standardization and consistency	# of workflows created	
4.2	Create an inventory of records within Teams and Laserfiche	# of records stored in Laserfische	Secure TRCA knowledge, meet required obligations and ensure information is well managed through a standardized records management
4.2	Use TOMRMS to categorize files	# of records maintained in inventory	
4.2	Transition files to Laserfiche		
Business Unit: Communications, Marketing and Events			
4.3	Pending	Pending	Strengthen TRCA’s brand and leverage business growth opportunities through integrated, data-informed communications