Year 2000 Priority One Business Functions
Status Report - November 1999

(City Council on December 14, 15 and 16, 1999, adopted this Clause, without amendment.)

The Policy and Finance Committee reports having received the following report (November 23, 1999) from the Chief Financial Officer and Treasurer; and having directed that such report be forwarded to Council for information:

Purpose:

The Year 2000 Business Continuity Plan Status Report (November 1999) outlines the following information as requested by Council at its November 1998 meeting:

(1)   Status report of each Priority One business function (November 10, 1999);

(2)   Status report on the ABC's and their state of readiness;

(3)   Status report on expenditures for Priority 1 Year 2000 functions (November 10, 1999); and

(4)   Change requests.

Funding Sources:

Funding of $149.6 million was approved as part of the 1999 Capital Budget. To date $107 million is committed/spent. The current funding will not address the remainder of:

(i)   Priority 2 and3 Business Cases remediation, testing and implementation,

(ii)   Departmental contingency plan funding requirements

A detail report will be provided in January of 2000 to address these items.

Recommendations:

It is recommended that this report be received for information.

Comment:

Communications Strategy Update:

(1)   since the October 13, 1999 announcement of the City of Toronto's essential public service readiness for year 2000, the focus of communications has been to reinforce the

message and ensure it reaches the maximum number of residents and businesses. The activities include:

(a)   2-sided flyers will be inserted into 200,000 water bills in early December. The same flyer will be distributed at all civic centres, police stations, fire halls, libraries, etc.

(b)   transit shelters will display the City's Year 2000 messages in a 4-week period between November and December;

(c)   a Full page Year 2000 ad is in the December Parks and Recreation program guide which will be distributed to more than 900,000 households; and

(d)   community liaison work is in full swing – several community forums have been attended by the Year 2000 Community Liaison Officer and the Fire Captain, spokesperson for emergency preparedness and the City's emergency plan;

(2)   Results of the October poll indicate that the City's communications plan has been effective as compared to our benchmark poll in May, 1999:

(a)   overall public concern is down (only 6 percent say it will have a major impact on them, down from 12 percent in the spring; 46 percent think it will have a moderate impact, and 44 percent think it will have no impact at all (up 10 percent);

(b)   concerns about specific areas (e.g. power, water, transit) are down slightly, but the numbers are broadly similar to the results from last spring. Hydro remains the key concern;

(c)   public confidence in the preparations of the City of Toronto went up from the high levels of last spring. 87 percent think the city is doing a good job getting ready (up from 77 percent); and

(d)   those that have paid attention to the City's Year 2000 communications have clearly found them helpful, e.g. 35 percent found the brochure useful vs. 6 percent who did not find it useful – excellent numbers for something that was distributed 4-5 months before the survey was conducted;

(3)   A communications protocol among the City's departments and agencies is being developed for the Year 2000 rollover on New Year's Eve as well as a communications plan for communications with the public and media prior to New Year's Eve; and

(4)   The Essential Service Providers Forum is coordinating information exchanges over the rollover period and asking the City of Toronto to participate by sharing key incident reporting information during the first few hours after the rollover. This information would be shared under the confidentiality agreement in place and used by members of the

forum for operational decision-making only. The exception to this would be a status report(s) that the province plans to issue indicating the state of affairs across the province regarding Year 2000 rollover.

Status report on Priority One Business Functions (Appendix 1):

Departmental Status Update:

All business cases are essentially ready to deliver services on January 1st, 2000 and beyond. The remaining tasks include completion of city-wide initiatives and due diligence activities such as documentation, sign-off procedures, and business case closure documentation. Completion of these activities will not be reflected in the percentage until the end of November.

Business Cases with minor Year 2000 tasks remaining are as follows:

Community and Neighbourhood Services:

All business cases are complete pending documentation for due diligence. The exceptions include the two Homes for the Aged (HFA) business cases which are currently being deployed to each home and the Provincial Public Health systems (Healthy Environments and Communicable Disease Control) which are both on target for completion by month-end.

Corporate Services:

The majority of business cases are complete pending documentation for due diligence. The exceptions include the Gaming system, part of the Legislative Services Business Case, which is scheduled for completion by the end of November.

