



Toronto and Region Conservation Authority

Board of Directors Meeting Revised Agenda

#8/18

October 26, 2018

9:30 A.M.

HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN

Pages

1. ACKNOWLEDGEMENT OF INDIGENOUS TERRITORY
2. MINUTES OF MEETING #7/18, HELD ON SEPTEMBER 28, 2018
Minutes [Link](#)
3. BUSINESS ARISING FROM THE MINUTES
4. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
5. DELEGATIONS
6. PRESENTATIONS
 - 6.1 A presentation by John MacKenzie, Chief Executive Officer, TRCA, in regard to item 8.7 - Toronto and Region Conservation Authority (TRCA) Strategic Plan - Five Year Update.
Presentation [Link](#)
7. CORRESPONDENCE
8. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION
 - 8.1 PROCUREMENT POLICY 5
 - 8.2 2019 FEE SCHEDULE FOR PUBLIC FACILITIES AND PROGRAMMING 8

8.3	CANADIAN HERITAGE RIVER 20th Anniversary of the Humber River	22
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8.7	<i>TORONTO AND REGION CONSERVATION AUTHORITY (TRCA) STRATEGIC PLAN – FIVE YEAR UPDATE</i>	33
9.	SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD	
9.1	ENVIRONMENTAL REGISTRY OF ONTARIO SUBMISSIONS Summary of TRCA Responses	70
9.2	REGIONAL WATERSHED ALLIANCE MINUTES May 23, 2018 Minutes Link September 19, 2018 Minutes Link	
10.	MATERIAL FROM EXECUTIVE COMMITTEE MEETING Meeting Minutes	
10.1	SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION	
10.1.1	DURHAM DISTRICT SCHOOL BOARD Renewal of Lease Agreement with the Durham District School Board and Approval for Replacement of Two Bridge Crossings, Claremont Conservation Area, City of Pickering, Regional Municipality of Durham, Duffins Creek Watershed (CFN 24474). Renewal of the lease agreement with the Durham District School Board for use of Toronto and Region Conservation Authority land within the Claremont Conservation Area, for the operation of the Board-established Duffins Creek Environmental Education Centre, and approval for the replacement of two bridges crossing Mitchell Creek for the purposes of student program use, City of Pickering, Regional Municipality of Durham, Duffins Creek watershed. Page 482 (PDF Page 2)	

10.1.2 REGIONAL MUNICIPALITY OF YORK

Request from the Regional Municipality of York for a Permanent Easement on Toronto and Region Conservation Authority-owned Lands Required for Minor Road Improvements to Rutherford Road, City of Vaughan, Regional Municipality of York, Humber River Watershed (CFN 60279). Receipt of a request from the Regional Municipality of York, for a permanent easement on Toronto and Region Conservation Authority-owned lands located along Rutherford Road, east of Islington Avenue and west of Pine Valley Drive, in the City of Vaughan, Regional Municipality of York, required for minor road improvements to Rutherford Road including paved shoulder, guiderail, curb and gutter, catch basin, stormwater outfall and a culvert outlet, Humber River watershed.

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10.1.3 TRCA NEW ADMINISTRATIVE OFFICE BUILDING PROJECT

Contract #10008935 for Construction and Term Financing – Addendum Report. Award of contract #10008935 for up to \$54 million in construction and term financing to support the construction of the new administrative building.

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10.1.4 TORONTO AND REGION CONSERVATION AUTHORITY ADMINISTRATIVE OFFICE BUILDING PROJECT

Tender #10007602 - 5 Shoreham Drive Building Demolition Waste Management Services. Award of Contract #10007602 for building demolition waste management services at 5 Shoreham Drive in support of project delivery.

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10.2 SECTION II – ITEMS FOR EXECUTIVE ACTION

10.2.1 GIBRALTAR POINT EROSION CONTROL PROJECT

Contract #10009307 – Coastal Engineering Services. Award of a preferred source contract for coastal engineering services related to the implementation of the Gibraltar Point Erosion Control Project.

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10.2.2 LOW IMPACT DEVELOPMENT STORMWATER MANAGEMENT TREATMENT TRAIN ENHANCEMENTS

Contract #10008977 – Software Enhancements. Award of a preferred source contract for software enhancements for the Low Impact Development Stormwater Management Treatment Train Tool for Ontario.

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10.3 SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED

Receipt of Ontario Regulation 166/06, as amended, for applications 11.1 - 11.5, which were approved at Executive Committee Meeting #8/18, held on October 5, 2018.

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11. NEW BUSINESS

NEXT MEETING OF THE BOARD OF DIRECTORS #9/18, TO BE HELD
ON NOVEMBER 30, 2018 AT 9:30 A.M. AT HEAD OFFICE, 101 EXCHANGE
AVENUE, VAUGHAN

John MacKenzie, Chief Executive Officer

/am

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **PROCUREMENT POLICY**

KEY ISSUE

Approval of Toronto and Region Conservation Authority's Procurement Policy.

RECOMMENDATION

THAT the Toronto and Region Conservation Authority's (TRCA) Procurement Policy (herein Policy) be approved and take effect on January 1, 2019;

AND FURTHER THAT the existing TRCA Purchasing Policy be repealed.

BACKGROUND

As per Resolution #A129/13 at Authority Meeting #6/16, held on July 26, 2013, TRCA's Purchasing Policy was approved and the Policy is to be reviewed every five years.

The Finance business unit led the review and update of TRCA's existing Purchasing Policy. The process was led by the Procurement Supervisor in consultation with external legal counsel, the Property and Risk Management business unit and an internal project team. The recommended Policy will take effect January 1, 2019.

RATIONALE

Funding for TRCA's business activities are derived from a variety of sources, including municipal levies, provincial and federal grants and various TRCA generated revenues. As a result, TRCA is subject to the following procurement agreements and directive outlined below, collectively "the guidelines":

- Canadian Free Trade Agreement ("CFTA");
- Canada-European Union Comprehensive Economic and Trade Agreement ("CETA");
- Ontario-Quebec Trade Cooperation Agreement ("OQTCA"); and
- Broader Public Sector Procurement Directive ("BPS Directive")

The guidelines impose certain rules for the purchase of goods, services and construction when the estimated contract value meets or exceeds certain dollar thresholds.

The Policy was reviewed with the intent to increase transparency and examine opportunities to create organizational efficiencies, while ensuring the Policy is compliant with the guidelines. To assist in the review, the policies of municipalities, regions, conservation authorities and universities were examined. The recommended Policy establishes a clear governance framework that provides direction and oversight for all procurement activities, with the objective of conducting all expenditures in a fair and transparent manner, while obtaining the best value possible.

Item 8.1

The recommended [Policy](#) includes the following general changes to the existing policy, as well as specific changes to expense authorization as it relates to limits and responsibilities of designated purchasing staff:

General

- Procedural items included in the existing policy have been removed and all procedural items will be included in the Procurement Procedures;
- The recommended Policy incorporates the key requirements of the CFTA, CETA, OQTCA, and BPS Directive;
- Schedules have changed to include non-application items, discriminatory procurement practices, expense authorization, competitive thresholds and related documents;
- Competitive procurement thresholds reflect the requirements set out in the guidelines, particularly those for consulting services;
- The term used for non-competitive procurement is Limited Tendering to be consistent with the guidelines, therefore, replacing the previously used Preferred Source and Sole Source terminology;
- Items exempt from the expense authorization limits have been removed from the existing policy and will be detailed in the Procurement Procedures;
- Bid irregularities and actions to remedy them are procedural in nature and have been removed from the existing policy; and
- Authorization limits for the different stages in the procurement process are outlined for greater clarity, as highlighted below.

Expense Authorization

- The recommended Policy formally outlines authorization required during all aspects of the purchasing process (procurement planning and agreement, purchase orders and purchase requisitions) (Schedules C and D of the [Policy](#));
- Approvals are streamlined and do not distinguish between competitive, non-competitive and emergency procurement, however, there is a distinction between consulting and non-consulting services;
- There is a higher level of risk associated with the procurement planning and award of contract stages, therefore, the majority of senior level approvals will occur during this stage, while approvals for regularly occurring purchase orders and payment requisitions are focused on managers and supervisors;
- The recommended Policy clearly defines the designated staff levels and their authorization limits, rather than generally referring to CEO or designate for authorization to award;
- Authorization limits increased for certain levels to be more closely in line with the review of other regional, municipal and conservation authority partner limits; and
- Approvals from Procurement and Legal Services, Accounting Services, and Controller, and Chief Financial and Operating Officer are formally incorporated into the Policy.

As a result of the recommended changes, staff anticipates a realization of organizational efficiencies and improved risk management. For example, an emphasis on procurement planning is expected to reduce any redundancy and administrative costs associated with conducting several procurement processes for the same or similar goods or services across the organization. An increase in certain authorization limits is also expected to expedite the procurement process for procurements less than \$100,000. Finally, distributing key staff approvals throughout the process at the appropriate time, as well as including formal approval from Procurement and Legal services, are measures expected to improve TRCA's ability to effectively manage risk throughout the process.

Item 8.1

DETAILS OF WORK TO BE DONE

The following represent key action items to be completed by January 2019 and following the approval of this Policy:

- Continue with amendments to Procurement Procedures;
- Train staff on changes to the Policy affecting agreements being entered into from January 2019 onwards;
- Update existing procurement databases to reflect revised expense authorization limits and levels;
- Improve TRCA's internal web page for updates to procurement processes (Staff Hub);
- Update procurement and agreement templates; and
- Review the Policy in five years or sooner if required.

Report prepared by: Lisa Moore, extension 5846

Emails: lmoore@trca.on.ca

For Information contact: Lisa Moore, extension 5846,

Pamela Papadopoulos, extension 5973

Emails: lmoore@trca.on.ca, ppapadopoulos@trca.on.ca

Date: September 10, 2018

Attachments: [Link to Recommended Procurement Policy](#)

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Derek Edwards, Director, Parks and Culture

RE: **2019 FEE SCHEDULE FOR PUBLIC FACILITIES AND PROGRAMMING**

KEY ISSUE

Approval of Toronto and Region Conservation Authority 2019 Fee Schedule for Public Facilities and Programming.

RECOMMENDATION

THAT the 2019 Fee Schedule for Public Facilities and Programming be amended as set out in Attachment 1, and become effective January 1, 2019.

BACKGROUND

Each year, staff conducts a review of the Toronto and Region Conservation Authority (TRCA) Fee Schedule for Public Facilities and Programming to determine if any changes are required. The review of fees takes into account the value of TRCA programs and facilities provided to customers and current market conditions such as comparable industry fees (e.g., Ontario Parks). Proposed changes are brought forward for Board of Directors consideration to ensure TRCA's ecological and social practices are maintained, which include providing inclusive recreation and education experiences to diverse communities while protecting natural and cultural assets. Staff propose to increase fees for selected programs and restructure the 2019 fee schedule to facilitate sustainable program offerings.

RATIONALE

The following outlines proposed amendments for the 2019 fee schedule, which are detailed in Attachment 1. A copy of the full proposed 2019 Fee Schedule for Public Facilities and Programming is provided as Attachment 2. The Access to TRCA Public Facilities policy is provided as Attachment 3.

The proposed fee schedule changes will position TRCA to address the requirements of the *Fair Workplaces, Better Jobs Act*. It also allows TRCA to support the gaps in 2019 program delivery costs. Incremental rate increases are proposed in the following areas:

- Increase fee for the youth rate at a conservation area in order to be more in line with the day camper fee at a conservation area;
- Increase fee for the rental of a canoe, pedal boat or rowboat, per hour at a conservation area to support program delivery costs;
- HST added to the day camper fee at a conservation area;
- Increase camping fees at Albion Hills, Glen Rouge and Indian Line campgrounds to reflect the cost of program delivery, such as increasing rates for hydro and water services;
- Update the wording for Black Creek Pioneer Village educational programs in order to recognize these programs are not offered exclusively to students;
- Increase fee for the Dickson's Hill program (1860's school room experience) at Black Creek Pioneer Village to support program improvements.

