Board of Directors Meeting #4/22 was held via video conference, on Friday, May 20, 2022, pursuant to section c.12 of the Toronto and Region Conservation Authority Board of Directors Administrative By-Law. The Chair, Jennifer Innis, called the meeting to order at 9:33 a.m.

PRESENT

Jennifer Innis, Chair
Jack Heath, Vice-Chair
Paul Ainslie
Kevin Ashe
Shelley Carroll
Ronald Chopowick
Joanne Dies
Jennifer Drake
Gordon Highet
Linda Jackson
Maria Kelleher
Mike Layton
Michael Palleschi
James Pasternak
Steve Pellegrini
Anthony Perruzza
Gino Rosati
Rowena Santos
Don Sinclair

ABSENT

Joe DiPaola
Paula Fletcher
Chris Fonseca
Xiao Han
Josh Matlow
Basudeb Mukherjee
Connie Tang

The Chair recited the Acknowledgement of Indigenous Territory.

RES.#A 48/22 MINUTES OF MEETING #3/22, HELD ON APRIL 22, 2022

Moved By: Paul Ainslie
Seconded By: Linda Jackson

THAT the Minutes of Meeting #3/22, held on April 22, 2022, be approved.

Carried

DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Don Sinclair declared a pecuniary interest regarding Item 10.1 - New Administrative Building Project Update, as his son's firm is involved in the planning function for the project. Mr. Sinclair did not take part in the discussion or vote on the item.

SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

RES.#A 49/22 PEOPLE FIRST DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAYBOOK

Moved By: Linda Jackson
Seconded By: Gino Rosati

WHEREAS at Meeting #5/20 held on June 26, 2020, Toronto and Region Conservation Authority's (TRCA) Board of Directors affirmed its commitment to proactive diversity and inclusion practices;

AND WHEREAS TRCA's 2013 Strategic Plan, Building The Living City identifies engagement of the diverse cultural communities within our watersheds as core goals of TRCA;

AND WHEREAS TRCA's Core Value of Respect identifies that as an organization we strive to be equitable, fair, and respectful while recognizing individual contributions and diversity;

THEREFORE LET IT BE RESOLVED THAT the enclosed People First Diversity, Equity, and Inclusion Strategic Playbook be endorsed;

THAT TRCA staff take all steps necessary to implement the People First Diversity, Equity and Inclusion Strategic Playbook;

AND FURTHER THAT staff report to TRCA's Board of Directors annually on progress related to TRCA's People First Diversity, Equity, and Inclusion Strategic Playbook.

Carried

<u>RES.#A</u> 50/22 APPOINTMENT OF OFFICER AND DESIGNATION AS PROVINCIAL OFFENCES OFFICER

Moved By: Linda Jackson
Seconded By: Gino Rosati

THAT Brad Suckling be appointed as an Officer and Provincial Offences Officer for the purposes of compliance and enforcement of Section 28 and 29 of the *Conservation Authorities Act*, R.R.O. 1990, and the *Trespass to Property Act*, by the Board of Directors of the Toronto and Region Conservation Authority (TRCA), pursuant to Section 28(1)(d) of the *Conservation Authorities Act*.

Carried

<u>RES.#A</u> 51/22 APPOINTMENT OF OFFICER AND DESIGNATION AS PROVINCIAL OFFENCES OFFICER

Moved By: Linda Jackson
Seconded By: Gino Rosati

THAT Dawson Rowntree be appointed as an Officer and Provincial Offences Officer for the purposes of compliance and enforcement of Section 29 of the *Conservation Authorities Act*, R.R.O. 1990, Regulation 119 relating to use of Authority landholdings, and the *Trespass to Property Act* by the Board of Directors of the Toronto and Region Conservation Authority (TRCA), pursuant to Section 28 (1)(d) of the *Conservation Authorities Act*.

Carried

<u>RES.#A</u> 52/22 RFQ FOR THE SUPPLY AND INSTALLATION OF AUDIO-VISUAL EQUIPMENT FOR THE NEW ADMINISTRATIVE BUILDING PROJECT

Moved By: Linda Jackson
Seconded By: Gino Rosati

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires audio-visual equipment;

AND WHEREAS TRCA solicited quotations through a publicly advertised process;

THEREFORE STAFF RECOMMEND THAT Request for Quotation (RFQ) No. 10037473 for the New Administration Building Project be awarded to Global Unified Solution Services at a total cost not to exceed $973,495 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT staff be authorized to approve additional expenditures to a maximum of $97,350 plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT subsequent to the completion of a value engineering process in accordance with TRCA's project budget, staff be authorized to issue a Letter of Intent to secure the purchase of equipment due to recent industry price escalation and supply chain disruptions;

THAT should staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

RES.#A 53/22 2022 UNFUNDED PRIORITIES

Moved By: Shelley Carroll
Seconded By: Jack Heath

THAT the 2022 Unfunded Priorities list, and all projects and programs therein, be adopted;

THAT TRCA staff be authorized to amend the 2022 Unfunded Priorities throughout the year as new funding pressures arise;

THAT Asset Management – Road Repairs ($1,670,000) be funded by TRCA's unrestricted reserves and removed from the list, as recommended by SLT;

THAT Black Creek Pioneer Village – Accessibility Improvements ($300,000) be funded by TRCA's unrestricted reserves and removed from the list, as recommended by SLT;

THAT Canada Community Revitalization Fund Grant Match ($1,104,646) be funded by TRCA's unrestricted reserves as recommended by SLT;

AND FURTHER THAT Development Engineering Services' PARES project ($1,510,602) be funded by TRCA's unrestricted reserves and recovered through future permitting costs.

Carried

<u>RES.#A</u> 54/22 2022 TRCA BUDGET

Moved By: Shelley Carroll
Seconded By: Jack Heath

THAT the 2022 TRCA Budget, and all projects and programs therein, be adopted;

THAT TRCA staff be authorized to amend the 2022 Budget, to reflect actual 2021provincial transfer payment allocations to set the amount of matching levy required by the Conservation Authorities Act;

THAT the cost of property taxes imposed by municipalities be included as additional levy to the participating municipalities where the lands are located, excluding the cost of property taxes which are passed on to a third party under a lease or similar agreement;

THAT, except where statutory or regulatory requirements provide otherwise, TRCA staff be authorized to enter into agreements with private sector organizations, nongovernmental organizations or governments and their agencies for the undertaking of projects which are of benefit to TRCA and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved TRCA budget;

AND FURTHER THAT authorized TRCA officials be directed to take such action as may be necessary to implement the foregoing, including obtaining approvals and the signing and execution of documents; and

THAT upon approval from the Executive Committee, staff be authorized to include the Asset Management Road Repairs, Black Creek Pioneer Village Accessibility Improvements, successful TRCA Multi-Infrastructure Projects under Canada Community Revitalization Fund (CCRF) and the Development and Engineering Services PARES Project, in the 2022 Operating and Capital Budget (Attachment 1), which will be revised accordingly for Board consideration.

Carried

<u>RES.#A</u> 55/22 ACQUISITION FROM 2022988 ONTARIO INC.

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT 5.6 hectares (13.8 acres), more or less, of vacant land, located east of Ninth Line and south of Bloomington Road, said land being Part of West Half Lot 10, Concession 9, designated as Block 44 and 46 on draft MPlan, by H.F. Grander Co. Ltd. OLS, Caddfile: 63269-S2_1.DPD and Project No.63269-S2 in the Town of Stouffville, Regional Municipality of York, be purchased from 2022988 Ontario Inc.; and an access easement designated as Part 4 on draft R plan by H.F. Grander Co. Ltd. OLS, Caddfile: 63269-R(EI)_I.DPD and Project No.63269-R(EI) in the Town of Stouffville, Regional Municipality of York, be purchased from the Town of Stouffville;

THAT the purchase price be $2.00;

THAT Toronto and Region Conservation Authority (TRCA) receive conveyance of the land free from encumbrance, subject to existing service easements;

THAT the transaction completed at the earliest possible date and all reasonable expenses incurred incidental to the closing for land transfer tax, legal costs, and disbursements are to be paid by TRCA;

AND FURTHER THAT authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.

Carried

RES.#A 56/22 AGRICULTURAL LEASE RENEWAL: FORMER LAMONT PROPERTY

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) is in receipt of a request from John Workman to renew the lease agreement for agricultural use of TRCA land located south of King Road and east of Concession 11, municipally known as 12707 Concession 11, Township of King, Regional Municipality of York, Humber River watershed;

THEREFORE LET IT BE RESOLVED THAT TRCA renew the agricultural lease with John Workman for the use of 38.04 hectares (94 acres), more or less, said land being Part of Lots 1 to 5, Concession 10, municipally known as 12707 Concession 11, Township of King, Regional Municipality of York;

THAT the lease with John Workman be subject to the following terms and conditions:

(i) that the term of the lease be for 1 year, together with an annual renewal option for the next four years at the sole option of TRCA;
(ii) that consideration be $12,978 per annum, plus HST, with an annual increase subject to farmland appraisal review, plus HST;
(iii) that John Workman to be responsible for all approvals required for construction and operation of the agricultural operation;
(iv) that John Workman be responsible for all costs associated with the development and operation of the agricultural operation;
(v) that John Workman will be solely responsible for all costs associated with the removal of any fixtures/infrastructure on the lands under lease, at the end of the term, and to the satisfaction of TRCA;
(vi) that John Workman will be required to obtain at his cost, all necessary licenses and permits, and comply will all applicable by-laws, rules,

regulations, and laws governing the conduct and operation of the farm operation or
anything in connection therewith; and
(vii) any other terms and conditions deemed appropriate by the TRCA staff and solicitor;

AND FURTHER THAT authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.

Carried

<u>RES.#A</u> 57/22 ROYAL CANADIAN LEGION MACKENZIE BRANCH LEASE REWEWAL

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) is in receipt of a request from the Royal Canadian Legion Mackenzie Branch (Legion) to enter into a lease agreement to continue to use TRCA lands for parking lot purposes, located south of Highway 7 and west of Islington Avenue, municipally known as 70 Legion Court Road, City of Vaughan, Regional Municipality of York, Humber River watershed;

THEREFORE LET IT BE RESOLVED THAT TRCA enter into a lease with the Legion for use of 0.304 hectares (0.75 acres), more or less, said land being Part of Lot 5, Concession 7, municipally known as 70 Legion Court Road, City of Vaughan, Regional Municipality of York;

THAT the lease with the Legion be subject to the following terms and conditions:

(i) that the term of the lease is for one year together with an annual renewal option for the next four years at the sole option of TRCA;
(ii) that consideration is $1.00 per annum;
(iii) that the Legion is responsible for all approvals and costs associated with construction, maintenance, and parking lot operation;
(iv) that the Legion upon lease completion, removes all equipment and materials associated with constructing and operating the parking lot, and restores the site to TRCA satisfaction;
(v) any other terms and conditions deemed appropriate by TRCA staff and solicitor;

AND FURTHER THAT authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining necessary approvals and sign and execute documents.