The HR Data Retention initiative has completed its assessment data inventory requirements. Three applications necessary for business continuity have been completed and implemented. An action plan has been developed to ensure that information required to support day to day business is made accessible by the end of November.

The Election Management business case has been closed. A new system is being implemented, therefore the election system that is in place will not be remediated. Contingency plans are in place.

Economic Development, Culture and Tourism:

All business cases are complete. Minor tasks remaining are dependent on the delivery of hardware. Delivery dates are scheduled and on target.

Finance:

All business cases are either complete or are on track for completion by the end of November with the exception of account receivable, which is targeted for a December completion.

Urban Planning and Development Services:

All business cases are complete pending completion of city-wide initiatives. These include:

(i)   Server migration from North York. Scheduled for the end of November; and

(ii)   acquisition of Point-of-Sale terminals. Scheduled for end of November.

Works and Emergency Services:

All business cases are complete, with the exception of Support Services (Inquiry/Maintenance Management) which is scheduled for completion in December.

Due diligence activities are being completed for Water Supply and Water Pollution Control. CityWide Initiatives Update

All CityWide Initiatives are nearing completion of their Year 2000 activities.

Facilities:

All systems have been assessed and inventoried. Upgrades are currently taking place.

Fleet:

Project Complete

External Partners and Agreements:

Currently making substantial progress in business case sign-off procedures.

Mainframes:

Implementation is complete.

Mid-range Servers:

53 servers remain to be certified. Certification procedures are scheduled to be complete before the end of November.

Desktops:

Rollout of originally assessed Desktops is complete. Rollout of 100 laptops remains.

Data Network:

The network rollout is 83 percent complete. Service delays from suppliers have resulted in contingency plans being initiated. These will all be completed by early December.

Voice Network:

Three systems remain to be implemented. Installation dates are scheduled for completion by the end of November.

Contingency Status:

Community and Neighbourhood Services:

21 of the 22 Contingency Plans have been tested and are ready. The remaining plan is in progress and is scheduled to be completed by the end of November.

Corporate Services:

Priorty-1 Contingency Plans have made substantial progress:

(i)   12 out of 14 Business Cases have completed draft Contingency Plans; and

(ii)   10 out of 14 Contingency Plans are currently being tested.

Completion of all plans is scheduled for the end of November.

Economic Development, Culture and Tourism:

All Priority 1 Business Case Contingency Plans have been completed and signed off by the Commissioner.

Finance:

All Priority 1 Business Case Contingency Plans have been completed and signed off by the Chief Financial Officer and Treasurer.

Urban Planning and Development Services:

All Priority 1 Business Case Contingency Plans have been completed and signed off by the Commissioner.

Works and Emergency Services:

Contingency Plans have been drafted for all Priority 1 business cases

(i)   the Commissioner has signed off 6 of 9 Contingency Plans;

(ii)   Fire Suppression has completed testing the contingency plan;

(iii)   Water Supply and Water Pollution Control are both scheduled to test their contingency plans in November; and

(iv)   Commissioner sign-off of these remaining 3 plans is expected by the end of November.

Status report from the TTC – November 17, 1999:

Executive Overview:

All critical applications, technology and infrastructure, and embedded systems are ready for the Year 2000. There are no remaining areas of concern.

Summary:

Embedded Systems:

100 percent (384 of 384) embedded systems are now tested and Year 2000 ready.

Applications:

100 percent (129 of 129) of the critical (level 1 and 2) applications are now Year 2000 ready.

IT Infrastructure:

100 percent of the Information and Technology infrastructure (mainframe, LANs, PCs, etc.) is Year 2000 ready.

Contingency Planning:

All Business Operations contingency plans are complete and all detailed IT contingency plans (Applications, Infrastructure and Embedded Systems) have been developed.

Clean Management:

A freeze has been implemented and a Clean Management process has been developed.

Budget:

The projected cost for the TTC Year 2000 project is $15.8M. This amount is $1M above the approved budget as previously reported. Funds will be found internally within the Commission to make up the shortfall.