Item 8.2

FINANCIAL DETAILS

It is anticipated that the expected TRCA revenue generated from all pricing changes will be \$119,421.00. Approximately \$40,317.00 will be generated from the youth rate increase; \$4,779.00 from boat rentals; \$74,325.00 from camping and \$1,600.00 from the Black Creek Dickson's Hill program.

Report prepared by: Jamie-Lee Warner, extension 6425

Emails: jwarner@trca.on.ca

For Information contact: Derek Edwards, extension 5672

Emails: dedwards@trca.on.ca

Date: September 14, 2018

Attachments: 3

Attachment 1 - Changes to the 2019 Fee Schedule for Public Facilities and Programming

Student program fees are effective September 2019 - August 2020 to coincide with the school year.

Item		Description	2018 Base	2018 Gross (Including Taxes)	2019 Base	2019 Gross (Including Taxes)	% Base Increase	% Gross Increase	Expected # of Fees	Expected TRCA Impact
1		For general admission at Conservation Areas, per day;								
	1.1	youth	\$ 2.65	\$ 3.00	\$ 3.54	\$ 4.00	33.58%	33.33%	45,300	\$ 40,317
4		For the rental of a canoe, pedal boat or rowboat per hour	\$ 12.39	\$ 14.00	\$ 15.93	\$ 18.00	28.57%	28.57%	1,350	\$ 4,779
6		For a permit to occupy an un-serviced campsite, inclusive of general admission;								
	6.1	Albion Hills, per night.	\$ 33.00	\$ 37.29	\$ 35.00	\$ 39.55	6.06%	6.06%	1,480	\$ 2,960
	6.2	Albion Hills, per month (28 days).	\$ 660.00	\$ 745.80	\$ 700.00	\$ 791.00	6.06%	6.06%	3	\$ 120
	6.3	Indian Line, per night.	\$ 34.50	\$ 38.99	\$ 37.50	\$ 42.38	8.70%	8.69%	825	\$ 2,475
	6.4	Indian Line, per month (28 days).	\$ 690.00	\$ 779.70	\$ 750.00	\$ 847.50	8.70%	8.70%	1	\$ 60
	6.5	Glen Rouge, per night	\$ 33.00	\$ 37.29	\$ 37.50	\$ 42.38	42.38%	13.65%	1,470	\$ 6,615
	6.6	Glen Rouge, per month (28 days).	\$ 660.00	\$ 745.80	\$ 750.00	\$ 847.50	13.64%	13.64%	1	\$ 90
7		For a permit to occupy a serviced campsite, with water and 15/30 amp hydro hook-ups, inclusive of general admission;								
	7.1	Albion Hills, per night.	\$ 38.50	\$ 43.51	\$ 40.50	\$ 45.77	5.19%	5.19%	2,850	\$ 5,700
	7.2	Albion Hills, per month (28 days).	\$ 770.00	\$ 870.10	\$ 810.00	\$ 915.30	5.19%	5.19%	3	\$ 120
	7.3	Albion Hills, per season.	\$ 2,695.00	\$ 3,045.35	\$ 2,945.00	\$ 3,327.85	9.28%	9.28%	5	\$ 1,250
	7.4	Indian Line, per night.	\$ 40.00	\$ 45.20	\$ 43.50	\$ 49.16	8.75%	8.76%	2,810	\$ 9,835
	7.5	Indian Line, per month (28 days).	\$ 800.00	\$ 904.00	\$ 870.00	\$ 983.10	8.75%	8.75%	95	\$ 6,650
	7.6	Indian Line, per season.	\$ 3,200.00	\$ 3,616.00	\$ 3,495.00	\$ 3,949.35	9.22%	9.22%	50	\$ 14,750
	7.7	Glen Rouge, per night.	\$ 40.50	\$ 45.77	\$ 43.50	\$ 49.16	7.41%	7.41%	4,520	\$ 13,560
	7.8	Glen Rouge, per month (28 days)	\$ 810.00	\$915.30	\$ 870.00	\$ 983.10	7.41%	7.41%	50	\$ 3,000

8		For a permit to occupy a serviced campsite, with water and 50 amp hydro hook-ups, inclusive of general admission;								
	8.1	Indian Line, per night.	\$ 45.00	\$ 50.85	\$ 48.00	\$ 54.24	6.67%	6.67%	30	\$ 90
	8.2	Indian Line, per month (28 days).	\$ 900.00	\$ 1,017.00	\$ 970.00	\$ 1,096.10	7.78%	7.78%	3	\$ 210
	8.3	Glen Rouge, per night.	\$ 43.50	\$ 49.16	\$ 48.00	\$ 54.24	10.34%	10.33%	460	\$ 2,070
	8.4	Glen Rouge, per month (28 days).	\$ 870.00	\$ 983.10	\$ 970.00	\$ 1,096.10	11.49%	11.49%	1	\$ 100
9		For a permit to occupy a serviced campsite with water, hydro, and sewage hook-up inclusive of general admission;								
	9.1	Indian Line with 30 amp hydro service, per night.	\$ 45.00	\$ 50.85	\$ 48.00	\$ 54.24	6.67%	6.67%	120	\$ 360
	9.2	Indian Line with 30 amp hydro service, per month (28 days).	\$ 900.00	\$ 1,017.00	\$ 970.00	\$ 1,096.10	7.78%	7.78%	10	\$ 700
	9.3	Indian Line with 50 amp hydro service, per night.	\$ 50.00	\$ 56.50	\$ 53.00	\$ 59.89	6.00%	6.00%	690	\$ 2,070
	9.4	Indian Line with 50 amp hydro service, per month (28 days).	\$ 1,000.00	\$ 1,130.00	\$ 1,080.00	\$ 1,220.40	8.00%	8.00%	20	\$ 1,600
18		For general admission to Black Creek Pioneer Village, per day;								
	18.8	for the Dickson's Hill School program to a maximum number of twenty participants	\$240.00 - \$400.00	\$240.00 - \$400.00	\$280.00 - \$400.00	\$280.00 - \$400.00	16.67%	16.67%	40	\$ 1,600

Expected TRCA Impact from all Pricing Changes	\$ 121,081
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Attachment 2

TRCA 2019 Fee Schedule Public Facilities and Programming

Discounts.....	#7 Definition of Terms, items D1 to D3
Conservation Areas.....	items 1 to 16
Black Creek Pioneer Village.....	items 17 to 19
Kortright Centre for Conservation	items 20 to 21
Memberships.....	item 22-24

All fees listed in this Schedule take effect January 1, 2019.

- General admission at Conservation Areas youth rate increased
- The rate for the rental of a canoe, pedal boat or rowboat per hour increased
- HST was added to the day camper fee at a Conservation Area
- Camping Fees at Albion Hills, Glen Rouge and Indian Line Campgrounds increased
- Wording was changed for item 18.6 and 18.7
- Black Creek Pioneer Village (BCPV) Dickson's Hill School program base rate increased

Updated material may be distributed from time to time to include supplementary fees which are related to specific program activities, or to reflect changes to the schedule.

TRCA 2019 Fee Schedule - Definition of Terms

1 Age categories

Four general age groups are used throughout the fee schedule as follows:

- Senior - any person sixty years of age or over.
- Adult - any person from fifteen to fifty-nine years of age.
- Youth - any person from five to fourteen years of age.
- Child - any person four years of age or under.

Some exceptions to this general age categorization apply to specific fee schedule items and are detailed under those items.

2 Conservation Area

The term Conservation Area applies to Albion Hills, Bruce's Mill, Boyd, Glen Haffy, Heart Lake and Petticoat Creek. Also included in this definition are the campgrounds at Albion Hills, Glen Rouge and Indian Line. For the purposes of this fee schedule, the definition does not include the Kortright Centre for Conservation or Black Creek Pioneer Village.

3 General admission

General admission allows for basic access to a specified TRCA venue(s) during a designated operating period(s). Other fees may be charged in addition to, or in lieu of, general admission fees for certain facilities, programs or operating periods, as identified in this fee schedule or under various operating policies.

4 Group Camper

Applies to members of an organized group staying overnight at a Conservation Area by permit.

5 Day Camper

Applies to members of day-cares, day camps, schools or the like, who are visiting a Conservation Area, Black Creek Pioneer Village or Kortright Centre during the regular operating day.

6 Operating policies

This fee schedule is provided as a general summary of fees applied by TRCA at its public use facilities and venues. It does not provide, nor is it intended to provide, complete information as to the various regulations and operating policies in effect at these facilities and venues which may relate to individual fee schedule items. Daily, seasonal and program operating schedules, and minimum group size requirements are among these policies.

7 Discounts, premiums and promotions

Any fee may be subject to a discount, premium or promotion at the discretion of the respective Manager. Standard discounts include but are not limited to:

- D.1 At Black Creek Pioneer Village and Kortright Centre, fifteen percent (15%) off regular per person admission fees, subject to a minimum group size of twenty persons, exclusive of guided tours.**
- D.2 A support person accompanying a person with a disability will receive free general admission to a maximum ratio of 1:1.**
- D.3 Free general admission for Active Transportation users to TRCA Conservation Areas and the Kortright Centre as per TRCA Admittance Policy**

8 *Supplementary fees*

Not all fees are considered to be part of TRCA's fee schedule as approved by the Authority. Some are set independently of that schedule. The sale of retail merchandise or the provision of incidental services represents the most common examples of such fees.

9 *Student Programs*

Student programs are designed for children aged 14 years and under.

10 *Conservation Membership* – all of TRCA public use facilities and venues, including all TRCA Conservation Areas, Black Creek Pioneer Village and Kortright, as well as Credit Valley Conservation (CVC) Conservation Areas.

11 *Camping Permit*

This permit states that camping fees include camping for six individuals or a family, per campsite.

TRCA 2019 Fee Schedule - Contents

active transportation users	Conservation Areas	D.3
aquatic facilities - daily admission	Petticoat Creek, Heart Lake, Albion Hills	13.0
angling fee	Glen Haffy	2.0
boat rentals	Conservation Areas	4.0
camping - day campers	Conservation Areas	5.0
camping - group	Albion Hills, Indian Line	11.0
camping - public camping	Albion Hills, Glen Rouge, Indian Line	6.0, 7.0, 8.0, 9.0
camping - supplementary fees	Albion Hills, Glen Rouge, Indian Line	10.0
cross-country skiing - equipment rentals	Albion Hills	15.0
cross-country skiing - group rate	Albion Hills	15.3, 15.4
cross-country skiing - trail fees	Albion Hills	14.0
day campers	Conservation Areas	5.0
Dickson Hill School	BCPV	18.8
educational tours - BCPV tour program	BCPV	18.6, 18.7
educational tours -	Kortright	21.7-21.9
fishing - Fly Fishers Club Membership	Glen Haffy	3.3
fishing - public ponds	Glen Haffy	3.0
fishing - pond rentals	Glen Haffy Headwaters Trout Ponds	3.0
general admission - BCPV	BCPV	18.0
general admission	Conservation Areas	1.0
general admission	Kortright	21.1-21.3
guided tour	BCPV	19.0
maple syrup tours	Bruce's Mill	16.0
memberships - site specific	BCPV	23.0
memberships	Conservation Areas, BCPV, Kortright	24.0
memberships - site specific	Kortright	22.0
parking	BCPV	17.0
parking	Kortright, Bruce's Mill	20.0
picnics - group picnic sites	Conservation Areas/Kortright	12.0
special needs persons	Conservation Areas, BCPV, Kortright	D.2
swimming - daily admission	Petticoat Creek, Heart Lake, Albion Hills	13.0