Carried

<u>RES.#A</u> 58/22 PROPOSAL FROM THE CITY OF BRAMPTON TO LEASE THE MCVEAN FARM SITE

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) received a request from the City of Brampton to enter into a lease agreement for the development and operation of a community garden located north of Ebenezer Road and west of McVean Drive, municipally known as 9376 McVean Drive, City of Brampton, Regional Municipality of Peel, Humber River watershed;

THEREFORE LET IT BE RESOLVED THAT TRCA enter into a lease with the City of Brampton for the use of 0.92 hectares (2.29 acres), more or less, said land being Part of Lot 7, Concession 8, municipally known as 9376 McVean Drive, City of Brampton, Regional Municipality of Peel;

THAT the lease with the City of Brampton be subject to the following terms and conditions:

(i) that the term of the lease is for 5 years;
(ii) that consideration is $2 per annum, plus HST;
(iii) that the City of Brampton is responsible for all approvals required for construction and operation of the community garden;
(iv) that the City of Brampton is responsible for all costs associated with the development and operation of the community garden;
(v) that the City of Brampton is responsible for securing and managing a sub-tenant for the community garden;
(vi) that the City of Brampton is solely responsible for all costs associated with the removal of any fixtures/infrastructure on the lands under lease, at the end of the term, and will restore the lands to the satisfaction of TRCA;
(vii) that the City of Brampton is required to obtain at its cost, all necessary licenses and permits, and comply will all applicable by-laws, rules, regulations, and laws governing the conduct and operation of the community garden or anything in connection therewith; and
(viii) any other terms and conditions deemed appropriate by TRCA staff and solicitor;

AND FURTHER THAT authorized TRCA officials are directed to take the necessary action to finalize the transaction, including obtaining necessary approvals and signing and executing documents.

Carried

<u>RES.#A</u> 59/22 LEASE RENEWAL MCVEAN INCUBATOR FARM

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) is in receipt of Mr. Phillips' request to renew lease agreement to continue operating McVean Incubator Farm located north of Queen Street East and west of McVean Drive, municipally known as 9030 and 9376 McVean Drive, City of Brampton, Regional Municipality of Peel, Humber River watershed;

THEREFORE LET IT BE RESOLVED THAT TRCA renew the lease with Mr. Phillips for the use of 4.85 hectares (12 acres), more or less, said land being Part of Lots 6 and 7, Concession 8, municipally known as 9030 and 9376 McVean Drive, City of Brampton, Regional Municipality of Peel;

THAT the lease with Mr. Phillips be subject to the following terms and conditions:

> **(i) that the term of the lease be for 5 years;**
> **(ii) that consideration is $3,150 per annum, plus HST, with an annual increase subject to an independent rent appraisal, plus HST;**
> **(iii) that Mr. Phillips is responsible for all approvals required for construction and operation of the McVean Incubator Farm;**
> **(iv) that Mr. Phillips is responsible for all costs associated with construction,**
> **development, and operation of the McVean Incubator Farm;**
> **(v) that Mr. Phillips is responsible for securing and managing all sub-tenants for the McVean Incubator Farm;**
> **(vi) that Mr. Phillips is solely responsible for all costs associated with the removal of any fixtures/infrastructure on the lands under lease, at the end of the term, and will restore the lands to the satisfaction of TRCA;**
> **(vii) that Mr. Phillips is required to obtain at his cost, all necessary licenses and permits, and comply will all applicable by-laws, rules, regulations, and laws governing the conduct and operation of the McVean Incubator Farm or anything in connection therewith;**
> **(viii) any other terms and conditions deemed appropriate by the TRCA staff and solicitor;**

AND FURTHER THAT authorized TRCA officials are directed to take necessary action(s) to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.

Carried

<u>RES.#A</u> 60/22 AWARD OF REQUEST FOR TENDER FOR SUPPLY AND DELIVERY OF VARIOUS ARMOUR STONE AND RIP RAP FOR HUMBER BAY PARK EAST REVETMENT PROJECT

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires supply and delivery of various armour stone and rip rap;

AND WHEREAS TRCA solicited tenders through a publicly advertised process; THEREFORE THE EXECUTIVE COMMITTEE RECOMMENDS THAT Request for Tender (RFT) No. 10037330 be awarded to Glenn Windrem Trucking at a total cost not to exceed $548,415, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $54,842 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT Request for Tender (RFT) No. 10037422 be awarded to Glenn Windrem Trucking at a total cost not to exceed $426,190, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $42,619 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT Request for Tender (RFT) No. 10037331 be awarded to Glenn Windrem Trucking at a total cost not to exceed $233,708, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $23,371, (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed;

THAT Request for Tender (RFT) No. 10037333 be awarded to Dufferin Aggregates at a total cost not to exceed $199,327, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $19,933 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed;

THAT should TRCA staff be unable to negotiate a contract with any of the above-mentioned proponents, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations (where applicable), beginning with the next lowest bid meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contracts, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

<u>RES.#A</u> 61/22 AWARD OF REQUEST FOR TENDER FOR GAFFNEY PARK EROSION CONTROL AND DRAINAGE PROJECT, CITY OF TORONTO

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires a general contractor to supply all labour, equipment and materials necessary to implement erosion control and drainage improvements for the Gaffney Park Erosion Control and Drainage Project, in the City of Toronto;

AND WHEREAS TRCA solicited tenders through a publicly advertised process;

THEREFORE LET IT BE RESOLVED THAT Request for Tender (RFT) No. 10037083 for the Gaffney Park Erosion Control and Drainage Project be awarded to Dynex Construction Inc. at a total cost not to exceed $794,889, plus applicable taxes, to be expended as authorized by Toronto and Region Conservation Authority (TRCA) staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of 10% of the project cost, plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

<u>RES.#A</u> 62/22 AWARD FOR REQUEST FOR PROPOSAL DESIGN-BUILD SERVICES FOR THE 193-195 HUDSON DRIVE SLOPE STABILIZATION PROJECT

Moved By: Shelley Carroll
Seconded By: Michael Palleschi

THAT WHEREAS the Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires a slope stabilization solution which will provide

long term protection for two (2) private residential homes at 193 & 195 Hudson Drive through TRCA's Erosion Risk Management Program;

AND WHEREAS TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria;

THEREFORE LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10036543 for Design-Build services for the 193 – 195 Hudson Drive Slope Stabilization Project be awarded to Midome Construction Services Ltd. at a total cost not to exceed $1,500,000 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $150,000 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted proposals, beginning with the next highest ranked Proponent meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

SECTION II - ITEMS FOR EXECUTIVE COMMITTEE ACTION (FOR THE INFORMATION OF THE BOARD)

RES.#A 63/22 APPLICATION FOR PERMIT PURSUANT TO S.28.0.1 OF THE CONSERVATION AUTHORITIES ACT (MINISTER'S ZONING ORDER, ONTARIO REGULATION 599/21)

Moved By: Shelley Carroll
Seconded By: Steve Pellegrini

WHEREAS the Minister of Municipal Affairs and Housing issued a Minister's Zoning Order (MZO) for the subject property on August 27, 2021, as Ontario Regulation 599/21;

WHEREAS Section 28.0.1 of the Conservation Authorities Act requires the Authority to issue permission for a development project that has been authorized by a Minister's Zoning Order (MZO) issued under the Planning Act, and where the lands in question are not located within a Greenbelt Area as identified through Section 2 of the Greenbelt Act;

WHEREAS Section 28.0.1 of the Conservation Authorities Act requires that the Authority shall not refuse to grant permission for a development project that has been authorized by a Minister's Zoning Order (MZO), outside of the Greenbelt,

under subsection (3) despite, (a) anything in Section 28 or in a regulation made under Section 28, and (b) anything in subsection 3(5) of the Planning Act;

WHEREAS Section 28.0.1(6), of the Conservation Authorities Act, permits the Authority to attach conditions to the permission, including conditions to mitigate any effects the development may have on the control of flooding, erosion, dynamic beaches, pollution, or the conservation of land and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property;

WHEREAS Section 28.0.1(24), of the Conservation Authorities Act, provides that where a permit is to be issued pursuant to Ontario Regulation 166/06, the applicant is required to enter into an agreement with the Conservation Authority;

AND WHEREAS TRCA staff, in the absence of an approved MZO, would normally issue a Permit for the first phase of construction and where it has been demonstrated there will no impact on the control of flooding, erosion, dynamic beaches, pollution, the conservation of land, or jeopardize the health or safety of persons or result in the damage or destruction of property;

THEREFORE, LET IT BE RESOLVED THAT Tung Kee Investments Limited in the City of Markham be granted permission through a Permit to make alterations within a valley corridor for the construction of a temporary drain and temporary sediment pond to facilitate topsoil stripping and rough grading in preparation of a commercial development within Block 5 of 3143 19th Avenue, in the City of Markham, Region of York;

THAT TRCA staff seek full cost recovery in accordance with TRCA's Administrative Fee Schedule;

AND FURTHER THAT the Executive Committee, authorize the entering into of an agreement related to the Permit for the initial site works.

Carried

<u>RES.#A</u> 64/22 APPLICATION FOR PERMIT PURSUANT TO S.28.0.1 OF THE CONSERVATION AUTHORITIES ACT (MINISTER'S ZONING ORDER, ONTARIO REGULATION 698/20)

Moved By: Shelley Carroll
Seconded By: Steve Pellegrini

WHEREAS the Minister of Municipal Affairs and Housing has issued a Minister's Zoning Order (MZO) for the subject properties on December 2, 2020, as Ontario Regulation 698/20;

WHEREAS Section 28.0.1 of the Conservation Authorities Act requires the Authority to issue permission for a development project that has been authorized by a Minister's Zoning Order (MZO) issued under the Planning Act, and where the

lands in question are not located within a Greenbelt Area as identified through Section 2 of the Greenbelt Act;

WHEREAS Section 28.0.1 of the Conservation Authorities Act requires that the Authority shall not refuse to grant permission for a development project that has been authorized by a Minister's Zoning Order (MZO), outside of the Greenbelt, under subsection (3) despite, (a) anything in Section 28 or in a regulation made under Section 28, and (b) anything in subsection 3(5) of the Planning Act;

WHEREAS Section 28.0.1(6), of the Conservation Authorities Act, permits the Authority to attach conditions to the permission, including conditions to mitigate any effects the development may have on the control of flooding, erosion, dynamic beaches, pollution, or the conservation of land and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property;

WHEREAS Section 28.0.1(24), of the Conservation Authorities Act, provides that where a permit is to be issued pursuant to Ontario Regulation 166/06, the applicant is required to enter into an agreement with the Conservation Authority;

AND WHEREAS TRCA staff, in the absence of an approved MZO, would normally issue a Section 28 Permit for the construction of stormwater management facilities, if it has been demonstrated there will be no impact on the control of flooding, erosion, dynamic beaches, pollution, the conservation of land, or jeopardize the health or safety of persons or result in the damage or destruction of property;

THEREFORE, LET IT BE RESOLVED THAT Montagna Capital Incorporated in the City of Richmond Hill be granted permission through a Permit to construct stormwater facilities within a valley corridor in preparation of residential development including a long-term care facility within 1577 to 1621 Major Mackenzie Drive East, in the City of Richmond Hill, Region of York;

THAT TRCA staff seek full cost recovery in accordance with TRCA's Administrative Fee Schedule;

AND FURTHER THAT the Chief Executive Officer be authorized to execute an agreement related to the Permit for the site works as required by the Conservation Authorities Act.