Status Report from the Toronto Police Service – November 15, 1999:

The following summaries have been prepared for each critical area of Year 2000 planning and remediation to provide information about Police Services' most recent accomplishments:
Emergency Preparedness:

Unit specific operational contingency plans have been completed and are in the process of being reviewed and finalized. Unit tests of these plans are being scheduled for completion as soon as possible.

Plans are still being prepared to address general operational preparedness for New Years Eve events. These plans will be finalized by the end of November 1999.
Information Processing:

The Service remains on track in converting and testing its information systems in keeping with system A-D prioritization. The status is as follows:

(i)   Priority A Systems: Complete;

(ii)   Priority B Systems: 90 percent complete. The rest are expected to be completed by November 30, 1999;

(iii)   (Priority C Systems: 85 percent complete. The rest are expected to be completed by November 30, 1999; and

(iv)   Priority D Systems: 70 percent complete. The rest are expected to be complete by February 29, 2000.

The Service has implemented a soft production freeze on its systems effective October 15th, 1999. This freeze requires IT management approval for any non-Year 2000 changes to the production environment. A hard production freeze will be implemented on November 30th requiring all changes to the production environment to be approved at the Command level.

Facilities and Equipment:

Critical equipment assets are Year 2000 compliant.
The Service is continuing to work with City staff to remediate and test facilities. Work in this area is still behind schedule, but it is still anticipated that all necessary work will be completed by the end of November 1999.

Given the Police Services' state of readiness, confidence is high that the Service will be prepared to address Year 2000 challenges in the new millennium in keeping with the expectations of our communities.

Status Report from Toronto Hydro – November 15, 1999:

Status:

Toronto Hydro's preparations for the rollover to the Year 2000 on December 31 remain on track and no problems are anticipated with "A" priority systems. Attention is being focused on completion of the final few steps required to make the Corporation 100 percent prepared, the status of which is summarized below.

Year 2000 Testing:

All Toronto Hydro systems impacting on Hydro's ability to distribute power were Year 2000 ready as of June 21. All verification testing of business information systems is scheduled for completion by the end of November.

Contingency Planning:

Electrical Distribution System contingency plans have been completed and will be exercised on November 16. Business continuity plans are close to completion.

Clean Management:

Toronto Hydro has created a clean management strategy and action plan that is currently being implemented in all Divisions and Departments where required. Ensuring the Year 2000 ready systems remain Year 2000 ready is the goal of Toronto Hydro's clean management efforts. The primary focus is to raise awareness and educate staff in order to avoid the unintentional or inadvertent re-introduction of Year 2000 exposures by all personnel working with Toronto Hydro systems. Part of this effort is to raise the general awareness of common practices that could create Year 2000 problems in the future.

City Independent Review:

The City has completed and submitted their review of Toronto Hydro's Year 2000 project. No substantial weaknesses were discovered by the review and Hydro's efforts have been endorsed as well managed and on-target. Twenty-four possible actions to enhance the Year 2000 Project were suggested. They are summarized as follows:

(i)   10 relate to procedures, sign-off and confirmation of ownership of the Year 2000 reponsibility;

(ii)   4 relate to risk management mitigation;

(iii)   4 suggest spot checks or further independent reviews; and

(iv)   the balance are concerned with the areas of scope confirmation, clean management and communications.

In conclusion, Toronto Hydro's project remains on target, on budget and on schedule.

Change requests:

The following change requests have been approved by the Year 2000 Steering Committee and are presented for information.

Community and Neighbourhood Services:

B.C. – All Public Health B.C.s
Log No. 243 – Public Health critical vendor count decreased.

Number of Public Health critical vendors defined for External Partners and Agreements was 17. A reassessment of the business units was conducted and the correct number of Public Health critical vendors is 2:

Bell Mobility – CNS00301, Physicians Phase II – CNS02001.

B.C. No. 24 – Access to Corporate Systems (Public Health)
Log No. 254 – NT Server Service Pack 4 Update

Update all NT 4 servers with SP4 service pack applying the POST-SP4 patches. This is the recommended Corporate IT standard as described by Corporate IT Server Group Leader. Money to be paid out of Operating Budget. (This applies to all divisions.)

B.C. No. 3 – Healthy Environments (Public Health)
Log No. 255 – Update to a new version 2.6a released by MOH on 1999-09-14. This change will update the CISS programs to the current version and make the required modifications to the CISS data structures.