Item		Description	2019 Base (Plus Taxes)	2019 Gross (Including Taxes)
1.0		For general admission at Conservation Areas, per day;		
	1.1	youth	3.54	4.00
	1.2	adult	5.75	6.50
	1.3	senior	4.87	5.50
2.0		For fishing at Glen Haffy per day, exclusive of general admission;		
	2.1	adult or senior	5.09	5.75
	2.2	youth	2.52	2.85
	2.3	child	0.00	0.00
	2.4	adult or senior, in a group with a reservation, inclusive of angling fee and general admission, subject to a minimum group size of 20 participants.	7.50	8.48
	2.5	youth in a group with a reservation, including angling fee and general admission, subject to a minimum group size of 20 participants.	3.25	3.67
	2.6	for the use of a fishing pond and picnic shelter for up to 75 participants inclusive of general admission and angling fee Monday through Friday, excluding holidays.	895.00	1,011.35
3.0		For a permit for the use of a fishing pond at the Glen Haffy Headwaters Trout Ponds, including general admission and the use of row boats;		
	3.1	up to 75 persons per day	1,145.00	1,293.85
	3.2	each additional participant per day	10.00	11.30
	3.3	for a membership to Headwaters Fly Fisher's Club.	525.00	593.25
4.0		For the rental of a canoe, pedal boat or rowboat per hour.	15.93	18.00
5.0		For each day camper, per day, at a Conservation Area.	4.00	4.52
6.0		For a permit to occupy an un-serviced campsite, inclusive of general admission;		
	6.1	Albion Hills, per night.	35.00	39.55
	6.2	Albion Hills, per month (28 days).	700.00	791.00
	6.3	Indian Line, per night.	37.50	42.38
	6.4	Indian Line, per month (28 days).	750.00	847.50
	6.5	Glen Rouge, per night	37.50	42.38
	6.6	Glen Rouge, per month (28 days).	750.00	847.50
	6.7	on a statutory holiday or other designated date, in addition to the basic permit fee specified in item 6.1,6.3 or 6.5	3.00	3.39

Item		Description	2019 Base (Plus Taxes)	2019 Gross (Including Taxes)
7.0		For a permit to occupy a serviced campsite, with water and 15/30 amp hydro hook-ups, inclusive of general admission;		
	7.1	Albion Hills, per night.	40.50	45.77
	7.2	Albion Hills, per month (28 days).	810.00	915.30
	7.3	Albion Hills, per season.	2,945.00	3,327.85
	7.4	Indian Line, per night.	43.50	49.16
	7.5	Indian Line, per month (28 days).	870.00	983.10
	7.6	Indian Line, per season.	3,495.00	3,949.35
	7.7	Glen Rouge, per night.	43.50	49.16
	7.8	Glen Rouge, per month (28 days)	870.00	983.10
	7.9	on a statutory holiday or other designated date, in addition to the basic permit fee specified in item 7.1, 7.4 or 7.7.	3.00	3.39
8.0		For a permit to occupy a serviced campsite, with water and 50 amp hydro hook-ups, inclusive of general admission;		
	8.1	Indian Line, per night.	48.00	54.24
	8.2	Indian Line, per month (28 days).	970.00	1,096.10
	8.3	Glen Rouge, per night.	48.00	54.24
	8.4	Glen Rouge, per month (28 days).	970.00	1,096.10
	8.5	on a statutory holiday or other designated date, in addition to the basic permit fee specified in item 8.1 or 8.3.	3.00	3.39
9.0		For a permit to occupy a serviced campsite with water, hydro, and sewage hook-up inclusive of general admission;		
	9.1	Indian Line with 30 amp hydro service, per night.	48.00	54.24
	9.2	Indian Line with 30 amp hydro service, per month (28 days).	970.00	1,096.10
	9.3	Indian Line with 50 amp hydro service, per night.	53.00	59.89
	9.4	Indian Line with 50 amp hydro service, per month (28 days).	1,080.00	1,220.40
	9.5	on a statutory holiday or other designated date, in addition to the basic permit fee specified in item 9.1 and 9.3.	3.00	3.39
10.0		In addition to basic camping fees as specified in items 6.0, 7.0, 8.0, 9.0;		
	10.1	for a permit to park an additional vehicle, per night.	10.00	11.30
	10.2	for a permit to park an additional vehicle, per season.	75.00	84.75
	10.3	each additional person occupying a campsite over and above the campground's specified site limit, per night.	5.00	5.65
11.0		For a permit to occupy a group campsite at Albion Hills, Glen Rouge, or Indian Line;		
	11.1	for a permit to occupy a group campsite, exclusive of general admission;	200.00 – 500.00	226.00 – 565.00

Item		Description	2019 Base (Plus Taxes)	2019 Gross (Including Taxes)
12.0		For a permit for the use of a group picnic site, exclusive of general admission;	155.00 – 500.00	175.15 – 565.00
13.0		For admission to aquatic facilities exclusive of general admission, per day;		
	13.1	Albion Hills, for each person two years of age or over.	3.32	3.75
	13.2	Petticoat Creek and Heart Lake, for each person two years of age or over.	4.20	4.75
14.0		For the use of cross-country ski trails at Albion Hills, inclusive of general admission;		
	14.1	adult	15.27	17.25
	14.2	youth	9.07	10.25
	14.3	child	0.00	0.00
	14.4	senior	12.39	14.00
	14.5	family living in the same household, with no more than two adults, and their children.	39.82	45.00
15.0		For the rental of a cross-country ski equipment package consisting of skis, boots and poles;		
	15.1	adult	17.25	19.50
	15.2	youth	12.00	13.56
	15.3	adult, in a group with a reservation, including trail fees, subject to a minimum group size of twenty participants.	26.55	30.00
	15.4	youth, in a group with a reservation, including trail fees, subject to a minimum group size of twenty participants.	13.27	15.00
16.0		For a guided tour at Bruce's Mill during the maple syrup program, as part of a tour group up to a maximum of twenty five participants.	175- 255.00	175- 288.15
17.0		For visitor parking for Black Creek Pioneer Village, per vehicle, per day, exclusive of general admission.	6.19	7.00
18.0		For general admission to Black Creek Pioneer Village, per day;		
	18.1	adult	15.00	16.95
	18.2	youth	11.00	12.43
	18.3	child accompanying their family.	0.00	0.00
	18.4	senior	12.00	13.56
	18.5	student fifteen years of age or over, with student identification.	12.00	13.56
	18.6	half day educational program to a maximum number of twenty participants.	240.00 – 300.00	240.00 – 300.00
	18.7	full day educational program to a maximum number of twenty participants.	280.00 – 380.00	280.00 – 380.00
	18.8	for the Dickson's Hill School program to a maximum number of twenty participants.	280.00 – 400.00	280.00 – 400.00

Item		Description	2019 Base (Plus Taxes)	2019 Gross (Including Taxes)
19.0		For a Guided Tour at Black Creek Pioneer Village, as part of a tour group with a reservation to a maximum of twenty participants, including general admission;	240.00 – 380.00	271.20 – 429.40
20.0		For parking at the Kortright Centre for Conservation and Bruce's Mill Conservation Area during the Maple Syrup program, per vehicle, per day, exclusive of general admission.	3.54	4.00
21.0		For general admission at the Kortright Centre for Conservation;		
	21.1	child	0.00	0.00
	21.2	youth	2.65	3.00
	21.3	adult	7.52	8.50
	21.4	senior	5.75	6.50
	21.5	youth participating in a weekend or evening public program.	6.64	7.50
	21.6	adult participating in a weekend or evening public program.	12.83	14.50
	21.7	senior participating in a weekend or evening public program.	6.64	7.50
	21.8	half day student program to a maximum number of thirty participants	200.00 – 220.00	200.00 – 220.00
	21.9	full day student program to a maximum of thirty participants.	375.00- 400.00	375.00 – 400.00
	21.10	booked programmed groups using grounds for self-guided activities during non-programming time on same day as booking. Subject to a maximum group of thirty persons.	50.00	50.00
22.0		Kortright Centre Membership valid for admission, inclusive of parking fees, to the Kortright Centre for Conservation;		
	22.1	individual membership.	50.00	56.50
	22.2	family & friends membership; admission for up to four individuals	85.00	96.05
23.0		Black Creek Pioneer Village Membership valid for general admission, inclusive of parking fees, to Black Creek Pioneer Village;		
	23.1	individual membership.	60.00	67.80
	23.2	family & friends membership; admission for up to four individuals.	95.00	107.35
24.0		Conservation Membership valid for general admission to all TRCA and CVC conservation areas, Kortright Centre for Conservation, and Black Creek Pioneer Village;		
	24.1	individual membership.	75.00	84.75
	24.2	family & friends membership; admission for up to six individuals.	135.00	152.55

Attachment 3

ACCESS TO TRCA PUBLIC FACILITIES

BACKGROUND

Toronto and Region Conservation Authority (TRCA) recognizes and promotes the full participation of all residents in educational, cultural and recreational programs and services, as per TRCA's Admittance Policy. Through a variety of offerings, TRCA's public-use facilities engage diverse user groups, including persons with disabilities, financially challenged individuals and groups, children and Active Transportation users.

TRCA continually strives to promote inclusion and access for all. The following outlines a number of programs that TRCA has implemented to help alleviate barriers to participation and encourage greater access to nature-based cultural and recreational experiences.

Program with Brampton and Caledon Public Libraries

CVC and TRCA created a program with the City of Brampton and Town of Caledon Public Libraries to provide access to financially challenged individuals and groups. Conservation Parks Family and Friends Memberships are available for "checkout" at Brampton and Caledon public libraries. This program offers free access to TRCA and CVC parks, promoting inclusivity, encouraging nature-based experiences, supporting healthy communities, and increasing awareness of the parks.

Program with the Region of Peel

In partnership with CVC, TRCA has been collaborating with the Region of Peel Healthy Communities Initiative to "get more kids, more active, more often". TRCA and CVC have provided free admission opportunities to students and their families. This program has increased access to the outdoors to promote lifelong engagement. Staff teams are working together to develop new programs that encourage more students to participate more often in nature based recreational and cultural experiences.

Cultural Access Pass Program

TRCA participates in the Institute for Canadian Citizenship's *Cultural Access Pass* (CAP) program, which celebrates multiculturalism by offering new Canadian citizens free general admission to our country's natural and cultural treasures. As a participating cultural attraction, Black Creek Pioneer Village welcomes CAP members every year. This initiative has been extended to TRCA's parks to provide CAP members with greater access to our facilities.

Active Transportation Policy

Committed to promoting active transportation, TRCA continues to work with municipal and industry partners to formalize additional trail access points to Conservation Areas and to expand trail connections. This will encourage more people to enjoy nature-based recreation more often, and will help reduce sedentary lifestyles.

Free Admission Programs

TRCA's public-use facilities offer free admission programs to promote access and inclusion. Every Tuesday after 2:00 pm (excluding March break and special events), Black Creek offers free general admission for everyone. During weekdays in July and August (excluding holidays), youth (age 5-14) receive free admission. Seniors (age 60 or over) receive free general admission on weekdays in September (excluding holidays). Black Creek is also a part of the Museums + Arts Pass (MAP) Program, which is an outreach and social equity initiative managed by Sunlife Financial in partnership with Toronto Public Libraries. This initiative provides free access to cultural institutions for people living in priority neighborhoods.

At all TRCA public-use facilities, free general admission is offered to children age 0-4. Through the Ontario Teacher's College membership, teachers receive free admission at all facilities. Participants of Vaughan Culture Days (formally Doors Open) and Doors Open Toronto receive free admission to the Kortright Centre and Black Creek Pioneer Village, respectively. In October, the Kortright Centre also offers a Family Adventure Walk in the Forest in October where families can participate free of charge and children are encouraged to participate in "forest school inspired" activities. TRCA also waives admission fees for support persons accompanying visitors with disabilities to alleviate barriers to experiencing culture and nature-based outdoor recreation.

TRCA continues to explore new opportunities that will help people engage with nature more often. Inclusivity and accessibility are priorities at our facilities. Staff is committed to expanding current initiatives and providing our diverse communities with even more opportunities in the years to come.

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Chandra Sharma, Director, Watershed Strategies

RE: **CANADIAN HERITAGE RIVER**
20th Anniversary of the Humber River

KEY ISSUE

To provide an overview and opportunities for collaboration for the 20th Anniversary Celebration of the Humber River's designation as a Canadian Heritage River.