Carried

RES.#A 65/22 AWARD OF REQUEST FOR TENDER FOR COATSWORTH CUT CHANNEL DREDGING PROJECT (CITY OF TORONTO)

Moved By: James Pasternak
Seconded By: Jennifer Drake

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires dredging services;

AND WHEREAS TRCA solicited tenders through a publicly advertised process;

THEREFORE LET IT BE RESOLVED THAT Request for Tender (RFT) No. 10037684 for Coatsworth Cut Dredging Project (City of Toronto) be awarded to H.R. Doornekamp Construction Ltd. at a total cost not to exceed $314,860 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of $47,229 (15% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD

RES.#A 66/22 PEEL REGION URBAN FOREST BEST PRACTICE GUIDE

Moved By: Rowena Santos
Seconded By: Jack Heath

WHEREAS the Region of Peel Council endorsed the Peel Region Urban Forest Best Practice Guide and directed staff to continue to collaborate with partners to support implementation of the ten recommended key strategic directions at the Council of the Regional Municipality of Peel meeting on October 28, 2021 and were recently released to the public;

THAT the Peel Region Urban Forest Best Practice Guide be received.

Carried

RES.#A 67/22 2021 YEAR END FINANCIAL REPORT

Moved By: Rowena Santos
Seconded By: Jack Heath

IT IS RECOMMENDED THAT the 2021 Year End Variance Report for the year ended December 31, be received.

Carried

SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED

RES.#A 68/22 DELEGATED PERMITS FOR RECEIPT - STAFF APPROVED AND ISSUED

Moved By: Don Sinclair
Seconded By: Maria Kelleher

THAT standard delegated permit, permission for routine infrastructure works, minor works letters of approval, and permits after the fact / resolution of violations granted by Toronto and Region Conservation Authority staff, in accordance with Ontario Regulation 166/06, as amended, which are listed in 10.1, be received.

Carried

MAY 6, 2022 EXECUTIVE MEETING CLOSED SESSION ITEMS

RES.#A 69/22 STAFF PARKING AT BLACK CREEK PIONEER VILLAGE LOT

Moved By: Anthony Perruzza
Seconded By: Shelley Carroll

THAT the recommendations within the report regarding the staff parking lot at Black Creek Pioneer Village, be approved.

Carried

RES.#A 70/22 NEW ADMINISTRATIVE BUILDING PROJECT UPDATE

Moved By: Michael Palleschi
Seconded By: Joanne Dies

THAT the report on the New Administrative Building Project Update, be received.

Carried

<u>RES.#A</u> 71/22 OLT TRIBUNAL CASES PL 171136, OLT-22-002104, 2466571 ONTARIO INC., 31 AND 55 MOUNSEY STREET, FILES OP-16-012 Z.16.051, CITY OF VAUGHAN

Moved By: Linda Jackson
Seconded By: Paul Ainslie

THAT walk-on item 10.3 - OLT Tribunal Cases PL 171136, OLT-22-002104, 2466571 Ontario Inc., 31 and 55 Mounsey Street, Files OP-16-012 Z.16.051, City of Vaughan, be added to the closed session agenda for the May 20, 2022 Board of Directors Meeting.

Carried

<u>RES.#A</u> 72/22 MOVE INTO CLOSED SESSION

Moved By: Linda Jackson
Seconded By: Ronald Chopowick

THAT the Board of Directors move into closed session, pursuant to Section C.4.(2)(e) and (g) of TRCA's Board of Directors Administrative By-Law, to discuss Item 10.2 – Food Service Agreement Update, as the subject matter pertains to advice that is subject to solicitor-client privilege, and walk-on Item 10.3 - OLT Tribunal Cases PL 171136, OLT-22-002104, 2466571 Ontario Inc., 31 and 55 Mounsey Street, Files OP-16-012 Z.16.051, City of Vaughan, as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals.

Carried

<u>RES.#A</u> 73/22 RISE AND REPORT

Moved By: Linda Jackson
Seconded By: Paul Ainslie

THAT the Board of Directors rise and report from closed session.

Carried

<u>RES.#A</u> 74/22 FOOD SERVICE AGREEMENT UPDATE

Moved By: Linda Jackson
Seconded By: Gino Rosati

THAT the Board of Directors direct staff to proceed with the confidential report recommendation.

Carried

<u>RES.#A</u> 75/22 **OLT TRIBUNAL CASES PL 171136, OLT-22-002104, 2466571 ONTARIO INC., 31 AND 55 MOUNSEY STREET, FILES OP-16-012 Z.16.051, CITY OF VAUGHAN**

Moved By: Linda Jackson
Seconded By: Gino Rosati

THAT this item be referred back to the Executive Committee on June 10, 2022 for discussion in closed session.

Carried

NEW BUSINESS

Chair Innis reminded everyone of Bike the Creek taking place on June 18, 2022.

ADJOURNMENT

ON MOTION by Linda Jackson, the meeting was adjourned at 10:55 a.m.

_____	_____
Jennifer Innis	John MacKenzie
Chair	Secretary-Treasurer

Item 7.1

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, May 20, 2022 Meeting

FROM: John MacKenzie, Chief Executive Officer

RE: **PEOPLE FIRST DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAYBOOK**

KEY ISSUE
Endorsement of Toronto and Region Conservation Authority's People First Diversity, Equity, and Inclusion Strategic Playbook.

RECOMMENDATION

WHEREAS at Meeting #5/20 held on June 26, 2020, Toronto and Region Conservation Authority's (TRCA) Board of Directors affirmed its commitment to proactive diversity and inclusion practices;

AND WHEREAS TRCA's 2013 Strategic Plan, *Building The Living City* identifies engagement of the diverse cultural communities within our watersheds as core goals of TRCA;

AND WHEREAS TRCA's Core Value of Respect identifies that as an organization we strive to be *equitable, fair, and respectful while recognizing individual contributions and diversity*;

THEREFORE LET IT BE RESOLVED THAT the enclosed People First Diversity, Equity, and Inclusion Strategic Playbook be endorsed;

THAT TRCA staff take all steps necessary to implement the People First Diversity, Equity and Inclusion Strategic Playbook;

AND FURTHER THAT staff report to TRCA's Board of Directors annually on progress related to TRCA's People First Diversity, Equity and Inclusion Strategic Playbook.

BACKGROUND
TRCA's jurisdiction is home to close to five million people living within nine watersheds spanning six upper tier and 15 lower tier municipalities. Approximately 50% of the population of TRCA's watersheds identify as a member of a visible minority group, which is more than three times the national average and more than double the Ontario average. Within the communities that TRCA serves, systemic racism, sexism and other forms of unequal treatment and discrimination continue to be prevalent and common, contributing to compounding inequities amongst significant segments of the local population.

Through community-based programs and public-facing services, TRCA engages and interacts with close to 2.5 million residents annually, including through visitation of conservation parks and trails, programming at education centres and attractions, formal training, community events, consultations and other outreach and engagement activities designed to give voice to local residents' environmental needs and interests. Recognizing this important community-based

function, and acknowledging that TRCA has a role to play in dismantling systemic discrimination, at Board of Directors Meeting #5/20, held on June 26, 2020, Resolution #RES.#A113/20 was approved as follows:

> *…WHEREAS, racism, sexism and other forms of unequal treatment are pervasive and systemic issues;*
>
> *AND WHEREAS at Meeting #4/18 held on May 25, 2018, TRCA's Board of Directors endorsed the Inclusion Charter of York Region as part of TRCA's commitment to diversity and inclusion, and as a framework for ensuring programs, services, facilities, and workplaces are inclusive of all people;*
>
> *AND WHEREAS TRCA provides a range of programs and services that aim to support improved equity and inclusion through employment, training, and engagement for all residents of TRCA's watersheds, including sustainable neighbourhood action programs, community learning programs, inclusive onboarding resources for employers, bridge training, newcomer youth employment supports and multi-cultural outreach activities;*
>
> *AND WHEREAS, TRCA is committed to addressing diversity, inclusion and discrimination through the updates and implementation of its Diversity Strategy, Code of Conduct, Workplace Violence, Harassment and Discrimination Prevention corporate policies;*
>
> *THEREFORE, LET IT BE RESOLVED THAT TRCA's Board of Directors and Senior Leadership Team affirm their commitment to proactive diversity and inclusion practices;*
>
> *AND FURTHER THAT TRCA staff consult with partner municipalities on their existing programs and policies, and report back on the status of relevant TRCA policies and on any other measures that TRCA can take with its partners to substantiate this commitment to diversity and inclusion.*

Stemming from the above resolutions, TRCA convened a Diversity, Equity and Inclusion (DEI) Working Group comprised of staff from the various TRCA Divisions, with a Senior Leadership Team Champion and TRCA's CHRO as Chair of the Working Group. Working together with contributions from across the organization, the DEI Working Group undertook a current state assessment, developed a governance model, and determined specific priorities, course of work and actions related to addressing systemic discrimination, bias, and inequity at TRCA. The result of this work is the People First Diversity, Equity, and Inclusion Strategic Playbook.

RATIONALE

The People First Diversity, Equity and Inclusion Strategic Playbook takes important steps to address system barriers and historic models of discrimination or bias within TRCA and in the communities where programs and services are provided in local communities. Of particular significance within the People First Diversity, Equity and Inclusion Strategic Playbook is both the Purpose Statement and the Strategic Pillars. The Purpose Statement serves to create alignment across the organization on intent and expectations, creating a common purpose and shared destination to guide the work of TRCA, while the Strategic Pillars inform and underpin the targeted, specific and measurable actions that TRCA will undertake to address systemic discrimination, bias, and inequity.