The new version of CISS introduces some improvements to the existing system, eliminating function inconsistency encountered before in Tobacco module, HACCP window, Complaint window and Time and Activity Form.

Time and money to come from Operational Budget, not Y2K (Clean Management – no Y2K impacts). If not, this should be left until after the freeze period.
B.C. No. 132 – Dental Health (Public Health) Criticality 2/3 - $4,442
Log No. 256 – Acquisition of 2 Y2K-compliant applications

Purchase of Y2K-compliant version of NUD*IS4 and The Food Processor

Corporate Services

B.C. No. 42 – HR Critical 2 - $86,242
Log No. 245 – This is a request for funding of $86,242 to support the Y2K testing, certification and deployment of HR live systems that are necessary to support business continuity past December 31, 1999.

There are a number of systems that are currently in use that have not been tested or certified Y2K ready. These systems must continue to be operational past December 31, 1999. The critical ones are:

Resumix for recruiting and hiring
Mindware for training administration
Etobicoke HRIS/OMI to continue to operate and maintain the formal municipality's employee records and history until conversion to SAP and beyond.

All these systems must be upgraded, tested and redeployed to ensure that they will continue to operate and support the business functions that depend on them.

B.C. No. 42 – HR Processes – Identification of Contingency - $433,485
Log No. 246 – This change request is to support the HR data retention effort with respect to systems that will have to be decommissioned because their existing platform cannot continue to function beyond December 31, 1999. Those systems contain extensive amount of historical data that is vital for business continuity and must be kept in accessible form for legal and legislative requirements. This was approved subject to review of strategy and amount of funding requested.

B.C. No. 35 – Document Management – Legal Department - $30,690 (within current project budget)
Log No. 248 – Extension of resources to November 30, 1999

It is recommended that the Implementation Activities be amended for the project to complete the following tasks due to the fact that Planned Activities were impacted by unforeseen Production Problems:

(i)   resolve NT Server Production problem;

(ii)   complete systems support training and knowledge transfer;

(iii)   business case closure; and

(iv)   project management and administration.
This Change Request requires that two resources continue for the period November 1 through November 30, 1999 and does not require any additional funds.

The application includes Document Management, Oracle DBMS and Verity (Full Test Index DBMS). Although all the applications are Y2K Ready and Certified as of September 30, 1999,

due to the delays in implementation, the following tasks have not been completed and are required.

Resolve NT Production Service Problem
Complete systems support training for and knowledge transfer for Docs Open, Oracle DBMS Architecture and Verity DBMS Architecture (34 person days).
Completion of additional tasks as defined on an ongoing basis by the DPMO (depending on new tasks not defined).
Project management for Business Case Closure, which includes obtaining Sign-Off and Agreement with the Business Unit and Corporate IT. (10 person days)

B.C. No. 94 – File Management and Legal Specific Databases - $17,600 (within current project budget)
Log No. 249 – Extension of resources to November 30, 1999

It is recommended that the Implementation Phase be amended to complete the following tasks due to the fact that planned activities were impacted by unforeseen production problems and the project manager was unavailable for 6 days during October:

(i)   complete systems support training and knowledge transfer; and

(ii)   business case closure.

B.C. No. 29 – Management of City's Fuel Supply
Log No. 250 – Revise completion date of this project to November 5, 1999 from September 30, 1999

The project has been delayed for the following reasons:
Network installation delays resulted in the team's inability to implement all systems on time.
Fuel cards not delivered by third party vendor in expected time to complete project by September 30.

B.C. No. 52 – Payroll
Log No. 244 – Delete Scarborough Absence Reporting System as a criticality 3 partition for Payroll business case.

The Scarborough Absence Reporting System is a criticality 3 application for Year 2000. It was incorporated into the Metro Cyborg application in 1998 and is no longer in use.

We recommend that it be deleted from the Year 2000 Criticality 3 System Inventory for the Finance Department. The historical data for the system will be retained as part of the Data Retention project.

Reduce scope from 7 Criticality 2/3 systems to 6 Criticality 2/3 systems.