RECOMMENDATION

THAT the Humber River's 20th Anniversary as a Canadian Heritage River be leveraged, as appropriate, to raise awareness of rivers, watersheds and associated cultural heritage through communication, outreach and engagement activities of Toronto and Region Conservation Authority (TRCA) and its municipal partners throughout 2019;

THAT, in recognition of its historic, cultural and ecological significance, senior levels of government be engaged to secure improved funding for the restoration, enhancement, protection and celebration of the Humber River;

THAT a copy this report be circulated to TRCA regional and local municipal partners, Ontario Ministry of Natural Resources and Forestry, Ontario Ministry of the Environment, Conservation and Parks, Ontario Ministry of Municipal Affairs, Ontario Ministry of Tourism, Culture and Sport, Conservation Ontario, Environment and Climate Change Canada, Canadian Ministry of Canadian Heritage and Multiculturalism, Canadian Ministry of Tourism, Official Languages and La Francophonie, and Canadian Ministry of Science and Sport for their information and consideration of collaboration opportunities;

AND FURTHER THAT staff work with the Regional Watershed Alliance, interested partners and local environmental groups to plan and deliver 2019 celebration initiatives where opportunities for collaboration are identified.

BACKGROUND

In 1999, the Humber River was officially designated as a Canadian Heritage River and included in the Canadian Heritage Rivers System (CHRS), Canada's national river conservation program. The CHRS program is a Canadian-provincial-territorial managed program, which works with river managers across Canada to conserve and promote designated rivers in recognition that they are essential to our health, our communities, and our identity as Canadians.

The Humber River is exceptional on many accounts. From a natural environmental perspective, it drains the largest watershed in the TRCA jurisdiction and contains many of the most unique and sensitive natural spaces in the Toronto region including portions of the Oak Ridges Moraine and Niagara Escarpment. It also has a rich human history as a home for Indigenous peoples along its banks, as a vital transportation route known as the Carrying Place Trail and as the site of many of Toronto's early European settlement homes and industries.

Item 8.3

In receiving the Canadian Heritage River designation, the Humber River has been formally recognized for its natural, cultural and recreational value and for its fundamental contributions to the development of Canada.

Since 1999, TRCA has worked with municipal and community partners, watershed residents and Indigenous communities on several CHRS-inspired or supported initiatives that protect, restore and celebrate the Humber River. Some of the accomplishments include:

- Watershed Plan for Humber River watershed;
- Humber River Watershed Report Cards;
- Humber River Heritage Bridge Inventory;
- The Shared Path Program;
- CHRS Heritage Plaques Program;
- Designation of heritage buildings and structures such as the Wiley Bridge and McVean Barn in the Claireville Conservation Area within the City of Brampton;
- Signature watershed events such as Humber by Canoe; and
- Support of community-led heritage events throughout the watershed.

At the Regional Watershed Alliance (RWA) Meeting #3/18, held on September 19, 2018, staff informed Alliance members of the upcoming 20th Anniversary in 2019, and requested input and participation in the Celebration Plan. Resolution #R5/18 was approved, in part, as follows:

...THAT the RWA Watershed Forum Working Group consider adopting the Humber Heritage Theme as a priority for 2019 and acting as the 20th Anniversary Planning Committee;

THAT FURTHER THAT other interested RWA members consider participating in the 20th Anniversary planning activities as appropriate.

RATIONALE

The 20th Anniversary of the Humber River as a Canadian Heritage River poses an excellent opportunity for TRCA and its partners to celebrate this nationally significant river and to promote its historical and ongoing contribution to life in the Toronto region. It also provides a platform to communicate the accomplishments of TRCA and its partners in protecting and restoring the Humber River watershed as well as the other watersheds in its jurisdiction. The 20th Anniversary celebrations will engage TRCA's municipal and community partners, stakeholders and the communities within the Humber watershed and throughout the Toronto region.

FINANCIAL DETAILS

Detailed cost estimates will be prepared as part of the development of the 20th Anniversary Celebration Plan. Depending on the scope of activities in the Plan, staff and the 20th Anniversary Planning Committee may need to secure external sponsors and pursue fundraising.

DETAILS OF WORK TO BE DONE

Staff has begun to develop an outline for the 20th Anniversary Celebration Plan that takes into account the ongoing engagement and communications activities and capacities of TRCA and its partners for watershed and heritage communications and engagement, and also reflects elements of anniversary celebrations from other Heritage Rivers across Canada. Some of the proposed activities being considered are:

- **20th Anniversary Visual Theme** – to be incorporated into TRCA's website, annual report and meeting, newsletters, social media accounts (i.e., Twitter, Facebook, LinkedIn, etc.), email signatures and promotional materials.

Item 8.3

- **Anniversary Video** – to include accomplishments over the past 20 years, including, TRCA, partner and stakeholder testimonials.
- **Social Media Strategy** – for TRCA social media accounts to create awareness for the Humber's 20th Anniversary throughout 2019.
- **Mobile Display** – to be showcased at TRCA and partner events and facilities within the Humber watershed.
- **Indigenous Engagement** – to support Indigenous groups to host their own heritage celebration events for the Humber River.
- **Signature Event** – TRCA will host its annual Humber by Canoe Anniversary Event with a 20th Anniversary theme.
- **Watershed Community Events** – TRCA will support and participate in 2019 community events throughout the Humber watershed through materials, displays and activities that celebrate the Humber's 20th anniversary.
- **Municipal Collaboration** – TRCA will reach out to municipal heritage departments, museums and archives and other departments, as appropriate to explore 2019 partnership opportunities to engage communities to tell the story of the Humber River. Potential opportunities include: partnering on watershed celebration events, launch and promotion of CHRS Digital Story Map, participation on 20th Anniversary Planning Committee, etc.
- **Recognition of Humber Heritage Committee** – TRCA will recognize members of the original Humber Heritage Committee who championed the Humber River's CHRS designation alongside TRCA in the 1990s.
- **Launch of CHRS Digital Story Map** – launch the digital CHRS story map for the Humber River that has been developed by staff in partnership with Parks Canada.
- **CHRS Forum** – a by invitation forum to develop a strategic action plan for the next 20 years to maintain, promote and celebrate the Humber's CHRS designation.
- **CHRS Plaques** – develop a plan for maintaining and restoring the 12 existing CHRS Plaques throughout the Humber River, including the installation of new CHRS plaques as appropriate.
- **CHRS 10 – Year Monitoring Report** – preparation of the 10-Year Monitoring Report to CHRS.

Beginning in fall 2018, TRCA staff will work with the 20th Anniversary Planning Committee, municipal and community partners and stakeholders to finalize the Celebration Plan and initiate implementation of the 20th Anniversary Celebration activities in 2019.

Report prepared by: Sonia Dhir, extension 5291

Emails: sdhir@trca.on.ca

For Information contact: Ryan Ness, extension 5615

Emails: rness@trca.on.ca

Date: October 12, 2018

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **STANDBY SURETY FACILITY FOR TRCA CONSTRUCTION WORKS**
Agreement to Enter into a Surety Arrangement

KEY ISSUE

Approval to enter into a standby surety facility arrangement for TRCA construction services.

RECOMMENDATION

WHEREAS new provisions in the *Construction Act* (formerly the *Construction Lien Act*) came into force on July 1, 2018 requiring a contractor to furnish a public project owner with performance, labour and material bonds upon entering into contracts for improvements to land exceeding \$500,000 in value;

AND WHEREAS Toronto and Region Conservation Authority (TRCA) is likely to be considered a contractor when undertaking improvements to land under contract to public agencies such as municipalities and is therefore subject to the new public contract bonding requirements;

AND WHEREAS TRCA has held its previous surety facility in abeyance on the advice of its solicitors pending the resolution of an ongoing dispute;

AND WHEREAS TRCA has engaged Marsh Canada, Conservation Ontario's insurance broker of record to seek out proposals to provide a standby surety facility to underwrite TRCA's construction activities;

AND WHEREAS based on preferable rates for both short term and long term contracts as well as acceptable conditions to TRCA and consistent underwriting ratings, Marsh Canada has recommended Trisura Guarantee Insurance Company as the preferred standby surety facility to TRCA;

THEREFORE LET IT BE RESOLVED THAT TRCA enter into a standby surety facility arrangement with Trisura Guarantee Insurance Company for TRCA works requiring bonding;

AND FURTHER THAT staff be authorized and directed to take all necessary actions to implement the foregoing, including the signing of documents.

BACKGROUND

Surety bonds are one of the most common types of guarantees used to underwrite contract and commercial obligations globally. The bond itself is a financial instrument involving three parties: the party to whom an obligation is made (the 'obligee'), a party making an obligation (the 'principal') and the bonding company (the 'surety').

Item 8.4

The bond is issued by the surety at the request of the principal and is used to guarantee the performance of the obligation that they have made to an obligee. Under the typical terms, if the principal fails to meet the underlying obligation to the bond, the surety would fulfill those obligations on the principal's behalf as per the terms and conditions of the bond.

In exchange for these underwriting services and their associated risk, the principal agrees to pay the surety a premium but also enters into an indemnity agreement which promises to compensate the surety for any loss they may incur in carrying out the principal's duties under the bonding arrangement. This promise to pay a surety back for any of their potential losses makes a surety arrangement similar to that of a credit facility from the perspective of the principal, while the promise to undertake the principal's obligation to the benefit of the obligee if the principal fails to do so makes the bond similar to an insurance policy from the perspective of a obligee or project owner.

It is standard practice for TRCA to request bonds as well as other forms of guarantee of its hired contractors in the common course of contract administration to ensure bids, contract performance and payment of subcontractors and suppliers. While acting as a contractor TRCA has had to issue bonds in the past, however this has not been common practice to date.

On December 12, 2017, the *Construction Lien Amendment Act, 2017* received Royal Assent. The Act brought in many changes to the former *Construction Lien Act* including among others, a name change to the *Construction Act* as well as new requirements for bonding of applicable public contracts.

As of July 1, 2018, the effective date of the bonding provisions, a contractor providing land improvement services under a public contract greater than \$500,000 in value is now required to provide performance, labor and material bonds to the project owner. The Act is written in such a way that the onus is on the contractor to provide the required bonding rather than on the owner to request it. The provisions apply to new contracts that have not been signed, or where procurement processes (for example Requests for Proposals) for the underlying works have not been begun before July 1, 2018.

It is the opinion of TRCA's counsel, that despite TRCA's status as a broader public sector agency, when working as a general contractor to complete construction projects for another public agency, TRCA is likely to be considered a contractor under the *Construction Act* and as a result, the new bonding provisions do apply (Attachment 1 contains a summary bonding requirements of TRCA projects).

Projects that are likely to be affected by the new bonding regime would include TRCA's erosion management, landform construction, trail construction, parkland improvement and possibly other projects. TRCA's Restoration and Infrastructure division estimates that almost 20 projects ranging in construction budget of \$500,000 to \$100,000,000 may be affected by this change within the next year.

TRCA has a current bonding facility in place with a major North American surety provider, however due to an ongoing claim dispute, has held the facility in abeyance based on the advice of its litigation counsel. In order to ensure business continuity, TRCA has been working with Conservation Ontario's insurance broker of record, Marsh Canada, to find a suitable standby surety facility to service TRCA's applicable construction portfolio. The results of Marsh Canada's search returned Trisura Guarantee Insurance Company ('Trisura') as the preferred candidate to underwrite TRCA's construction practice.

Item 8.4

RATIONALE

Marsh Canada's recommendation to enter into a surety arrangement with Trisura is based on a number of factors including preferred rates, financial strength, compatibility of Trisura's risk appetite in relation to TRCA's construction portfolio, a demonstrated willingness come to agreeable bonding terms and to provide claims support to TRCA.

FINANCIAL DETAILS

The new bonding requirements of the *Construction Act* will require TRCA to issue bonds for construction projects over \$500,000 where TRCA is acting as a contractor to a public agency. At the proposed rates, the statutorily required bonds would represent an approximately 1-2% increase in the overall budget of affected projects, depending on the size and timing of the underlying work. Funding for the additional costs will be charged to the applicable project budget.

In addition to the individual bonding premiums, Trisura will require a \$1,500 annual administration fee to keep the facility active. This fee is standard for the industry and represents the lowest rate offered by interested sureties in the market search. This fee will be charged to the Corporate Insurance Account (012-29).

DETAILS OF WORK TO BE DONE

Upon approval from the Board of Directors, staff will finalize the standby surety facility agreement with the support of its solicitors, Gardiner Roberts. Staff will subsequently work with their representatives at Marsh Canada to provide guidance to TRCA's construction teams on the process for budgeting, requesting and processing construction related surety bonds as needed.