TRCA's Diversity, Equity and Inclusion Purpose Statement is as follows:

> *TRCA values and respects the contributions that diverse perspectives, experiences, voices, and ideas bring.*
>
> *TRCA is committed to ensuring that our employees have continual opportunities to:*
> - *Realize their full potential as individuals, while being respectful of the individuality of others.*
> - *Support and foster an inclusive working environment.*
> - *Deliver equitable, accessible, and inclusive programs and services that reflect the diversity of our jurisdiction.*

Building on the Purpose Statement, the Strategic Pillars were established to bring meaningful change to TRCA's organizational DNA by integrating the principles and practices of DEI into every facet of TRCA's operations. The five Strategic Pillars are:

- Strengthen DEI Competency: Initiatives focus on improving organizational ability to understand, appreciate, and interact with persons from different backgrounds and belief systems to empower employees to respect one another and work effectively together.
- Incorporate Inclusion into TRCA's Employee Life Cycle Initiatives, focus on embedding inclusion and equity into all phases of TRCA's employment lifecycle.
- Integrate DEI into TRCA's Strategic Plan, Program Development and Delivery Initiatives, focus on ensuring that TRCA's strategy, programs and plans are reflective and representative of the diverse communities we serve.
- Enable DEI Measurement Initiatives focus on utilizing DEI metrics and data to support effective strategic organizational priorities and decision making.
- Building Inclusive Leadership Capacity Initiatives, focus on enabling leadership to build a culture that is supportive and embraces inclusion.

Each Strategic Pillar, while providing the overarching direction of activities, also consists of specific and measurable initiatives with tangible intended outcomes to advance DEI within TRCA. These actions were developed by the DEI Working Group in consultation with the broader organization and approved by the Senior Leadership Team. Each initiative or action has an associated timeline, and the DEI Working Group has begun undertaking early work on advancing 2022 actions and initiatives contained within the People First Diversity, Equity and Inclusion Strategic Playbook.

In addition to the above, each DEI initiative within the People First Diversity, Equity and Inclusion Playbook will have an associated scorecard that tracks and measures progress, along with providing a summary for reporting purposes. Central to the process of developing the People First Diversity, Equity and Inclusion Playbook was a commitment to transparency and these scorecards will continue to support openness of performance and progress on these important undertakings.

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 6 – Tell the story of the Toronto region
Strategy 11 – Invest in our staff

FINANCIAL DETAILS
Funding in support of DEI activities and initiatives related to the People First Diversity, Equity and Inclusion Strategic Playbook is contained within the Human Resources and Division-specific budget envelopes.

DETAILS OF WORK TO BE DONE
Work is underway on developing specific action plans related to the initiatives contained within the People First Diversity, Equity and Inclusion Strategic Playbook with the DEI Working Group leading the development of these specific activities and staff from across the organization engaged on an as needed basis. Several training modules are either underway or in development.

The People First Diversity, Equity and Inclusion Strategic Playbook will be integrated into the 2023 TRCA Strategic Plan, with work currently underway.

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Date: April 6, 2022
Attachments: 1

Attachment 1: People First Diversity, Equity, and Inclusion Strategic Playbook

PEOPLE-FIRST
DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLAYBOOK

Toronto and Region Conservation Authority

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MESSAGE FROM THE CEO

I am pleased to share Toronto and Region Conservation Authority's (TRCA) important People-First Diversity, Equity and Inclusion (DEI) Strategic Playbook developed with the involvement of many TRCA employees, in support of creating a TRCA where all employees are able to reach their potential and support TRCA's Mission, Vision and Core Values.

TRCA as an organization strives to grow a workplace where all employees feel valued, respected and comfortable sharing their valuable opinions and perspectives.

We want our products, programs and services to be inclusive and reflective of the diverse communities TRCA serves.

Advancing diversity, equity and inclusion is a strategic imperative for TRCA, which is why TRCA's People-First DEI Strategic Playbook has been a priority of mine for our organization.

This People-First DEI Strategic Playbook provides us all with a road map to create a diverse and inclusive workplace. To help us achieve this, we need the commitment of every employee to understand what we are trying to achieve, to work together and be open to change. This Strategic Playbook is everyone's responsibility and I encourage all employees to get involved.

I look forward to working with you to further advance our focus on diversity, equity and inclusion across TRCA.

John MacKenzie
Chief Executive Officer

MESSAGE FROM TRCA'S DEI COMMITTEE

Together we have developed TRCA's People-First DEI Strategic Playbook as a statement of a shared commitment and desire to lead a movement towards creating a more inclusive TRCA, both for how our organization operates and for how we plan and deliver the services we provide in the communities and watersheds we serve. It is through this shared commitment to building an equitable, diverse and inclusive TRCA that as a team and collective we have strived to create a strategic framework that charts a clear path towards an organization that we can be proud of and that respects and celebrates our individualities and contributions as people.

TRCA's People-First DEI Strategic Playbook is the cumulative efforts of a team of dedicated TRCA staff that bring multiple perspectives and areas of expertise to addressing the challenge of creating a diverse, inclusive and equitable workforce. While this DEI Strategic Playbook is data driven and purpose built, it also provides a flexible framework to allow TRCA to rapidly respond to any future pressing socio-cultural or workforce issues, challenges or opportunities in real time. At the forefront of TRCA's People-First DEI Strategic Playbook is a clear purpose statement to guide our work together. This purpose statement helps guide and orient us as an organization and serves as a common bearing from which to mark our progress. TRCA values and respects the contributions that diverse perspectives, experiences, voices and ideas bring.

TRCA is committed to ensuring that our employees have continual opportunities to:

- Realize their full potential as individuals while being respectful of the individuality of others.
- Support and foster an inclusive working environment.
- Deliver equitable, accessible and inclusive programs and services that reflect the diversity of our jurisdiction.

It is with this shared sense of purpose that TRCA's DEI Committee respectfully submits the enclosed People-First DEI Strategic Playbook.

EXECUTIVE SUMMARY

TRCA's People-First DEI Strategic Playbook embraces our ongoing journey of unlearning behaviours and perceptions and learning of key principles and practices that support diversity, equity and inclusion. TRCA's People-First DEI Strategic Playbook forms a mechanism through which we can challenge the way we think, and the way things are done and implement new learnings, practices and programs. This Strategic Playbook furthers our pursuit to enhance our diversity, equity and inclusivity across the organization and within the communities we serve. Incorporating opportunities identified through TRCA's DEI Committee, this Strategic Playbook leverages existing DEI practices that TRCA has successfully put into action.

To develop this Strategic Playbook, TRCA's DEI Committee, with the support of the TRCA Senior Leadership Team (SLT), embarked on an extensive review that included a DEI environmental scan, current state assessment, determination of TRCA's DEI purpose, identification of TRCA's governance model, strategic pillars and action planning exercise. As a result of this work, TRCA's People-First DEI Strategic Playbook is scaled, purposeful, upheld by strategic pillars, and is the guiding roadmap for this evolutionary DEI journey.

PURPOSE

The purpose of TRCA's People-First DEI Strategic Playbook is to provide a road map of action to support TRCA's continued work in building and retaining a diverse and inclusive workforce that is representative of the communities we serve. It is also to ensure that the programs and services we deliver are built with a foundation of equity and inclusion and a recognition of our diverse communities.

This Strategic Playbook guides us through constantly evolving equity challenges. Instances of discrimination and inequities are not only evident in human-to-human interactions, but many organizational practices have evolved from discriminatory barriers that have not been addressed in our society.

To navigate these constantly evolving and complex challenges, this Strategic Playbook has been built on the foundation of sustainability, centred on TRCA's Core Values, strategic plan, specific DEI purpose statement, strategic pillars, and goals to sustain and continuously evolve the Strategic Playbook.

TRCA's People-First DEI Strategic Playbook is further intended to bring TRCA's Core Values to life and further uphold the Core Values of:

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

We are equitable, fair and respectful while recognizing individual contributions and diversity.

EXCELLENCE

We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.

BACKGROUND

In May 2018, TRCA's Board of Directors endorsed the Inclusion Charter of York Region as part of TRCA's commitment to diversity and inclusion, and as a framework for ensuring programs, services, facilities and workplaces are inclusive of all people. Further to this, on June 26, 2020, TRCA's Board of Directors and Senior Leadership Team further affirmed their commitment to proactive diversity and inclusion practices, by having TRCA staff consult with partner municipalities on their existing programs and policies and identify measures that TRCA can take with its partners to substantiate this commitment to diversity and inclusion.

On November 20, 2020, TRCA staff reported back to TRCA's Board of Directors on the following reviews undertaken by TRCA staff:

- Environmental scan of partner municipalities existing DEI programs and policies.
- Current state analysis of existing TRCA DEI programs, policies and practices.
- Diversity and inclusion assessment to support the development of TRCA's People-First DEI Strategic Playbook.

Based on the evaluation of information gathered from the diversity, equity and inclusion environmental scan, the current state analysis, and the diversity and inclusion assessment, development of TRCA's People-First DEI Strategic Playbook was identified.

DEI STRATEGIC PLAYBOOK

Building on McLean and Company's DEI blueprint, the development of TRCA's People-First DEI Strategic Playbook followed a sequential four phased model, focusing first on TRCA's current state, followed by our organizational DEI governance model and identification of TRCA's DEI purpose statement. Using the information from the first two phases, the third phase focused on development and definition of TRCA's five DEI strategic pillars and tangible, action oriented and measurable phased action plans. The fourth phase will be TRCA's continuous improvement loop that is continuously measured and iterated. Grounding this continuous improvement will include change management and ongoing organizational communications. TRCA recognizes that improved diversity, equity and inclusion is a journey of unlearning some behaviours that lead us away from our purpose and learning and growing those that help us achieve it.

Creating a scaled and purposeful Strategic Playbook, upheld by strategic pillars and customized DEI initiatives, kick-starts the journey where we can challenge the way we think, the way things are done, while implementing new learnings, practices, and programs to further our pursuit in enhancing our diversity, equity, and inclusivity across the organization.

People-First DEI Strategic Playbook Development Model

Phase 1 - Current State Assessment

TRCA's DEI Committee engaged in a transparent and comprehensive current state assessment that sought clarity and insights into the specific benefits and opportunities for TRCA to foster a diverse, equitable and inclusive workplace.

The work to develop a robust current state assessment included:

- Evaluating TRCA's current DEI practices in the following areas: organizational culture, leadership, branding, talent management, employee life cycle, and environment.
- Gathering organizational data to uncover DEI gaps and challenges.
- Conducting a Political, Economic, Social, Technological, Environmental, and Legal factors (PESTL) assessment of TRCA's external landscape, assessing macro-level impacts of political, economic, social, technological, and legal factors.
- Reviewing TRCA's strategic plan and priorities for DEI alignment.

Phase 2 - DEI Purpose and Governance Model

With the current state assessment, TRCA leveraged the information to conduct a thorough Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis. The SWOT analysis identified internal strengths to harness and weaknesses to be overcome as well as external opportunities and threats.