B.C. No. 35 – Document Management – Legal Department

Log No. 258 – Add Critical 1 Vendor to EP andA Business Case

Currently Legal uses WordPerfect as its word processing package. With the migration to MS Word, templates and macros will have to be converted from WordPerfect to MS Word.

The Project Team obtained 3 quotes. Based on the lowest price, prior experience performing work for major law firms and the ability to meet the timelines required, Nereosoft was selected.

BC No. CS02801/02 – HR – Integrated Disability Claims Processing
Log No. 264 - No impact on current funding – Change to completion date - for record purposes only.

Additional functionality and interface-related issues have impacted the finish date for this business case. The Division advises that the new Implementation date is October 29, 1999.

BC No. CS02801/02 – HR – Integrated Disability Claims Processing
Log No. 265 - No impact on current funding -Extension of staff contract to Nov. 15/99- for record purposes only.

Entering of all 1999 WSIB claims into the Integration. Disability Claims System is not yet finished. The Division recommends extending the contract of one staff contractor (Testing Analyst) for six weeks to complete the required tasks.

BC No. CS02801/02 – HR – Integrated Disability Claims Processing
Log No. 266 - Combine partitions - No impact on current funding

It is recommended that Partition CS02801 (Integrated Disability Management and Employee Assistance) be combined with CS02802 (WCB Claims Management). During development it was found that each partition had identical base needs, common business process structures, and utilized a great deal of common data. It is more economical and user friendly to create an integrated system, and to track and report on both of these partitions within one partition.

B.C No. CS03901 and CS03906 – City Clerk's Records and Archives
Log No. 267 – Combine partitions - No impact on current funding

It is recommended that Partition CS03906 (RMS Conversion) be combined with Partition No. CS03901 (Versatile). Partition CS03906 is the conversion of files from former cities into the chosen records management system called Versatile. Combining these two partitions moves the conversion effort into the task list of the Versatile project, streamlining the work effort, and reducing paperwork.

B.C No. CS03904 and CS03906 – City Clerk's - Records and Archives
Log No. 268 – Extension of three staff contracts – No new funding.

The vendor installed GUPTA SQL application, then it did not run in the City's environment. The vendor was eventually able to fix the problem, however, the project was delayed by 17 days. Project staff are being extended for three weeks to complete their tasks.

BC No. CS03901-3907 – City Clerk's – Records and Archives
Log No. 269 – Extension of staff contract – No new funding.

Testing documentation for EFS Fileroom is not yet complete on these partitions. The Division recommends extending the contract of one staff contractor (Testing Analyst) for one week to complete the required tasks.

BC No. CS03401 – City Clerk's- Elections
Log No. 270 – Cancellation of Business Case - No impact on funding.

The Division is recommending the cancellation of this business case. New Y2K ready Election equipment will be delivered in the first quarter of 2000. If there is the requirement for a by-election between now and then, the City will rent the equipment from another city. The current old equipment will be returned to the vendor delivering the new equipment for a credit. Canceling this business case will eliminate the need for remediation of the current Election system.

BC No. CS030, 32, 33, and 39 – City Clerk's
Log No. 271 – Extension of staff contract to Dec. 31/99 – No new funding.

The Division recommends extending the contract of a Project Manager to oversee the completion of all required tasks for all City Clerk's projects. The Project Manager will also oversee project closure process for all Criticality 1 business cases.

BC No. CS03202 – City Clerk's – Gaming System
Log No. 272 – Extension of staff contract to Nov. 30/99 – No new funding.

Development work is not yet complete on this partition. The Division recommends extending the contract of one staff contractor (Program Analyst) for one month to complete the required tasks.

BC No. CS03202 – City Clerk's – Gaming System
Log No. 273 – Extension of staff contract to Nov. 30/99 – No new funding.

Development work is not yet complete on this partition. The Division recommends extending the contract of one staff contractor (Program Analyst) for one month to complete the required tasks.

BC No. CS03202 – City Clerk's – Gaming System
Log No. 274 – Extension of staff contract to Nov. 30/99 – No new funding.

Development work is not yet complete on this partition. The Division recommends extending the contract of one staff contractor (Program Analyst) for one month to complete the required tasks.