Report prepared by: Adam Szaflarski, extension 5596

Emails: aszaflarski@trca.on.ca

For Information contact: Adam Szaflarski, extension 5596

Emails: aszaflarski@trca.on.ca

Date: October 10, 2018

Attachments: 1

Attachment 1

Table 1: Summary of TRCA's Bonding Requirements Under Various Scenarios	
Scenario*	Performance and Payment Bonding Required of TRCA by the Construction Act (Yes/No)
TRCA provides construction services, under contract, with a total value less than \$500k.	No
TRCA provides construction services, under contract to a public agency, with a contract value greater than \$500k outside of the levy process	Yes
TRCA provides construction services under contract to a private individual or agency with a contract value greater than \$500k	No
TRCA undertakes a program that may result in an improvement to land under a project as described in the Conservation Authorities Act ('the Act') and funded through the levy process as described in sections 25, 26 or 27 of the Act.	No
TRCA undertakes studies (for example environmental assessments), under contract, with a Public agency with a contract value over \$500k	No
TRCA undertakes other non-construction related work under contract of any value.	No
TRCA provides services under a work order issued under a parent master service agreement entered into prior to July 1, 2018	No
TRCA provides construction management services to a public agency, without entering into any direct contracts with a general or subcontractor with a contract value greater than \$500k.	No

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Nick Saccone, Senior Director, Restoration and Infrastructure

RE: **BROCK NORTH FILL PLACEMENT – PHASE I RESTORATION**
Request for Proposal #10007911

KEY ISSUE

Award of fill placement contract associated with Request for Proposal #10007911.

RECOMMENDATION

WHEREAS the funds for receiving the clean fill is set aside exclusively for project costs and implementation of the Greenwood Conservation Lands Master Plan, including future restoration and habitat enhancement of the property and the phased implementation of the recreation plan, as approved by the Authority on February 26, 2016; (Resolution #A88/16);

THEREFORE LET IT BE RESOLVED THAT Toronto and Region Conservation Authority (TRCA) enter into an agreement with Michael Bros. Excavating for the supply and placement of 435,000 cubic metres of clean surplus soil on TRCA-owned lands at Brock North;

THAT the fee for accepting clean soil will be \$4.10 per cubic metre (m³);

THAT, in addition to the tipping fee, Michael Bros. Excavating will be responsible for all costs of any additional sediment control, placing soil, fine grading and seeding the site with a basic cover crop;

AND FURTHER THAT the appropriate TRCA officials be authorized and directed to execute all the necessary documentation required.

BACKGROUND

The Brock North site is located at 3205 Sideline 16, in the City of Pickering. The site is bounded by Sideline 16 to the west, Fifth Concession Road to the south, and naturalized areas to the north and east. The site, and the properties to the north and east, are owned and managed by TRCA. The site was historically a sand and gravel extraction pit that later became a temporary landfill site, from which the waste was removed, between December 1996 and March 1997. The former landfill site was then regraded and restored to a minimum standard.

The terrestrial landscape and hydrologic function of the Brock North lands have been severely altered through the previous aggregate extraction and landfill operations. TRCA completed a thorough site assessment of the Brock North Lands, and completed a restoration plan in 2014. This plan addressed the ecological and hydrological restoration of the site. A key recommendation of the plan was to undertake significant earthworks, and import fill to restore the site's hydrology to protect groundwater and improve the ecological function of the area.

Item 8.5

In order to restore the hydrological regime and watershed function, the importation of fill materials is required to replace the historically removed materials, and recreate functional site topography. It was first resolved at Authority Meeting #1/11, held on January 28, 2011 (Resolution #A13/11) that the Brock North tract be identified as a site for habitat restoration and enhancement through the strategic placing of clean fill. In addition, at Authority Meeting #5/16, held on June 24, 2016 (Resolution #A88/16) it was resolved that the funds for receiving the clean fill be set aside exclusively for project costs and implementation of the Greenwood Conservation Lands Master Plan, including future restoration. It was also resolved that staff be authorized and directed to execute all the necessary documentation required to facilitate restoration implementation.

TRCA staff has determined that importing more than one million cubic metres of fill is necessary to meet both restoration and Master Plan goals of the Greenwood Conservation Lands Master Plan. TRCA will implement the restoration program in a phased approach. This current contract represents the first phase, and will target 435,000 cubic metres of fill material, which is approximately 40% of the total fill required.

TRCA will implement the Fill Quality Control Program that includes the pre-approval of all fill prior to delivery, followed by fill tracking, monitoring and laboratory testing of soils received. TRCA staff has completed the competitive process to attract a capable and reputable fill supplier, and is prepared to begin work immediately, upon approval.

RATIONALE

Request for Proposal #10007911, requesting proponents to submit proposals to supply and place 435,000 cubic metres of clean fill in order to complete the first phase of the one million cubic metres required, was publicly advertised on the electronic procurement website Biddingo (www.biddingo.com) on August 14, 2018. A mandatory pre-bid site meeting was held on August 23, 2018. A total of 20 contractors attended the pre-bid meeting. Six proposals were received on September 14th, and evaluated based on the following weighted criteria:

Criteria	Weight (%)
1. Company profile - Capability and resources to complete the scope of work	5
2. Qualifications and Experience of Key Personnel	5
3. Relevant Construction Experience and Methodology	20
4. Understanding of the Required Scope of Work and Ability to Provide Fill Supply Sources	20
5. Proposed Work Plan and Timeframe	20
6. Pricing	30
Total weighted points	100

Based on this evaluation criteria, the proposals were scored as follows:

Proponents	Scoring
Michael Bros. Excavating and Grading	79.96
GFL Infrastructure	78.75
TACC Construction	72.75
D'Orazio Infrastructure	72.00
York Environmental	70.95
Melfer Construction	58.43
Coreydale Contracting	54.50
Tricon Contracting	49.39

Item 8.5

TRCA staff determined that the proposal received from Michael Bros. Excavating and Grading ranked the highest, and determined that the proposal meets all the requirements as outlined in the Request for Proposal. TRCA is confident that Michael Bros. Excavating and Grading are capable of completing the work outlined in the Request for Proposal.

FINANCIAL DETAILS

All operating costs will be offset by the revenue generated from the tipping fees. The gross revenue from this contract is expected to be \$1,783,500. All revenues and expenses associated with this project will be directed to account 106-19.

DETAILS OF WORK TO BE DONE

TRCA would like to commence the Brock North Restoration immediately in 2018. TRCA will enter into a contract with Michael Bros. Excavating and Grading. TRCA staff will provide overall project management services including the implementation of the Fill Quality Control Program.

Report prepared by: Martina Saverino, extension 6400

Emails: msaverino@trca.on.ca

For Information contact: David Hatton, extension 5365

Emails: dhatton@trca.on.ca

Date: October 12, 2018

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **APPOINTMENT OF INFORMATION AND PRIVACY OFFICER**

KEY ISSUE

Approval to appoint a Toronto and Region Conservation Authority staff member as an Information and Privacy Officer for the purposes of the *Municipal Freedom of Information and Protection of Privacy Act*.

RECOMMENDATION

WHEREAS pursuant to the subsection 49(1) of the *Municipal Freedom of Information and Protection of Privacy Act (the Act)*, R.S.O. 1990, c. M.56 and Board of Directors Administrative By-law Section 14, powers and duties of the Chair as head of Toronto and Region Conservation Authority (TRCA) may be delegated to a TRCA designated Information and Privacy Officer for the purposes of the Act;

THEREFORE LET IT BE RESOLVED THAT TRCA's Chief Financial and Operating Officer be appointed as TRCA's Information and Privacy Officer and authorized to delegate responsibilities of the Act to the Corporate Records and Information Technology Management business units, as appropriate.

BACKGROUND

The Act, which came into effect on January 1, 1991, outlines the duties of the local governments, including municipalities, school boards, police commissions, conservation authorities and other local boards, in respect to the access to information rights balanced with privacy protection. An institution, legislated under the Act, elects or appoints among themselves an individual or a committee to act as head of the institution, tasked overseeing the administration of the legislation and ensuring compliance with the legislation and regulations. TRCA Administrative By-Law Section 14 appoints the Chair of the Board to act as a head of TRCA for the purposes of the Act, with the provision that the Board of Directors may delegate this responsibility to a TRCA staff member. Further, pursuant to subsection 49(1) of the Act, a head may delegate the powers and duties vested in the head to an officer or officers of the institution, in order to ensure compliance.

RATIONALE

Typically, this authority is delegated to the senior administrative officer with oversight of TRCA's Records Management Program. As the Chief Financial and Operating Officer (CFOO) had direct oversight for this business unit, staff recommends the appointment of the CFOO as the Information and Privacy Officer. Once appointed, the Officer may delegate responsibilities to the Corporate Records and Information Technology Management business units, as appropriate.

Report prepared by: Alisa Mahrova, extension 5381

Emails: alisa.mahrova@trca.on.ca

For Information contact: Michael Tolensky, extension 5965

Emails: mtolensky@trca.on.ca

Date: October 18, 2018

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: John MacKenzie, Chief Executive Officer

RE: **TORONTO AND REGION CONSERVATION AUTHORITY (TRCA) STRATEGIC PLAN – FIVE YEAR UPDATE**

KEY ISSUE

2018 update to *Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan (Strategic Plan)*.

RECOMMENDATION

WHEREAS staff has proposed an update to *Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan* as per previous Board of Directors direction to review the full plan within five years;

AND WHEREAS the updated draft maintains the core strategic directions of the 2013 Strategic Plan document but includes updated desired outcomes and projected accomplishments arising from input from staff, stakeholders, and Executive Committee members which recognizes changes in TRCA's working environment;

THEREFORE, LET IT BE RESOLVED THAT the proposed five year update to the 2013-2022 TRCA Strategic Plan Update be approved.

BACKGROUND

Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan, was endorsed at Authority Meeting #3/13, held on April 26, 2013. The Plan set out the direction for TRCA to continue working towards The Living City Vision, first endorsed by the Authority in 2003:

The quality of life on Earth is being determined in rapidly expanding city regions. Our vision is for a new kind of community, The Living City, where human settlement can flourish forever as part of nature's beauty and diversity.

The Strategic Plan outlined how TRCA would help realize The Living City Vision in its watersheds by protecting healthy rivers and shorelines, preserving greenspace and biodiversity, and contributing to the building of sustainable communities. Building on traditional TRCA strengths as well as more recent successes in emerging fields, *Building The Living City* charted a course for the organization to respond to the 21st century environmental and sustainability challenges facing the Toronto region, including unprecedented urbanization and a changing climate. Over the past five years, the Strategic Plan has shaped the priorities and programs of the TRCA.

When endorsing the Strategic Plan in 2013, the Board of Directors anticipated the need to update it midway through its 10-year duration to ensure that it remained current and relevant. The Board of Directors directed staff to "Review the full plan in five years, or earlier with cause to do so".

RATIONALE

TRCA's environment has changed significantly over the past five years, and TRCA is now in a position to understand potential changes over the next five years in ways that could not have been anticipated in 2013. Further, TRCA has learned from the first five years of implementing the Strategic Plan, and can use this knowledge moving forward. Therefore, the Board of Directors direction to staff to update the Strategic Plan by 2018 remains appropriate and timely. Staff, under the direction of the CEO, began working on the review and update to the Strategic Plan in late 2017.

As an update of the existing Strategic Plan rather than a complete renewal, the overall framework of the document will be maintained, including the 12 core strategic directions, Objectives and Actions.

In the document, each of the strategic directions has a number of objectives that describe the intended outcomes of TRCA work in that area, as well as some of the key actions that were proposed for TRCA to move those objectives forward. The Strategic Plan update evolves these objectives and actions to ensure that they are relevant to the changing context for the work of TRCA, and that they reflect the lessons learned in implementing the strategic directions between 2013 and 2017. This update was accomplished through dialog with leadership and staff from across the organization to document progress and lessons learned during implementation of the Strategic Plan between 2013 and 2017. Additionally, consultation by the CEO and Senior Leadership Team with TRCA municipal partners and industry representatives resulted in an updated assessment of strengths, weaknesses, opportunities and threats that informed the updated document. Workshops with key staff leaders and subject matter experts also assisted in informing the update of the document.