Key themes from the SWOT analysis included:

STRENGTHS:

- DEI actions occurring across TRCA's landscape
- SLT and Board of Directors support
- Long history of social sustainability
- Well refined tools to vulnerability and need e.g., urban activity zones
- Employee support and engagement
- TRCA external data to strengthen DEI initiatives e.g., access to green space
- Strong partnerships with key stakeholders
- Leveraging diverse employee base
- Communications with employees
- Inclusive programs

WEAKNESSES:

- DEI analytics and demographics
- Strategic approach to DEI
- DEI competency training
- Communications opportunity
- Strengthen DEI in our programs
- Employee knowledge
- Funding and resources
- DEI incorporated into employee life cycle
- DEI embedded into everything we do
- DEI recognition and celebration

OPPORTUNITIES:

- DEI centric communications
- Multicultural outreach
- Municipal and NGO groups
- Indigenous outreach
- Networks, partnerships, and communities within TRCA's jurisdiction
- Science-based inclusion
- Identify common areas (shared value)
- Terminology considerations
- Research and academic network
- Changing composition of communities
- Generational inclusion
- Talent pipeline

THREATS:

- Attract diverse talent
- Decentralized approach to DEI
- Clear vision
- Resourcing
- Legislative changes
- Stakeholder engagement
- TRCA specific DEI training
- Aligning DEI and overarching strategy
- Use of language
- Competitive talent landscape

DEI Purpose

To effectively rollout a Strategic Playbook, it is critical to define TRCA's overarching DEI purpose. The purpose is intended to clearly articulate TRCA's DEI priority and long-term vision of what we as an organization are trying to achieve. The purpose establishes key messaging and clearly articulates and sets the direction of TRCA's DEI Strategic Playbook. Finally, it highlights identifiable linkages to our Core Values and strategic plan, to ensure overall corporate alignment.

Developed by the DEI Committee, in consultation with several TRCA staff, our DEI purpose statement reflects what we as employees see as a diverse workforce, what an inclusive and equitable culture looks like, and how we will measure success. The purpose establishes the scope and breadth of the Strategic Playbook that TRCA aims to achieve.

Using the insights from the SWOT analysis, the DEI Committee, group developed our DEI purpose that reads:

TRCA values and respects the contributions that diverse perspectives, experiences, voices and ideas bring.

TRCA is committed to ensuring that our employees have continual opportunities to:

- Realize their full potential as individuals, while being respectful of the individuality of others.
- Support and foster an inclusive working environment.
- Deliver equitable, accessible and inclusive programs and services that reflect the diversity of our jurisdiction.

DEI Definitions

To further support TRCA's DEI purpose statement are definitions of diversity, equity and inclusion that reflect our shared understanding of these terms:

DIVERSITY

The unique traits that individuals possess. It can be understood in two general ways:

- Inherent diversity, e.g., race, gender, sexual orientation, or disability
- Acquired diversity, e.g., diversity of thought, cross-cultural communication, language, or social skills.

EQUITY

Focuses on the outcome of "fair treatment." Fairness looks different based on an individual's power and privilege in society. While equality focuses on equal opportunity, equity takes it a step further and addresses the accommodations required to achieve a fair outcome. It considers individual differences.

INCLUSION

It is a state in which all employees feel a sense of belonging, valued for their differences, and empowered to participate and contribute freely.

DEI Governance Model

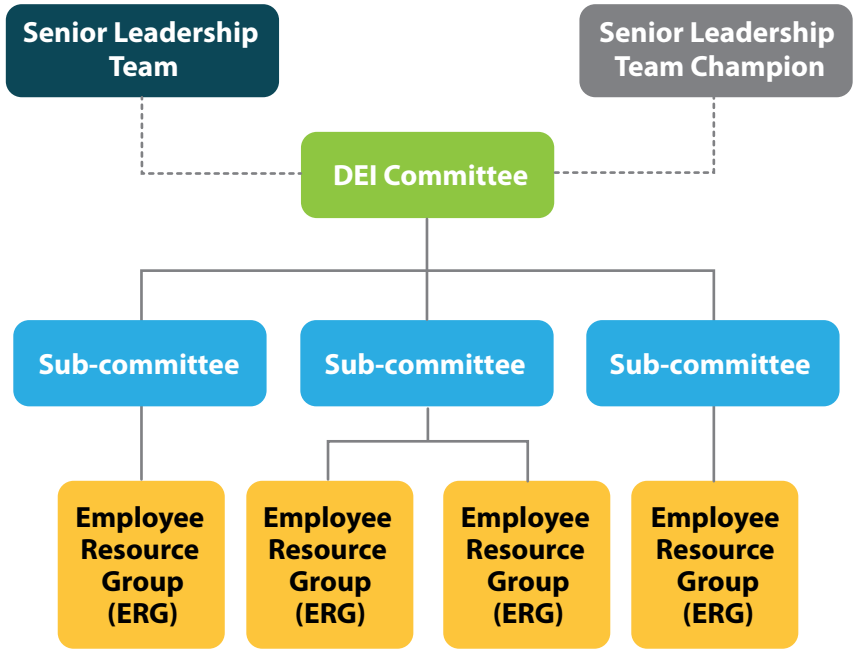
TRCA's scalable DEI governance framework aligns to the needs of the organization and our specific DEI purpose and actions. The governance framework establishes clear roles and responsibilities along with decision making accountability.

TRCA's governance model identifies employees within the framework that implements the Strategic Playbook, makes decisions related to the Strategic Playbook development, and builds and implements initiatives and programs in support of the Strategic Playbook.

TRCA's DEI governance model provides many benefits including:

- Providing strategic direction for TRCA's DEI efforts.
- Ensuring decisions are made in consultation with impacted groups.
- Improving efficiency and reporting of DEI initiatives to facilitate informed decision making.
- Enabling accessibility of the DEI Strategic Playbook for all TRCA employees.
- Enabling alignment of DEI initiatives, programs, or policies to organizational and divisional priorities.

Governance Model



ROLE	RESPONSIBILITIES
SLT	• Establish DEI as a strategic priority of TRCA • Provide oversight of the TRCA's People-First DEI Strategic Playbook • Champion and promote diversity, equity and inclusion within TRCA and in the programs and services TRCA delivers • Model expected behaviours • Create an environment that supports a diverse workforce • Build diversity, equity and inclusion into daily work practices
SLT Champion	• Promote, foster and encourage diversity, equity and inclusion • Work with SLT / Senior Management Team to align the TRCA's People-First DEI Strategic Playbook with TRCA priorities • Manages Strategic Plan alignment and DEI Committee • Monitors and reports playbook progress
DEI Committee	• Promote, foster and encourage diversity, equity and inclusion • Supports the development and implementation of TRCA's People-First DEI Strategic Playbook • Liaise with management and employees on achieving strategic DEI action priorities • Foster and support inter-committee partnerships between DEI Sub-committees and Employee Resources Groups (ERGs) • Model expected behaviours • Serve as a channel for upward feedback on DEI from employees

ROLE	RESPONSIBILITIES
DEI Sub-committees (organically evolving)	• Promote, foster and encourage diversity, equity and inclusion • Work under the larger DEI Committee to support/implement the playbook at a divisional and business-unit level • Model expected behaviours • Promote DEI initiatives with ERGs and supports ERGs
Employee Resources Group (ERG)	• Promote, foster and encourage diversity, equity and inclusion • Operate under the oversight of the DEI Committee to create safe spaces for diverse groups of employees (e.g., POC, LGBT2QIA+, women, single parents etc.) • With the support of the DEI Committee, organize and implement DEI initiatives • Model expected behaviours • Identify opportunities to participate in DEI initiatives • Act as allies to other ERGs

ROLE	RESPONSIBILITIES
Supervisors	• Promote, foster and encourage diversity, equity and inclusion • Model expected behaviours • Build diversity, equity and inclusion practices in daily work practices • Address issues regarding diversity, equity and inclusion in a prompt manner • Support business unit, divisional and organizational diversity, equity and inclusion actions
Employees	• Promote, foster and encourage diversity, equity and inclusion • Deliver services and programs in a manner that demonstrates TRCA's commitment to DEI • Support, participate and lead initiatives that support the DEI Strategic Playbook • Be an ally of the DEI Committee and SLT in achieving the DEI Strategic Playbook • Demonstrate expected behaviours

Phase 3 - DEI Strategic Pillars and Action Plans

Strategic pillars are high-level, directional statements or concepts about the future of DEI at TRCA. The pillars have been developed to address how TRCA will achieve our DEI purpose statement.

Through the detailed SWOT analysis and clearly defined purpose statement, TRCA's DEI Committee was able to establish five strategic pillars that support a common vision for the organization with respect to our journey to increased diversity, equity and inclusiveness. The five strategic pillars include:

1. Strengthen DEI Competency
2. Incorporate Inclusion into TRCA's Employee Life Cycle
3. Integrate DEI into TRCA's Strategic Plan, Program Development and Delivery
4. Enable DEI Measurement
5. Build Inclusive Leadership Capacity

Each strategic pillar has been defined to provide transparency and clarity around how TRCA plans to embed DEI into the organization's culture.

DEI Strategic Pillars

Strength DEI Competency

Initiatives focus on improving organizational ability to understand, appreciate, and interact with persons from different backgrounds and belief systems to empower employees to respect one another and work effectively together.

Incorporate Inclusion into TRCA's Employee Life Cycle

Initiatives focus on embedding inclusion and equity into all phases of TRCA's employment lifecycle.

Integrate DEI into TRCA's Strategic Plan, Program Development and Delivery

Initiatives focus on ensuring that TRCA's strategy, programs and plans are reflective and representative of the diverse communities we serve.

Enable DEI Measurement

Initiatives focus on utilizing DEI metrics and data to support effective strategic organizational priorities and decision making.

Building Inclusive Leadership Capacity

Initiatives focus on enabling leadership to build a culture that is supportive and embraces inclusion.

DEI Initiatives

Supporting each strategic pillar are initiatives (actions, projects, partnerships, training etc.) that TRCA will implement to drive DEI efforts. The initiatives were identified through the various actions as part of the current state assessment, including the DEI diagnostic and SWOT analysis. The initiatives will align to TRCA's DEI purpose and strategic pillars.

The following is an overview and outline of TRCA's strategic pillars detailing initiatives associated with each pillar.