BC No. CS03202 – City Clerk's – Gaming System
Log No. 276 – Extension of staff contract to Nov. 30/99 – No new funding.

Development work is not yet complete on this partition. The Division recommends extending the contract of one staff contractor (Program Analyst) for one month to complete the required tasks.

BC No. CS03202 – City Clerk's – Gaming System
Log No. 275 – Extension of staff contract to Nov. 30/99 – No new funding.

Development work is not yet complete on this partition. The Division recommends extending the contract of one staff contractor (Testing Analyst) for one month to complete the required tasks.

BC No. CS03301/02 – City Clerk's – Corporate Access and Privacy
Log No. 277 – Extension of staff contract to Nov. 30/99 – No new funding.

Testing documentation is not yet complete on these partitions. The Division recommends extending the contract of one staff contractor (Testing Analyst) to complete the required tasks. Peter's contract ended in September, but funding was not requested at that time.

BC No. CS030, 32, 33, 39 – City Clerk's
Log No. 278 – Extension of staff contract to Dec. 31 – No new funding.

The Division recommends extending the contract of one staff contractor (Project Support) for two months to assist in the collection of project documentation and the closure process for all Clerk's Criticality 1 business cases.

Finance:

B.C. No. 53 – Parking Tag Management - $3,060
Log No. 253 – Ensure Parking Tag Banking System is Y2K compliant.

The Parking Tag Banking System is currently using Foxbase. This application is not Y2K compliant. This proposal ensures the application is Y2K compliant and includes conversion to Foxpro, setup, coding change, regression test and documentation, etc.

Urban Planning and Development Services

B.C. No. 67 – Building Permits, Municipal Standards - $92,400
Log No. 260 – Resources for Server Migrations

UPDS requires additional staff to support the server migration in Metro Hall and North York as well as the IBMS rollout. A total of 3 people x 16 weeks is required, assuming a $55/hr rate x 35 hours per week, a total of $92,400 is requested.

These resources are required as backfill for existing staff working on other Y2K projects for UPDS (for the IBMS project and other systems).

City Wide Initiatives – Fleet

B.C. No. 80 – City Wide Initiates – Fleet
Log No. 279 – Change the scope of the Fleet project – No budget impact.

Change the scope of the Fleet project to reduce the scope of Critical 1 Business Case to exclude certain equipment assessed as low priority (non-vehicle) and low risk and move these items into a Critical 2 Business Case for continued work.

City Wide Initiatives – Server

B.C. No. 86 – Servers
Log No. 263 – Sales taxes of project budgets (add $1,673,892 back to the remaining project budget)

The original budget of this Business Case does not include sales taxes (PST and GST). However, the financial reports of the project thus far have the sales taxes included.

It is, therefore, the purpose of this Change Request to document the amount of sales taxes which should not be, but have been, included in the project expenses as of August 31, 1999.

City Wide Initiatives – Project Management Office

B.C. No. 91 – Project Management Office - $60,000
Log No. 282 – Staffing for the Library

There is a need to keep all Year 2000 documentation and files for due diligence and legal requirements that may arise in the new year. It is requested that the Program Assistant to the Y2K Project remains on an Alternate Rate to manage this Library and that a clerk 3 be retained

to help catalogue and manage files as required for the year 2000. Facilities Management has already been contacted to get a room to hold all Year 2000 documentation. Therefore funds in the amount of $60,000 is required to cover the Alternate Rate and the salary of a clerk 3.

B.C. No. 91 – Project Management Office - $1,500,000
Log No. 292 – Staff Retention Plan

Staff retention bonus, lieu time, and education as originally recommended in the November 1998 Council Report to be paid from project contingency. The retention bonus is subject to approval by the Executive Director of Human Resources. The education allowance is to provide a maximum of $5,000 for career enhancement through industry conferences and training/education with organizations such as York College of Information Technology and other accredited organizations.

Conclusion:

The City of Toronto's Year 2000 readiness program is moving forward as anticipated. Council will continue to receive progress reports as requested.

Contact:

Lana Viinamae, Director Year 2000

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(A copy of the attachments to the foregoing report was forwarded to all Members of Council with the December 7, 1999, agenda of the Policy and Finance Committee and a copy thereof is also on file in the office of the City Clerk.)