The update will function as a companion to the Strategic Plan and will consist of the following sections:

- message from the CEO;
- discussion on a renewed focus on TRCA's core mandate;
- updated overview of each Strategic Priority 2018-2022 which includes
 - a. desired outcomes;
 - b. Key accomplishments from the first five years of the strategic plan and projected accomplishments in the coming five years; and
 - c. Measuring performance
- Executing and maintaining progress including working towards defining Key Performance Indicator (KPI) classifications and outlining how TRCA will track and measure its progress towards achieving strategic alignment.

The Five Year Update to Building The Living City, the TRCA 2013-2022 Strategic Plan along with a short presentation is attached for the review and input of the Board of Directors. A previous report and version of the Strategic Plan update was brought forward for Executive Committee and Board of Directors endorsement in September of 2018. The report was deferred to this meeting to allow time for Executive Committee members to meet or speak with staff regarding comments raised at their September meetings. The updated Strategic Plan document includes additional emphasis on performance measurement and monitoring, retrofitting of communities, and TRCA's role in facilitating and implementing inter-municipal initiatives, and other matters to reflect input received at the September Committee meetings and ensuing meetings. Subject to any further input from the Board of Directors, upon approval, staff will prepare a final document that will be broadly distributed in late 2018.

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DETAILS OF WORK TO BE DONE

- Staff to communicate with internal and external stakeholders regarding the update to the Strategic Plan.
- Staff to incorporate the update to the Strategic Plan into work planning, business planning, budgeting and financial management processes.
- Staff to continue to develop performance targets and further define KPIs that will accurately report on organizational trends in order to enable informed decision making.
- Staff to regularly report on implementation progress of the updated Strategic Plan through a variety of channels including, but not limited to TRCA's Annual Report, reports to partner municipalities, and Board of Director reports.

Report prepared by: Ryan Ness, extension 5615 and John MacKenzie, extension 6290

For Information contact: Ryan Ness, extension 5615; Rick Sikorski, extension 5414

Emails: rness@trca.on.ca, rsikorski@trca.on.ca

Date: October 22, 2018

Attachments: 1

**Five Year Update
to
Building The Living City, the TRCA 2013-2022 Strategic Plan**

DRAFT for Board of Directors Review

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Message from the CEO

When I became Chief Executive Officer a year ago, I quickly recognized the value of the 2013-2022 strategic plan in providing direction to the organization. The strategic plan outlines priorities and describes how the diverse range of TRCA projects and programs move us towards a future where communities in the jurisdiction become more sustainable and prosper through the work of TRCA and stakeholders.

Since 2013, the strategic plan has helped guide TRCA's work and communicate how the organization is moving forward on significant priorities. The 12 core strategies of the plan remain relevant, but updated strategic directions are needed to reflect a changing operating environment, achieve efficiencies in service delivery, better support the traditional conservation authority mandate, and to achieve shared objectives with member municipalities and stakeholders. TRCA has updated and focused the priorities in this document in order to guide business planning and program delivery over the next five years. Additionally, TRCA must think further ahead to the needs of the organization and partners beyond the five-year timeframe addressed in this plan. TRCA must develop and execute on a bold work plan of projects and programs that, if funded, will help address risks to public health, safety and property in the jurisdiction for the foreseeable future. TRCA must further develop our employee culture so it becomes more solution driven and service oriented to achieve service excellence for partners, customers and the broader community, and to address the challenges facing our growing jurisdiction.

While the existing 2013 objectives remain valid, stakeholders have requested a renewed focus on the organization's mandate. The purpose of a conservation authority is to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals. This strategic plan update reflects this objective and the refreshed desired outcomes and priorities will help guide the organization to execute on key initiatives. This document explains how TRCA is moving forward to track and report on progress through measures including performance indicators and projected accomplishments. TRCA annual reports will now be linked specifically to the outcomes and priorities outlined in this update, and we will evaluate performance – including my own – on our success in achieving them.

The exchange of ideas that occurred in developing this update have led to more focused priorities for consideration by our Board of Directors. I am confident that together, we have identified the right combination of ongoing programs, projects and renewed areas of focus, that align well with TRCA's mandated responsibilities and enable the organization to continue making a profound, positive impact on the environment and quality of in one of the fastest growing regions in North America.

John MacKenzie
Chief Executive Officer
October 2018

1. Background Information and Strategic Plan Update Description

Building the Living City is the 10-year Board Authority endorsed TRCA Strategic Plan that set the directions that the organization is currently pursuing. It was founded on the reaffirmation of the organization's commitment to the ideals on which Conservation Authorities were founded over 70 years ago, which are to safeguard and enhance the health and wellbeing of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides.

TRCA vast jurisdiction comprises the following nine watersheds, plus their collective Lake Ontario waterfront shorelines, including in alphabetical order:

- Carruthers Creek
- Don River
- Duffins Creek
- Etobicoke Creek
- Highland Creek
- Humber River
- Mimico Creek
- Petticoat Creek
- Rouge River

These watersheds span 6 upper tier and 15 lower tier municipalities, which based on recent population data provided by the Ministry of Natural Resources and Forestry, reflects the following populations:

Upper Tier Municipality	Lower Tier Municipality	% of Municipality Population within TRCA's Jurisdiction
Dufferin County	Mono (Town)	5
Durham Region	Ajax (Town)	86
Durham Region	Pickering (City)	95
Durham Region	Uxbridge (Township)	19
Peel Region	Brampton (City)	63
Peel Region	Caledon (Town)	55
Peel Region	Mississauga (City)	33
Simcoe County	Adjala-Tosorontio (Township)	4
Toronto	Toronto (City)	100
York Region	Aurora (Town)	4
York Region	King (Township)	45
York Region	Markham (City)	100
York Region	Richmond Hill (Town)	99
York Region	Vaughan (City)	100
York Region	Whitchurch-Stouffville (Town)	43

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Over 3.5 million live within TRCA managed watersheds and many others work in and visit destinations across our jurisdiction. The population within our jurisdiction is expected to grow significantly in the years to come. TRCA will continue the vital work of protecting the integrity and health of the rivers and creeks in the jurisdiction, developing a system of green and natural spaces that sustains local ecosystems, and advancing the transition to sustainable living that will improve people's lives within our growing region.

The context for TRCA's work is complex and continuously evolving, making it important to adapt the organization's strategic direction so that it remains relevant. Through this document which comes at the mid-way point of the life cycle of the ten year strategic plan, TRCA has reflected on learnings over the past five years and started to think about the broader future by moving towards longer term bolder objectives, and indicators that can track progress and performance measures.

TRCA will continue to operate according to the framework of the 12 core strategies that were identified in the original strategic plan. For each of these 12 core strategies, this document will:

- Revise objectives with clear outcome statements that update and clarify priorities, and strengthen the organization's ability to measure and report on progress;
- Highlight prominent TRCA accomplishments over the past five years;
- Identify key projected accomplishments that will help accelerate progress in the next five years; and
- Outline opportunities to measure how effectively TRCA is progressing toward realizing the projected accomplishments.

2. Opportunities and Challenges

When developing the original strategic plan document, TRCA accounted for priorities, issues and trends in the jurisdiction, as well as factors and forces at provincial, national and international scales that could impact the organization's work. As TRCA looks forward to the next five years, here are some of the new opportunities and challenges that are taken into account in this document.

Provincial Policy: Recent Ontario legislative and policy updates directly impact TRCA's service areas. In light of these, TRCA will provide the expertise needed to help member municipalities reflect new provincial policy directions related to growth and planning such as, watershed planning policies required as part of the Growth Plan and to conduct required asset management planning involving assets and green infrastructure. TRCA watershed plans will be updated to reflect the latest science, planned growth, and will set renewed priorities for watershed planning and restoration. TRCA will continue to link watershed management activities with efforts to protect Lake Ontario, while identifying, demonstrating and sharing best practices in water management. TRCA will continue to strive to achieve efficiencies in facilitating growth and planned development including the delivery of permit planning and infrastructure reviews through coordination between customers, member municipalities and stakeholders in these processes.

Climate: The associated risks and impacts in TRCA's jurisdiction are increasing due to population growth intensification, severe weather events, and aging infrastructure. Reducing the risk and potential for costly flooding, pollution and erosion damage remains a primary objective of the organization. TRCA will continue to support efforts by member municipalities and senior levels of government to respond to climate risks by helping to build infrastructure that is more resilient to flood and erosion hazards, providing expertise in predicting the effects of climate on watersheds and communities, and connecting stakeholders with the knowledge and technologies that they require. TRCA has prepared a work plan for over \$500 million of projects and plans that, if funded by member municipalities and senior levels of government, will better protect existing infrastructure, house and help to ensure public health and safety .

Urban (Re)Development and Continued Economic Growth in the GTAH: Development proposals in TRCA's jurisdiction present new opportunities to improve water management, rebuild infrastructure, and make existing and new urban areas more livable and resilient. Additionally, population and employment growth, together with intensification, are decreasing available per capita greenspace and stressing existing parks and natural systems. TRCA will continue to support municipalities with policy and design expertise for implementing innovative water and greenspace management and infrastructure solutions in developing and redeveloping urban areas. TRCA will build support for the protection, acquisition and sound management of greenspace in urbanizing environments through timely review of projects and plans taking into account regulatory requirements, TRCA plans and strategies and the needs of stakeholders.

Collective Action: As the number of organizations engaged in environmental initiatives in the Toronto region grows creating more capacity and competition for government resources, there is increasing recognition of the need for regional-scale coordination to achieve efficiencies. Greater onus is also being placed on government agencies to consult and engage more effectively. TRCA will use its strength as a convener to increase coordination and efficient delivery of services in the growing network of organizations and governments working on environmental issues throughout the jurisdiction. TRCA will also engage the broader community in designing and delivering education, stewardship and cultural heritage programs to reflect their needs.

3. Strategy Updates

Strategy 1 – Green the Toronto region’s economy

Supporting the transition to a strong, green economy continues to be a critical priority for TRCA’s partners. Long-term prosperity in the jurisdiction and global sustainability requires industries, businesses and consumers to achieve planned employment and economic objectives while reducing the environmental footprint of the economy. It is also important to recognize that the green infrastructure industry and restoration economy, of which TRCA is a part, makes major contributions to regional economic development and community wellbeing.

Desired Outcomes

- 1. Sustainability measures implemented in all major new developments and in retrofits of existing developments to reduce environmental impacts.**
- 2. Ecologically sound agricultural practices on TRCA managed lands in support of community economic development and agricultural viability objectives.**
- 3. Green infrastructure projects and training programs to support governments and industry in their efforts to renew and deliver efficient and resilient infrastructure in more sustainable new developments and in neighbourhood retrofits.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- facilitated the market adoption of effective new green building practices and technologies throughout the jurisdiction. For example, in partnership with industry TRCA piloted new construction technologies at The Living City Campus at Kortright Centre for Conservation; encouraged the adoption of more sustainable practices and new building technologies in new developments (e.g., Toronto Waterfront), and designed a new head office that demonstrates leadership in green office building design and construction.
- helped create and strengthen partnerships between public, private, institutions and non-profit sectors to support the adoption of green infrastructure policy and investments by senior levels of government across the jurisdiction through the Green Infrastructure Ontario Coalition, Eco Health Ontario and the Ontario Climate Consortium.
- demonstrated TRCA’s commitment and capacity for helping newcomers and professionals with environmental expertise enter the workforce to support required green industry niches/skills through the Professional Access Into Employment (PAIE) program and through expert training sessions such as the TRCA and International Erosion Control Association (TRIECA) Conference.

Projected Strategic Accomplishments (2018 – 2022)

- Be at the forefront of providing input into the development of provincial and municipal policies and guidelines relating to planning and sustainable development and TRCA’s core objectives.
- Expand TRCA’s fee-for-service work for governmental, private sector and not-for-profit stakeholders, to facilitate the efficient delivery of green infrastructure and sustainability projects in areas of TRCA expertise.
- Seize opportunities for integrating more sustainable technologies and sustainable development certifications in the design and construction of new development and in retrofits of existing communities in the jurisdiction.