PILLAR 1 - STRENGTHEN DEI COMPETENCY

Strengthen DEI Competency

Organizational ability to understand, appreciate, and interact with persons from different backgrounds and belief systems to empower employees to respect one another and work effectively together.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
Mandatory DEI Training	• DEI skill and competancy development	• Develop a shared understanding of diversity, equity and inclusion and their components • Ensure all staff can participate and achieve at their highest potential	2022
Cultural Observance and Acknowledgement	• Implement cultural observances, celebrations, and acknowledgements	• Allow diverse groups of employees to feel included and creates a sense of belonging • Visible demonstration and observance of diversity and inclusion	2022
DEI Communications Strategy	• Build a long-term communications plan for sharing of DEI's People-First DEI Strategic Playbook • Ensure marketing materials internally and externally reflect diverse group of people	• Understanding of DEI actions coupled with a shared understanding of the dimensions of diversity, equity and inclusion	2022
Fostering the Development of ERGs	• Develop a framework and Charter for ERGs • Utilize DEI Working Group to introduce ERGs	• ERGs are intended to provide employees with shared backgrounds or interest with a safe space to connect and network	2023
Continued Expansion of DEI Network and Partnerships	• Expanded unilization of DEI network and partnerships	• Increased knowledge and capacity aligned with TRCA partners that improve and influence policy, programs and processes	2023
Policy Review from a DEI Lens	• Upon policy renewals, policy owners to review each policy from a DEI lens (use of pronouns, inclusion terms etc.)	• TRCA's guiding principles identified in our policies will be reflective of a diversity, equity and inclusion	2024

PILLAR 2- INCORPORATE INCLUSION INTO TRCA'S EMPLOYEE LIFE CYCLE

Incorporate Inclusion into TRCA's Corporate Life Cycle

Embedding inclusion and equity into all phases of TRCA's employment life cycle.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
Recruitment Outreach to Diverse Communities	• Increase the outreach for job recruitment opportunities to diverse communities within TRCA's watersheds	• Improve employee representation relative to the community at large • Removal of barriers that impede growth of a diverse workforce	2022
Removal of Barriers from Recruitment Process	• Apply inclusion and equity practices to remove barriers from the recruitment process including job postings, screening, hiring panels, interviews, assessments, and reference checks to remove systemic barriers	• Workforce demographics that represent the diverse community in which we serve • Attraction and retention of top talent	2022
Flexible Work Options	• Provide flexible work options to ensure employees can balance work and family responsibilities	• Increase ability to attract, retain, and motivate top talent • Helps employees to manage all their responsibilities	2022
Integration of Inclusion in Onboarding	• Review TRCA's new onboarding program to ensure inclusive practices have been incorporated into the program	• Clear statement to new TRCA hires of the priority of DEI within the organization • Improved retention	2023
Inclusive Professional Growth and Development Opportunities	• Foster equitable and inclusive opportunities for professional growth and development opportunities for all employees	• Equitable employee access to develop their careers within TRCA • Removal of barriers to support development of all employees	2023
Employee Life Cycle	• Ensure TRCA's processes and procedures related to the employee life cycle are transparent, inclusive, and free from bias	• DEI is woven into the fabric of TRCA's practices	2023

PILLAR 3 - INTEGRATE INCLUSION INTO TRCA'S STRATEGIC PLAN, PROGRAM DEVELOPMENT AND DELIVERY

Incorporate Inclusion into TRCA's Strategic Plan, Program Development, and Delivery

TRCA's strategy, program, and plans are representative of the diverse communities we serve.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
TRCA's Core Values incorporate a DEI Lens	• Ensure TRCA's Core Values are inclusive and reflective of a DEI lens	• DEI forms part of TRCA's fundamental belief system and are the foundation on how we work	2022
DEI Integration into TRCA's Strategic Plan and Priorities	• Integrate DEI objectives, performance measures, and commitment to action in TRCA's overarching strategic plan and priorities	• DEI forms part of TRCA's strategic goals and actions to accomplish greater diversity, equity and inclusion within the organization	2022
Programs and Services meet the needs of TRCA's diverse communities	• Ensure programs and services are developed in partnership with stakeholders and community and industry partners	• TRCA program and services are reflective of the diverse communities in which we serve	2023
Customer Service meets the needs of TRCA's diverse communities	• Ensure TRCA customer service standards foster inclusive experiences for anyone using TRCA services and programs	• Easy and effective access to TRCA programs and services for all communities TRCA serves	2024

PILLAR 4 - ENABLE DEI MEASUREMENT

Enable DEI Measurement

Utilizing DEI metrics and data to support effective strategic organizational priorities and decision making.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
DEI Objectives and Goals are Evaluated	• Ensure engagement survey assesses TRCA's DEI objectives and goals	• Gain understanding of employee satisfaction regarding TRCA's DEI objectives and goals	2022
Voluntary Self-identification	• Review the option of integrating voluntary self-identification as part of the engagement survey or another survey	• Assess diversity across all areas and levels of the organization • Provides a basis for measurement and tangible change	2023
Improved Recruitment and Retention	• Monitor diversity of applicants to assess effectiveness of recruitment outreach programs • Measure job retention and incorporate DEI elements in the exit survey process	• Identify opportunities for improvement to achieve TRCA's DEI objectives and goals	2023

PILLAR 5 – BUILD INCLUSIVE LEADERSHIP CAPACITY

Build Inclusive Leadership Capacity

Enabling leadership to build a culture that is supportive and embraces inclusion.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
Leadership DEI Training	• Ensure all TRCA people leaders are provided with training directly aligned to inclusion in the following areas: unconscious bias, accommodation, Human Rights Code, and employee engagement	• Develop understanding of the role leaders play in cultivating and modelling a diverse and inclusive work environment • Increased leadership DEI competency	2022
Lead to an Inclusive Culture	• Ensure leaders cultivate a culture that is inclusive through incorporating DEI into job descriptions, PDP objectives, and measurement	• People leaders have clear DEI objectives	2023
Inclusive Succession Development Program	• Conduct inclusion review of TRCA's Succession Development Program	• Equitable access to the Succession Development Program • Diverse representation of leaders across TRCA • Leaders reflect diverse backgrounds	2023

DEI INITIATIVES SCORECARD

Each DEI initiative will have an individual scorecard to ensure that the initiative is clearly defined, with accountability, timelines, tangible measures of success and intended outcomes. For illustration purposes, included below is the Mandatory DEI Training scorecard, which supports the Build Cultural Competency strategic pillar.

This report card will be used to evaluate the progress of TRCA's People-First DEI Strategic Playbook and will be part of the continuous improvement cycle.

BUILD CULTURAL COMPETENCY – MANDATORY DEI TRAINING

Initiative owner: **Pat Smith**

Initiative start date: May 2022 and Anticipated completion date: Q4 2022

Description:

- Develop skills and behaviours of all TRCA employees for a shared understanding and respect for diversity, equity and inclusion

Implementation Actions:

- Scope training requirements and learning objectives
- Source training vendors
- Build TRCA specific content aligned with the DEI Strategic Playbook
- Rollout training and conduct evaluation

Metrics:

- DEI training participation and program evaluation
- Engagement Survey Results

Intended Outcome:

- TRCA employees are provided with the resources and tools to foster a diverse and inclusive work environment
- Employees become agents of change for a more diverse, equitable, and inclusive workplace
- Ensure all staff are able to participate and achieve at their highest potential

Phase 4 - Change Management and Continuous Improvement

Embedding DEI into TRCA's culture will be a continuous journey of unlearning and learning the deeply rooted beliefs that guide the way we operate. The DEI Strategic Playbook is intended to be a mechanism through which systemic issues and the ingrained way things have been done at TRCA can be challenged and changed.

To support our journey, communications and a focus on continuous improvement is critical for success.

COMMUNICATIONS

Communication is an essential component of the planning and implementation of TRCA's People-First DEI Strategic Playbook.
The process of communicating the Strategic Playbook and the priority of embedding DEI into the fabric of TRCA's culture will be:

- Consistent and continuous
- Timely and meaningful
- Demonstrate leaders' support
- Delivered via a number of mediums and channels to reach all TRCA employees

Communications will also be externally focused, ensuring our stakeholders, partners and communities are aware of TRCA's commitment to DEI and the Strategic Playbook.

CONTINUOUS IMPROVEMENT

The effectiveness and achievement of our Strategic Playbook, and specifically the DEI initiatives, will be measured, reviewed, and reported semi-annually. The review will focus on the implementation of the actions, the progress made, and successes achieved. This continuous review cycle will include a qualitative assessment of playbook progress and quantitative evaluation of the impact of the Strategic Playbook on employees' experiences and the overall culture of TRCA.

The outcome of the evaluation will guide the development of further action plans and iterations of this Strategic Playbook.

CLOSING THOUGHTS

Through the development and approval of this document, TRCA is affirming and confirming our commitment to foster and build a workplace and workforce that represents and reflects the diversity of the communities we serve, and strives to be equitable and inclusive in how we serve them. We also recognize that the journey to a more equitable, inclusive workplace, and world, isn't travelled overnight. However, by working together with our communities, TRCA, through the People-First DEI Strategic Playbook is taking the necessary next steps in building a diverse, equitable and inclusive workplace, as well as laying out the path forward for our journey together.

Item 7.2

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, May 20, 2022 Meeting

FROM: Laurie Nelson, Director, Policy Planning

RE: **APPOINTMENT OF OFFICER AND DESIGNATION AS PROVINCIAL OFFENCES OFFICER**
Pursuant to Section 28 and 29 of the *Conservation Authorities Act*

KEY ISSUE
Recommended appointment of an officer under Section 28(1)(d) of the *Conservation Authorities Act*, and a Provincial Offences Officers be approved for the purposes of:

i) Enforcing Regulations of the Toronto and Region Conservation Authority pursuant to Section 28 and 29 of the *Conservation Authorities Act, R.S.O 1990, c. C.27*
ii) Enforcing the *Trespass to Property Act, R.S.O. 1990, c. T.21*

RECOMMENDATION:

THAT Brad Suckling be appointed as an Officer and Provincial Offences Officer for the purposes of compliance and enforcement of Section 28 and 29 of the *Conservation Authorities Act*, R.R.O. 1990, and the *Trespass to Property Act*, by the Board of Directors of the Toronto and Region Conservation Authority (TRCA), pursuant to Section 28(1)(d) of the *Conservation Authorities Act*.

BACKGROUND
The *Conservation Authorities Act* provides for a conservation authority to appoint officers to enforce its regulations. Furthermore, the Minister of Natural Resources and Forestry, (now Ministry of Northern Development, Mines, Natural Resources and Forestry), has implemented, under the authority of Subsection 1(3) of the *Provincial Offences Act*, a class designation process for all conservation authorities whereby any conservation authority officer appointed under Section 28 (1)(d) of the *Conservation Authorities Act* shall be designated by the Minister simultaneously as a Provincial Offences Officer. Once appointed, officers have the authority to enforce offences and Regulations under the *Conservation Authorities Act*, in addition to the *Trespass to Property Act* when carrying out their duties within the jurisdiction of the conservation authority.

The prerequisite to the Minister's Provincial Offences Officer appointment is that all candidate officers:

i) Be adequately trained in the legislation to be enforced, including the *Provincial Offences Act;*
ii) Have proof of a clean criminal record check; and
iii) Be appointed as an officer to enforce conservation authority legislation at an official board meeting.

Pursuant to the approval of the above noted appointment, the Minister's requirements have been addressed.

RATIONALE
Resulting from the recent competition and recruitment of the Senior Enforcement Officer position in late March 2022, an existing Enforcement Officer was the selected candidate for that position. This resulted in a vacancy within the Enforcement and Compliance Business Unit, and following a successful recruitment process in April 2022, Brad Suckling was selected as the successful candidate for the position of Enforcement Officer to join this team. Brad has extensive enforcement and compliance experience, being employed as a full time By-law Enforcement Officer with one of our member municipalities for the past 18 years. This appointment will enable Brad to assist with the regulatory requirements and compliance objectives of TRCA under Section 28 and Section 29 of the *Conservation Authorities Act*.

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 2 – Manage our regional water resources for current and future generations
Strategy 4 – Create complete communities that integrate nature and the built environment
Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS
This position will fill an existing vacancy within the Enforcement and Compliance business unit. There are no additional expenses to the Enforcement and Compliance within TRCA's 2022 Operating Budget for this position.

DETAILS OF WORK TO BE DONE
Brad has been enrolled in TRCA's Confrontation Management course occurring in mid-May and will be commencing the first part of his training in the Fall to become Certified Inspector of Sediment and Erosion Control (Can-CISEC), which will require in-field training relevant to this position.

Report prepared by: Brian Moyle, extension 5229
Email: brian.moyle@trca.ca
For Information contact: Brian Moyle, extension 5229
Email: Brian.Moyle@trca.ca
Date: May 6, 2022
Attachments: 1

Attachment 1: Background Information

Attachment 1: Background Information

Background Information

The *Conservation Authorities Act*, s.28(1)(d) and 28(1)(e), allows for the appointment of officers to enforce s.28 (Ont. Reg. 166/06 - natural hazard/ natural heritage regulation) and s.29 (R.R.O. 1990, Regulation 119 (Reg 119 - lands owned by the authority).

In 1999, the Minister of Natural Resources and Forestry (MNRF) implemented, under the authority of s.1(3) of the *Provincial Offences Act*, a class designation process for conservation authority officers that simultaneously designated them as Provincial Offences Officers. This provided officers the ability to enforce both the conservation authority regulations and the *Trespass to Property Act* (TPA).

This appointment is contingent on candidates meeting the following prerequisites:

- Being adequately trained in the legislation being enforced, including the *Provincial Offences Act*;
- Having proof of a clean criminal background;
- being appointed as an officer at an official Board Meeting.

TRCA has established a tradition of appointing officers in three distinct categories:

1. Enforcement Officers appointed on a full-time basis to establish compliance with, and to enforce our legislation (Ont. Reg. 166/06, Reg. 119 and TPA). Enforcement Officers play an important role in the Authority's objectives to prevent, eliminate, or reduce the risk to life and property from flooding, erosion and slope instability, and to encourage the protection, enhancement and enjoyment of the natural systems, recreational facilities and landholdings.

   Enforcement Officers actively participate in environmental and construction compliance and protection initiatives within our regulatory jurisdiction, in addition to public safety and land use infractions. This position entails conducting regular compliance audits/ inspections of TRCA Planning and Development permit sites, responding to public inquiries and complaints regarding the Authority's permitting processes, addressing unauthorized activities on our landholdings, and participating in TRCA River Watch program associated with our corporate flood forecasting and warning responsibilities.

   Officers routinely interact with other internal TRCA business units, and liaise closely with external partnering agencies, including our member municipalities and provincial and federal agencies. Officers maintain communications with developers, consultants, contractors, special interest groups, stakeholders, landowners, and the general public to address our compliance objectives and promote awareness of TRCA's initiatives. Officers maintain accurate records and reports, negotiate compliance with our legislation, conduct investigations, and initiate legal action for significant unlawful activities.

2. Provincial Offences Officers consist of full-time employees within our Parks and Culture Division, and the appointment provides staff members the ability to enforce s.29 of the *Conservation Authorities Act* (Reg 119 and TPA).

   The designations of senior Conservation Parks staff and supervisors within our conservation areas provide the required authority to address public safety concerns, compliance issues, unauthorized land use activities, and aid in the protection and promotion of family oriented recreational facilities on our landholdings. These staff members are primarily responsible for overseeing the operations and maintenance of our conservation areas and campgrounds, supervision of seasonal staff members, and for divisional business planning. Although their job function is not enforcement oriented,

staff will engage in the enforcement and compliance role based on availability and when deemed appropriate and safe to do so. Provincial Offences Officers within our Conservation Parks provide a great deal of value to the organization and the public, and represent the Authority's compliance interests in a professional manner.

Appointed staff members identify and address compliance issues associated with unauthorized land use activities, aid in mitigating risk, liaise with and work alongside TRCA Enforcement Officers on strategic weekend shifts/ patrols, supervise site operations of our contracted security provider, and arrange for special paid duty patrols of police in order to promote the safety and enjoyment of our conservation areas and campgrounds. Threats to TRCA staff and the public, and issues involving criminal activities, are referred to local police agencies and documented for internal records and reporting.

3. Administrative Enforcement Officers consists of our Chief Executive Officer and senior staff members within our Development and Engineering and Policy Planning Divisions (Directors, Associate Directors, Senior Managers, Managers, Senior Planners).

   Although there is no legislative requirement within our Act to have permits signed/ authorized by an Enforcement Officer, Section 3(3) of Ont. Reg. 166/06 identifies a requirement to have the Executive Committee or designate staff member(s) with respects to granting permissions (permits) for approvals issued under s.28 of the Act.

   3(3) Subject to subsection (4), the Authority's executive committee, or one or more employees of the Authority that have been designated by the Authority for the purposes of this section, may exercise the powers and duties of the Authority under subsections (1) and (2) with respect to the granting of permissions for development in or on the areas described in subsection 2 (1). O. Reg. 82/13, s. 2.

   TRCA has a tradition of having permissions/ permits signed by Enforcement Officers, and these administrative appointments are solely for this purpose, and not intended to provide designations to enforce provisions of any Act or regulation.

TRCA currently has a total of:

- Five (8) full time appointed Enforcement Officers with one appointment pending
- Nine (10) appointed Provincial Offences Officer within our Conservation Parks

Attachment 1: Background Information

TRCA staff appointments as Officers and Provincial Offences Officers:

1. Enforcement Officers – Policy Planning Division:

Brian Moyle, Manager, Enforcement and Compliance
Paul Nowak, Senior Enforcement Officer
Christopher Cummings, Senior Enforcement Officer
Michael Brestansky, Enforcement Officer
Julia Pinder, Enforcement Officer
Emily Lacroix, Enforcement Officer
Griffin DeGuzman, Enforcement Officer
Nolan Patterson, Enforcement Officer

2. Provincial Offences Officers – Conservation Parks and Lands Division:

Doug Miller, Senior Manager, Conservation Parks
Sven Pittelkow, Supervisor, Boyd CA and Indian Line Campground
Steve Beausoleil, Supervisor, Glen Haffy CA and Heart Lake CA
Jay Clark, Supervisor, Albion Hills CA and Campground
Stephen Lenstra, Supervisor, Petticoat Creek CA
Tom Boyce, Assistant Supervisor, Petticoat Creek CA
Brett Bond, Lead Hand, Albion Hills CA and Campground
Kyle Reyes, Lead Hand, Albion Hills CA and Campground
Margaret Milner, Lead Hand, Indian Line Campground
Kevin Laporte, Lead Hand, Petticoat Creek CA

3. Pending Appointment – Enforcement and Compliance:

Brad Suckling, Enforcement Officer

Item 7.3

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, May 20, 2022 Meeting

FROM: Laurie Nelson, Director, Policy Planning

RE: **APPOINTMENT OF OFFICER AND DESIGNATION AS PROVINCIAL OFFENCES OFFICER**
Pursuant to Section 29 of the *Conservation Authorities Act*

KEY ISSUE
Recommended appointment of officers under Section 28(1)(d) of the *Conservation Authorities Act*, and a Provincial Offences Officer be approved for the purposes of:

i) Enforcing Regulations made by the Toronto and Region Conservation Authority pursuant to Section 29 of the *Conservation Authorities Act, R.S.O 1990, c. C.27*
ii) Enforcing the *Trespass to Property Act, R.S.O. 1990, c. T.21*

RECOMMENDATION(S):

THAT Dawson Rowntree be appointed as an Officer and Provincial Offences Officer for the purposes of compliance and enforcement of Section 29 of the *Conservation Authorities Act*, R.R.O. 1990, Regulation 119 relating to use of Authority landholdings, and the *Trespass to Property Act* by the Board of Directors of the Toronto and Region Conservation Authority (TRCA), pursuant to Section 28 (1)(d) of the *Conservation Authorities Act*.

BACKGROUND
The *Conservation Authorities Act* provides for a conservation authority to appoint officers to enforce its regulations. Furthermore, the Minister of Natural Resources, (now Ministry of Northern Development, Mines, Natural Resources and Forestry), has implemented, under the authority of Subsection 1(3) of the *Provincial Offences Act*, a class designation process for all conservation authorities whereby any conservation authority officer appointed under Section 28 (1)(d) of the *Conservation Authorities Act* shall be designated by the Minister simultaneously as a Provincial Offences Officer. Once appointed, officers have the authority to enforce offences and Regulations under the *Conservation Authorities Act*, in addition to the *Trespass to Property Act* when carrying out their duties within the jurisdiction of the conservation authority.

The prerequisite to the Minister's Provincial Offences Officer appointment is that all candidate officers:

i) Be adequately trained in the legislation to be enforced, including the *Provincial Offences Act;*
ii) Have proof of a clean criminal record check; and
iii) Be appointed as an officer to enforce conservation authority legislation at an official board meeting.

Pursuant to the approval of the above noted appointment, the Minister's requirements have been addressed.

RATIONALE
Dawson Rowntree was previously trained and designated as a Provincial Park Warden through Ontario Parks. He has recently become a full-time employee within our Conservation Parks and Lands Division, and responsible for supervising the operations of one of our conservation areas. This appointment will enable Dawson to assist with the safety and enjoyment of patrons within our facilities and assist with TRCA's regulatory requirements and compliance objectives.

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 4 – Create complete communities that integrate nature and the built environment
Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS
There are nominal expenses associated with this appointment, which will be absorbed in 2022 Conservation Parks and Lands Operating Budget to facilitate uniform requirements, personal protective equipment, and additional training.

DETAILS OF WORK TO BE DONE
Dawson has been enrolled in TRCA's Confrontation Management course occurring in mid-May.

Report prepared by: Brian Moyle, extension 5229
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For Information contact: Brian Moyle, extension 5229
Email: Brian.Moyle@trca.ca
Date: May 6, 2022
Attachments: 1

Attachment 1: Background Information

Attachment 1: Background Information

Background Information

The *Conservation Authorities Act*, s.28(1)(d) and 28(1)(e), allows for the appointment of officers to enforce s.28 (Ont. Reg. 166/06 - natural hazard/ natural heritage regulation) and s.29 (R.R.O. 1990, Regulation 119 (Reg 119 - lands owned by the authority).

In 1999, the Minister of Natural Resources and Forestry (MNRF) implemented, under the authority of s.1(3) of the *Provincial Offences Act*, a class designation process for conservation authority officers that simultaneously designated them as Provincial Offences Officers. This provided officers the ability to enforce both the conservation authority regulations and the *Trespass to Property Act* (TPA).

This appointment is contingent on candidates meeting the following prerequisites:

- Being adequately trained in the legislation being enforced, including the *Provincial Offences Act*;
- Having proof of a clean criminal background;
- being appointed as an officer at an official Board Meeting.