- Expand the Partners in Project Green Eco-Zone program to include emerging employment areas across the jurisdiction.

Measuring Performance

TRCA will track the environmental performance, greenhouse gas reduction, energy conservation and cost savings of stakeholders and partners that participate in our programs. Progress and success will be tracked and measured through TRCA's business intelligence tool, Centralized Planning and Reporting (CPR).

Strategy 2 – Manage our regional water resources for current and future generations

Clean water is a precious and limited resource that needs to be valued and protected. Flooding, urban development and unsustainable agricultural and industrial practices continue to negatively impact rivers, streams and Lake Ontario. To safeguard drinking water supply, the health of aquatic ecosystems, and to protect communities from flooding, TRCA must continue working with its municipal partners to prioritize the protection, restoration, and safe management of water resources.

Desired Outcomes

- 1. Natural aquatic ecosystem functions within the nine watersheds are protected and enhanced using the best available tools and data to target investment for the best results.**
- 2. Adaptive measures to address climate change are integrated into infrastructure projects to ensure their durability and resilience.**
- 3. Toronto Region waterways are suitable for swimming, fishing, and recreational activities.**
- 4. Source water quality and quantity is maintained or improved.**
- 5. Known flood and erosion risks as part of the Erosion and Hazard Mitigation Strategy which includes hundreds of proposed projects and plans to address known risks in the jurisdiction are being addressed by TRCA and stakeholders on a priority basis.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- played an instrumental role in protecting property and infrastructure from flooding at the Lower Don River and downtown Toronto to facilitate major redevelopments. For example, working with Waterfront Toronto and Infrastructure Ontario, TRCA reduced flood risks for more than 200 hectares of downtown Toronto, allowing redevelopment of the Pan Am Athletes Village and several major private sector projects to proceed.
- implemented over \$45 million in erosion risk management projects to protect public safety, essential infrastructure, recreational trails and treasured greenspace along the region's waterways including protecting major transportation, sewer and water systems that travel through the Regions of York, Durham, Peel and the City of Toronto.
- finalized the Toronto and Region Source Water Protection Assessment Report which identified vulnerable areas and potential future threats to municipal drinking water supplies to inform the review of projects and plans.

Projected Strategic Accomplishments (2018 – 2022)

- Develop a bold work plan as part of TRCA's Erosion and Hazard Mitigation Strategy of over \$500 million in projects to address known erosion, flooding and required infrastructure upgrades at over 250 sites.
- Work with municipal partners to implement flood remediation, erosion monitoring, maintenance work, stormwater system retrofits, low impact developments, green infrastructure, and water quality and habitat restoration projects to realize more sustainable developments (e.g. Toronto Portlands, Vaughan Metropolitan Centre, Brampton Riverwalk, Markham Centre).

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- Engage with local communities to increase awareness about issues facing water resources and their importance to the health and well-being of the jurisdiction.
- Monitor the health of the watersheds through the Regional Watershed Monitoring Program.
- Reduce flood risks and protect communities through continuous improvements to TRCA's flood forecasting and warning program.

Measuring Performance

Water quality and biodiversity, monitored through TRCA's Regional Watershed Monitoring Program, will continue as the main indicators of aquatic ecosystem health. TRCA will maintain and improve erosion management, stream flow hydrology and update modelling for flood forecasting. TRCA will continue to use state of the art technologies and science for continuous improvement. Progress and success will be tracked and measured through CPR.

Strategy 3 – Rethink greenspace to maximize its value

The extensive ravine network and greenspace system of the Toronto region, which provides linkages through communities and nature experiences within minutes of Toronto's downtown and Urban Growth Centers throughout the jurisdiction, is key to the region's appeal and prosperity. Evidence from around the world increasingly demonstrates a clear connection between greenspace and the health and well-being of communities. As the population of the region continues to grow rapidly, TRCA needs to sustain, improve, expand, and program the system of protected greenspace in order to meet the needs of communities while protecting natural heritage.

Desired Outcomes

1. **TRCA watershed communities benefit from a well-connected network of accessible greenspace including regional connections from Lake Ontario to the Oak Ridges Moraine and Niagara Escarpment via the Humber, Duffins, Don, Etobicoke, Rouge and the little Rouge River Corridors.**
2. **The region's natural heritage system is protected to support, maintain, and enhance existing biodiversity and ecological functions.**
3. **A larger total area of protected greenspace is achieved throughout the jurisdiction.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- completed major environmental assessments and studies such as the Scarborough Waterfront EA, Richmond Hill Corridor Conservation Reserve Master Plan, and Goodwood Tract Trail Plan to set the stage for infrastructure investment including flood protection and erosion works, the development of trails, accessible community spaces and newly restored habitats.
- supported municipalities in incorporating updated natural heritage system mapping and policies into their Official Plans and, as part of their asset management, helped them assess the state of their urban forests and develop long-term plans to maintain them.
- improved public access to greenspace by acquiring almost 700 acres of new public greenspace and partnered with government agencies, municipalities and NGOs to formalize over 800 kilometres of the regional trail system throughout the jurisdiction.
- worked with municipal social services departments to develop nature-based therapy programs to introduce diverse groups of users to TRCA owned greenspace.

Projected Strategic Accomplishments (2018 – 2022)

- Achieve the most appropriate use of TRCA's inventory of lands and facilities while respecting cultural heritage and environmental values.
- Invest in aging infrastructure across TRCA's Conservation Areas and public spaces in order to provide safe, accessible, and functional facilities to the public.
- Secure, restore, and where appropriate, provide more accessible greenspace as part of the technical review of proposed projects and plans.
- Update TRCA's Terrestrial Natural Heritage System Strategy, the Regional Trail System Strategy, TRCA's Living City Policies and their associated technical guidelines to inform technical reviews of

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projects and plans to inform timely execution of projects and address pressing partner and stakeholder needs.

- Advance priority greenspace and community initiatives of Toronto and Region Conservation Foundation (TRCF), member municipalities and partners on flagship projects such The Meadoway, Tommy Thompson Park, Bolton Camp Redevelopment, and Black Creek Pioneer Village revitalization.

Measuring Performance

In measuring progress towards the desired outcomes for this strategy, the Regional Watershed Monitoring Program will continue to provide the information needed to assess the biodiversity and ecological function of regional greenspace and water resources. TRCA will use GIS databases to inventory the existing extent of publicly owned and protected greenspace in the region and measure the amount of newly acquired greenspace. Through the preparation of various plans and strategies, TRCA will track how communities engage with greenspace. To understand how watershed community citizens are using greenspace the organization will engage them through surveys and other feedback tools. Progress and success will be tracked and measured through CPR.

Strategy 4 – Create complete communities that integrate nature and the built environment

Complete communities support the well-being of each resident by providing a full range of housing, transportation, community infrastructure and open space opportunities. In order to create complete communities, TRCA needs to incorporate livability and sustainability into new developments, while supporting the transformation and retrofitting of existing neighbourhoods to reduce their environmental footprint and increase their resilience.

Desired Outcomes

1. **Greenspaces, green infrastructure, more sustainable developments, and community retrofits that benefit community members and reduce environmental impacts.**
2. **Optimal access to TRCA owned or managed greenspace**
3. **A strong sense of place for all communities that is grounded in environmental health and sustainability, and recognizes and celebrates natural and cultural heritage.**
4. **Existing and new communities are planned to integrate natural systems and achieve a less impactful (e.g. lower carbon) environmental footprint**

2013-2017 Accomplishments

Since 2013, TRCA has:

- conducted technical reviews to facilitate development and infrastructure projects across jurisdictional projects including the Spadina Subway Extension, Metrolinx Regional Express Rail, Highway 427 extension, redevelopments in Intensification Areas and in new employment areas (e.g., Vaughan, Caledon, Pickering).
- supported member municipalities in integrating greenspace and green infrastructure into new and existing communities through initiatives such as retrofitting existing stormwater management ponds, terrestrial natural heritage system design, urban forest management and facilitating low impact development
- obtained City of Toronto and Garfield W. Weston Foundation support for Phase 1 of The Meadoway project that will transform portions of the Gattineau hydro corridor in East Toronto into vibrant, biodiverse public spaces.
- initiated development of the next generation of TRCA watershed plans that demonstrate how watershed protection can be integrated into new development and redevelopments to achieve greater certainty for all involved.
- supported municipal partners in addressing provincial requirements for hazards, watershed planning, and natural heritage in land use decision-making through developing guidelines and policies to inform their decisions.

Projected Strategic Accomplishments (2018 – 2022)

- Assist landowners and government partners to realize complete communities and environmental best practices in new developments and existing neighborhoods.
- Assess TRCA's development review process with member municipalities, industry and other stakeholders to identify opportunities to facilitate more timely reviews.

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- Provide value-added advice to protect natural heritage, reduce risk from flooding and erosion, reduce greenhouse gas emissions and restore habitats in the design of new communities and redeveloping areas.
- Work with industry, private businesses and municipal partners to integrate natural heritage, elements of the Regional Trail Strategy, and green infrastructure into the design of new communities, and the redevelopment of older communities, at the earliest stage of the planning process in order to achieve vibrant award winning public spaces and multiple community benefits.
- Engage with member municipalities, the development industry, and professional associations to deliver professional development programs, conduct design charrettes and forums to achieve integrated sustainable community design in projects and plans.

Measuring Performance

Measuring TRCA's progress towards desired outcomes for this strategy will require reliance on existing information and in some cases new data. The land and vegetation cover data and trail mapping data collected by TRCA and member municipalities will allow the organizations to assess collective success in increasing the amount of greenspace and active transportation infrastructure passing through the jurisdiction. Projects including restored stream corridors and retrofitted ponds will be tracked in TRCA databases. Using CPR, the volume of permit reviews will be reported on, and the number of individuals receiving training and certifications through TRCA education and engagement will be tracked. Understanding community health needs may require new partnerships with public health authorities, while assessing 'sense of place' will involve surveys with staff and stakeholders in the development process and direct input from community members.

Strategy 5 – Foster sustainable citizenship

To foster engagement of community members, TRCA needs to build civic capacity by providing the tools and opportunities needed for community members to transition from participants into advocates and leaders. TRCA can also facilitate a two-way dialogue with community members to ensure that local knowledge, ideas and concerns are integrated into decision-making by governments and agencies.

Desired Outcomes

- 1. Improved community awareness and understanding of important environmental issues and the work being done by TRCA to protect the environment and make the region more sustainable.**
- 2. More frequent engagement by community members in nature-based educational, recreational activities, and sustainability actions.**
- 3. Strong community leadership in, and ownership of, watershed planning, community planning, and sustainability initiatives.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- led the Environmental Leaders of Tomorrow program that helps school-aged children make important connections with nature, and challenges them to develop their ecological literacy and leadership skills.
- established a Regional Watershed Alliance, whose membership is comprised of citizen representatives, politicians, municipal and NGO representatives, to enable engagement and respond to stakeholder concerns in watershed management and sustainability issues in the jurisdiction.
- increased public awareness of the value of energy and water conservation through educational activities delivered by TRCA's Education, Training and Outreach and Community Transformation teams.

Projected Strategic Accomplishments (2018 – 2022)

- Provide increased engagement opportunities for stakeholders of all ages that build environmental, sustainability and climate awareness and promote leadership within communities including training and capacity building.
- Develop a greater diversity of nature-based programs to attract a wider range of community participants in TRCA programs.
- Work with TRCF to secure funding, community awareness and involvement around TRCA and TRCF flagship projects including The Meadoway, Tommy Thompson Park, Black Creek Pioneer Village, Bolton Camp redevelopment and the "Look After Where You Live" program.
- Engage school boards and governments in discussions on how to achieve cost efficient and equitable access for students to curriculum out of class nature – science based education activities.

Measuring Performance

TRCA will track participation rates in its programs and events and adjust programs based on data captured on use of TRCA destinations and programs. TRCA will also specifically monitor youth and elementary aged children participation rates in environmental education programs and planning initiatives. TRCA will map

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school participation rates in a geospatial database, and report on corresponding demographic, health, academic and other relevant data.