TRCA has established a tradition of appointing officers in three distinct categories:

1. Enforcement Officers appointed on a full-time basis to establish compliance with, and to enforce our legislation (Ont. Reg. 166/06, Reg. 119 and TPA). Enforcement Officers play an important role in the Authority's objectives to prevent, eliminate, or reduce the risk to life and property from flooding, erosion and slope instability, and to encourage the protection, enhancement and enjoyment of the natural systems, recreational facilities and landholdings.

   Enforcement Officers actively participate in environmental and construction compliance and protection initiatives within our regulatory jurisdiction, in addition to public safety and land use infractions. This position entails conducting regular compliance audits/ inspections of TRCA Planning and Development permit sites, responding to public inquiries and complaints regarding the Authority's permitting processes, addressing unauthorized activities on our landholdings, and participating in TRCA River Watch program associated with our corporate flood forecasting and warning responsibilities.

   Officers routinely interact with other internal TRCA business units, and liaise closely with external partnering agencies, including our member municipalities and provincial and federal agencies. Officers maintain communications with developers, consultants, contractors, special interest groups, stakeholders, landowners, and the general public to address our compliance objectives and promote awareness of TRCA's initiatives. Officers maintain accurate records and reports, negotiate compliance with our legislation, conduct investigations, and initiate legal action for significant unlawful activities.

2. Provincial Offences Officers consist of full-time employees within our Parks and Culture Division, and the appointment provides staff members the ability to enforce s.29 of the *Conservation Authorities Act* (Reg 119 and TPA).

   The designations of senior Conservation Parks staff and supervisors within our conservation areas provide the required authority to address public safety concerns,

compliance issues, unauthorized land use activities, and aid in the protection and promotion of family oriented recreational facilities on our landholdings. These staff members are primarily responsible for overseeing the operations and maintenance of our conservation areas and campgrounds, supervision of seasonal staff members, and for divisional business planning. Although their job function is not enforcement oriented, staff will engage in the enforcement and compliance role based on availability and when deemed appropriate and safe to do so. Provincial Offences Officers within our Conservation Parks provide a great deal of value to the organization and the public and represent the Authority's compliance interests in a professional manner.

Appointed staff members identify and address compliance issues associated with unauthorized land use activities, aid in mitigating risk, liaise with and work alongside TRCA Enforcement Officers on strategic weekend shifts/ patrols, supervise site operations of our contracted security provider, and arrange for special paid duty patrols of police in order to promote the safety and enjoyment of our conservation areas and campgrounds. Threats to TRCA staff and the public, and issues involving criminal activities, are referred to local police agencies and documented for internal records and reporting.

3. Administrative Enforcement Officers consists of our Chief Executive Officer and senior staff members within our Development and Engineering Division (Associate Directors, Senior Managers, Managers, Senior Planners).

   Although there is no legislative requirement within our Act to have permits signed/ authorized by an Enforcement Officer, Section 3(3) of Ont. Reg. 166/06 identifies a requirement to have the Executive Committee or designate staff member(s) with respects to granting permissions (permits) for approvals issued under s.28 of the Act.

   3(3) Subject to subsection (4), the Authority's executive committee, or one or more employees of the Authority that have been designated by the Authority for the purposes of this section, may exercise the powers and duties of the Authority under subsections (1) and (2) with respect to the granting of permissions for development in or on the areas described in subsection 2 (1). O. Reg. 82/13, s. 2.

   TRCA has a tradition of having permissions/ permits signed by Enforcement Officers, and these administrative appointments are solely for this purpose, and not intended to provide designations to enforce provisions of any Act or regulation.

TRCA currently has a total of:

- Five (8) full time appointed Enforcement Officers with one appointment pending
- Nine (10) appointed Provincial Offences Officer within our Conservation Parks with one appointment pending

Attachment 1: Background Information

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Paul Nowak, Senior Enforcement Officer
Christopher Cummings, Senior Enforcement Officer
Michael Brestansky, Enforcement Officer
Julia Pinder, Enforcement Officer
Emily Lacroix, Enforcement Officer
Griffin DeGuzman, Enforcement Officer
Nolan Patterson, Enforcement Officer

2. Provincial Offences Officers – Conservation Parks and Lands Division:

Doug Miller, Senior Manager, Conservation Parks
Sven Pittelkow, Supervisor, Boyd CA and Indian Line Campground
Steve Beausoleil, Supervisor, Glen Haffy CA and Heart Lake CA
Jay Clark, Supervisor, Albion Hills CA and Campground
Stephen Lenstra, Supervisor, Petticoat Creek CA
Tom Boyce, Assistant Supervisor, Petticoat Creek CA
Brett Bond, Lead Hand, Albion Hills CA and Campground
Kyle Reyes, Lead Hand, Albion Hills CA and Campground
Margaret Milner, Lead Hand, Indian Line Campground
Kevin Laporte, Lead Hand, Petticoat Creek CA

3. Pending Appointment – Conservation Parks and Lands Division:

Dawson Rowntree, Lead Hand, Heart Lake and Glen Haffy CAs

Item 7.4

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, May 20, 2022 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **RFQ FOR THE SUPPLY AND INSTALLATION OF AUDIO-VISUAL EQUIPMENT FOR THE NEW ADMINISTRATIVE BUILDING PROJECT**
RFQ No. 10037473

KEY ISSUE
Award of Contract No.10037473 for the supply and installation of audio-visual equipment for the New Administration Building Project.

RECOMMENDATION:

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires audio-visual equipment;

AND WHEREAS TRCA solicited quotations through a publicly advertised process;

THEREFORE STAFF RECOMMEND THAT Request for Quotation (RFQ) No. 10037473 for the New Administration Building Project be awarded to Global Unified Solution Services at a total cost not to exceed $973,495 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT staff be authorized to approve additional expenditures to a maximum of $97,350 plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT subsequent to the completion of a value engineering process in accordance with TRCA's project budget, staff be authorized to issue a Letter of Intent to secure the purchase of equipment due to recent industry price escalation and supply chain disruptions;

THAT should staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

BACKGROUND
On February 27, 2015, Res. #A23/15 approved 5 Shoreham Drive as the preferred site for the new TRCA administration building. On June 24, 2016, Res. #A85/16 approved a project budget of $70M with $60M provided by participating municipalities and the remaining funds from land disposition funds. On February 24, 2017, Authority Res. #A14/17 staff reported that all six of TRCA's participating municipalities had approved the Project and the allocation of $60M in new

and existing capital funding. On May 25, 2018, Authority Res. #A79/18 staff reported that the Minister of Natural Resources and Forestry granted approval to use $3,538,000 in disposition proceeds from land sales, for a revised overall budget of $63,538,000 and, if possible, that the disposition funds be used to reduce the overall term of the required financing. The revised approved upper limit of the project budget of $60M was not increased at that time, as the decision was made to wait until the tendering process was complete in mid-2019 to determine a more accurate budget for the project.

On May 17, 2017, Authority Res. #83/17 TRCA awarded Jones Lang LaSalle Canada (JLL) as its project managers and on August 30, 2017, Authority Res. #A156/17 awarded the integrated design contract to a team led by ZAS Architects and Bucholz McEvoy Architects, to proceed with the detailed design, planning and approvals, of the Project. On November 3, 2017, Authority Res. #A216/17 awarded Eastern Construction Company Limited a Construction Management Contract to provide pre-construction services throughout the design and procurement stages along with construction management services for the construction of the new facility pending agreement on the construction cost of the Project. This work includes the issuance of tenders to construction trades. The design team included the audio-visual (AV) consulting services of Mulvey & Banani who assisted TRCA staff with AV requirements for the New Administration Building. The specifications and design drawings allowed for the integration of existing communication platforms with AV equipment within various meeting rooms including TRCA's main boardroom meeting space. The current design is comprised of video monitors; microphones; webcams; AV cables (HDMI, VGA etc.); tablets and the infrastructure to support connectivity. The versatility of the AV equipment will provide staff with the ability to conduct internal and external meetings through video conferencing given the recent emphasis on a more virtual office environment.

RATIONALE

An RFQ was publicly advertised on the public procurement website www.biddingo.com on March 7, 2022 and closed on April 6, 2022. A mandatory meeting and site tour was held on March 18, 2022.

Twelve (12) addendums were issued to respond to questions received from proponents.

A total of 23 vendors downloaded the documents and five (5) quotations were received from the following Proponents:

- Align Vision Group;
- AVI-SPL Canada Ltd.;
- Cycom;
- Global Unified Solution Services (Global); and
- Net Electric.

The Procurement Opening Committee opened the quotations on April 6, 2022 with the following results:

Proponent	Fee (Plus HST)
Global Unified Solution Services	$973,495
Net Electric	$976,000*
Align Vision Group	$999,793
Cycom	$1,076,200**
AVI-SPL Canada Ltd	$1,155,960

*****The quotation from Net Electric was disqualified because their bid submission did not include the mandatory Bill of Materials documentation.

**The quotation from Cycom was disqualified because the proponent did not attend the mandatory site visit.

Staff reviewed the bid received from Global against its own cost estimate and has determined that the bid is of reasonable value and meets the requirements as outlined in the RFQ documents. Therefore, it is recommended that contract No.10037473 be awarded to Global Unified Solution Services at a total cost not to exceed $973,495 plus 10% contingency, plus applicable taxes, it being the lowest bid meeting TRCA's specifications.

It should be noted the original 2017 project budget for supply and installation of AV equipment was $500k, however, given recent price escalations due to supply chain disruptions and additional functionality requirements the expected budget was revised to $625K in 2019. This revision to the budget while anticipating cost increases is not adequate given the recent market volatility in the last year with respect to inflation, chip shortages and continued supply chain disruptions. Therefore, TRCA and Mulvey and Banani will engage with the low bidder to value engineer the AV supply and installation design to better align the cost with the project budget.

DETAILS OF WORK TO BE DONE

The process of value engineering with the recommended low bidder will be completed in early June 2022 and the contract agreement will be executed if the results of the process are in line with the project budget. Mulvey and Banani has identified components of the AV system with extensive lead times that will not be part of the value engineering exercise. It is recommended that TRCA issue a Letter of Intent to the low bidder in order to place orders in the cue with their respective suppliers to not jeopardize the timely delivery of goods from any lengthy value engineering process or negotiations. Additionally, installation of the AV infrastructure will be coordinated with the Construction Managers, Eastern Construction, to support the AV system throughout the building. This coordination effort will need to be initiated early to avoid any conflicts with other on-going interior construction activities. This proposed strategy will be advantageous to TRCA to secure the required equipment and reduce the risk exposure from further market price escalation.

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

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

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS
Funds for the contract are identified in account 436-03 Furniture/Fittings and Equipment. Although the final contract value will only be determined at the conclusion of the value engineering exercise, any cost overruns would add to the overall cost of the project.

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Date: May 3, 2022