Strategy 6 – Tell the story of the Toronto region

Equipped with a strong sense of place, community members are more likely to be champions for their communities, for their local environment, and for conservation. TRCA will help to tell the story of the region's rich history through a range of voices and perspectives that fully represent the cultural diversity and rich heritage. By engaging all community partners in this conversation, TRCA will remember, teach and celebrate the experiences that form individual and shared identities.

Desired Outcomes

1. **All community members celebrate the natural heritage, cultural heritage and diversity of the Toronto Region.**
2. **Additional engagement of indigenous communities and a broad range of diverse communities in the design of TRCA's education and stewardship programs.**
3. **Reflection of the diversity of the Toronto region in TRCA programs.**
4. **Preservation and restoration of historic TRCA assets and the recognition and communication of their cultural significance.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- established Bolton Camp by purchasing 254 acres of property and 50 historic buildings in the Town of Caledon, and launched a plan led by TRCA's Education, Training and Outreach team to re-purpose the site as a community cultural hub.
- preserved and promoted the cultural heritage of European settlement in the region by investing in a new collections management database and environmental control system to ensure that artifacts at Black Creek Pioneer Village will be preserved for future enjoyment and education; and curated *Breaking the Silence: Stories of the British Home Children, 1869-1948*, an exhibit at Black Creek Pioneer Village that was recognized with the Ontario Museum Association's 2016 Award for Excellence in Exhibitions.
- repurposed several historic buildings and properties for innovative programming and community activities that have allowed TRCA's cultural heritage to be shared with new audiences.

Projected Strategic Accomplishments (2018 – 2022)

- Develop a clear and consistent identity and corporate brand for TRCA and build TRCA's visibility through formal and informal communication channels.
- Integrate cultural heritage broadly throughout TRCA programming with a focus on fun, learning, and personal stories including those of indigenous community members.
- Continue to engage the region's diverse communities to tell their stories and recognize their contributions, and develop community events that celebrate cultural heritage.
- Update TRCA's Master Plans including our Archaeological Master Plan and Master Plans for specific Conservation Areas with new information obtained from relevant reviews and studies.
- Seek historic designations for TRCA's buildings, as well as new sources of funding for their restoration re-use, and maintenance, where applicable.

- Focus on developing information that is accessible and engaging using a variety of mediums, including digital technology.

Measuring Performance

TRCA will track its efforts to tell the story of the Toronto region through media analysis including both print and social media. TRCA will continue to track visitor rates for its cultural heritage destinations such as Black Creek Pioneer Village. TRCA will track its progress on addressing costs of heritage buildings through asset management planning. The organization will also apply methods of tracking its efforts including satisfaction surveys, online reviews and user rates of historic properties.

Strategy 7 – Build partnerships and new business models

Securing stable funding and resources to carry out TRCA's mandate remains an ongoing priority for the organization. New opportunities for funding and collaborative arrangements are emerging; but at the same time, competition for funding and resources is increasing. The economic landscape that supports TRCA and its work is shifting, and TRCA must continually assess and respond to changes affecting funding and resources.

Desired Outcomes

- 1. Sustainable business models to fulfill all TRCA Strategic Plan goals**
- 2. Working with TRCF to ensure capacity to deliver on TRCA and partner priorities through more diversified funding sources.**
- 3. Ensuring TRCA's networks and strong relationships with senior levels of government and private sector stakeholders are leveraged to accelerate progress on member municipality objectives.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- upgraded business services by implementing more centralized financial reporting for TRCA's programs, and developed a consistent, organization-wide approach for managing formal agreements with member municipalities, agencies, and other organizations for TRCA services on a cost-recovery basis so as to improve and streamline service delivery and diversify revenues.
- explored new business models that include partnerships with private companies that use TRCA properties for innovative purposes such as night life programs at Black Creek Pioneer Village, Treetop Trekking at Bruce's Mill and Heart Lake Conservation Areas, and Wet 'n' Wild at Claireville Conservation Area.
- grown TRCA's capacity to deliver fee for service capital projects for member municipalities such as the East Don River trail, Scarborough Waterfront EA, the Lakeview waterfront connection with the Region of Peel and Credit Valley Conservation Authority, and Lower Don River Flood Protection projects.
- Obtained federal grants, e.g., National Disaster Mitigation Program grants, to conduct the flood studies and analyses required to inform key growth and infrastructure projects.

Projected Strategic Accomplishments (2018 – 2022)

- Continue to diversify TRCA's financial capacity by leveraging government funding to attract private sector funding through TRCF.
- Raise the profile of TRCF, by working together to advance flagship initiatives.
- Advance new business models to maintain assets and ensure efficient program delivery.
- Develop a clear and consistent identity and leadership voice for TRCA and build TRCA's visibility through Corporate Branding Strategy, media exposure, events, conferences and partnerships.
- Establish service rates consistent with other service providers as part of the plan for growing TRCA's fee-for-service work.

Measuring Performance

TRCA will track core outputs such as the amount of funding received from different sources, and evaluate the success of new business models. TRCA will also explore new performance metrics, such as the number of partnerships by type, retention rate of partnerships through CPR, and conduct satisfaction surveys to partners as fee for service work is delivered.

Strategy 8 – Gather and share the best sustainability knowledge

TRCA is part of a network of thought leaders striving to address a range of urban sustainability issues, including watershed management, climate change mitigation and adaptation, and ecosystem conservation. TRCA is recognized for its expertise by researchers, practitioners and community members, and are well positioned to help generate and mobilize the knowledge needed to answer urgent environmental challenges.

Desired Outcomes

1. **Community members have access to TRCA research and data, and other leading science, to convey a clear picture of the environmental health of watersheds in the jurisdiction.**
2. **Community and infrastructure planning, design, operation and renewal in member municipalities is informed by the best sustainability knowledge and research, including data and studies by TRCA, member municipalities and other leaders in the jurisdiction.**
3. **TRCA programs and projects are evidence-based and informed by both high-quality local research and global best practices.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- updated flood warning systems, flood mapping and modelling, and risk assessments, and worked with member municipalities to develop flood remediation plans to reduce flood risk, and enhance emergency response. This work has included working with stakeholders to conduct updated studies for flood-prone Special Policy Area communities to provide guidance on risk mitigation and other measures required to facilitate safe redevelopment.
- finalized the Toronto and Region Source Water Protection Assessment Report which identifies vulnerable areas and potential future threats to municipal drinking water supplies to inform the review of projects and plans.
- developed the Integrated Restoration Prioritization process which strategically directs TRCA restoration work to provide maximum benefit for the ecological health of the nine watersheds, and the TRCA Guideline for Determining Ecosystem Compensation which outlines required mitigation when a decision to impact a feature is made as a last resort.

Projected Strategic Accomplishments (2018 – 2022)

- Increase collaboration with governmental, private sector and not-for-profit stakeholders to develop leading-edge sustainability knowledge.
- Continue to demonstrate leading-edge community energy efficiency and sustainable design practices in TRCA facilities, including at the Living City Campus at Kortright.
- Bring together agencies and institutions working on protection and restoration in the jurisdiction to maximize efficiencies and to ensure the best science and data is leveraged in the delivery of programs and projects.
- Deliver knowledge sharing events to professionals in the fields of environmental engineering, restoration ecology and climate change resilience.

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- Undertake pilot collaborations with industry and partners to determine and demonstrate which TRCA data are most useful in supporting sustainable practices, and how best to provide access to that data to achieve more sustainable development.

Measuring Performance

TRCA will monitor how data and information are accessed and used, both internally by staff and externally by partners and community members, and seek user feedback in order to improve the value of this information. TRCA will also invite reviews from participants in knowledge sharing events and programs. In addition, TRCA will continue to explore which emerging or existing indicators can be applied to measure the implementation of sustainability best practices in local community design and retrofit projects.

Strategy 9 – Measure performance

Measuring Performance at TRCA and in the jurisdiction helps the organization understand what it is doing well and what still needs to be done in order to achieve its goals. TRCA must use what it learns from progress measurement to adjust its policies and priorities, achieve its mandate, improve programs and projects, and reallocate resources to where they will deliver the greatest impact for its stakeholders.

Desired Outcomes

- 1. Decision making about planning, growth, development and redevelopment in the jurisdiction is evidence-based and draws on indicators of environmental, social, and economic well-being.**
- 2. All TRCA programs and major projects are designed using the best possible monitoring measures to ensure that program activities will help realize desired strategic outcomes.**
- 3. A common understanding about environmental and sustainability goals, targets and measurements in the jurisdiction that facilitates collaboration and collective action.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- built and implemented an internal database, CPR, that tracks all programs and projects, including deliverables, performance metrics and strategic alignment.
- produced the set of 2013 and 2018 Watershed Report Cards which reported on the state of health of terrestrial and aquatic ecosystems in all TRCA watersheds and the waterfront.
- produced the 2016 update to The Living City Report Card, which tracks progress on the environmental health and sustainability performance in the jurisdiction, delivered using new, creative communications, including The Living City Art project.

Projected Strategic Accomplishments (2018 – 2022)

- Invest in digital technologies which will allow the organization to better measure and communicate TRCA's value proposition.
- Improve and enhance the CPR database by developing consistent reporting measures including key performance indicators and targets to measure progress towards strategic outcomes and to report on the impact of TRCA work.
- Produce updated Watershed and Living City Report Cards on a regular basis and support community-led reporting to ensure stakeholders and community members understand the environmental health of TRCA watersheds.
- Work with industry, government and partners to highlight successful projects in journals and publications where innovative approaches have been used.

Measuring Performance

CPR is central to TRCA's planning and decision-making, while providing the information necessary to manage and allocate resources for the greatest potential benefit. TRCA will continue to enhance and expand the value and role of the CPR database. CPR will inform questions such as what is the potential scale of impact for a project, what is the importance of funding a project at any given time, does it make sense for the organization to fund a project, along with indicators and data that can trace outcomes and indicators to the investment in a project or program. TRCA will work with its member municipalities to standardize and integrate environmental and sustainability data across the jurisdiction, to make decisions informed by the best evidence, and report on progress in ways that are meaningful to stakeholders.

Strategy 10 – Accelerate innovation

To address the urgent and complex growth and sustainability challenges of the region, TRCA must accelerate the pace of innovation. TRCA must purposefully create the conditions for innovation and continuous improvement and share these innovations with its member municipalities throughout the region to advance shared objectives in sustainability.

Desired Outcomes

- 1. Recognition for TRCA and its member municipalities as leaders in sustainability innovation.**
- 2. Staff are supported in piloting innovative ideas to address sustainability challenges, and to help generate optimal results from finite resources.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- implemented green infrastructure and other innovative techniques across the region to restore waterfronts, valleys, forests and wetlands to protect water resources and ecosystem health.
- developed advanced models to ensure restoration activities are targeted in the most cost efficient and ecologically important way.
- implemented new approaches to plant propagation to ensure there are enough trees, shrubs and wetland plants available for TRCA and partner ecological restoration projects.
- demonstrated innovative partnerships and business models for accelerating sustainability progress in the Toronto region, including the Living City Campus, the Sustainable Neighbourhood Retrofit Program and Partners in Project Green.

Projected Strategic Accomplishments (2018 – 2022)

- Open TRCA's head office by 2022, which will demonstrate innovative green building practices.
- Expand TRCA's fee-for-service consulting work to help address member municipality and partner objectives in a financially sustainable way.
- Continue to host knowledge sharing events such as the TRCA and International Erosion Control Association (TRIECA) Conference.
- Develop user-friendly planning tools that identify how flood risks can be reduced and how ecosystems can be protected and restored, recognizing urban growth and climate change.
- Work closely with member municipalities and private industry to monitor, evaluate, and pilot new innovative technologies in TRCA's work.
- Seek input from TRCA staff and support their efforts to develop innovations that improve program delivery.
- Conduct a staff survey on a regular basis to highlight progress on staff related initiatives and to determine opportunities for continuous improvement.

Measuring Performance

TRCA will measure its performance internally by tracking new program adoption and expansion, as well as surveying staff to ensure they feel supported in taking innovative approaches to achieve program goals. TRCA will track attendance at forums and symposiums on innovative practices along with the number of TRCA-led and partnership innovations recognized in journals and publications. TRCA will assess its progress using leading innovation indices and urban regional environmental performance indicators, e.g., percentage of protected areas/waterways/parks versus land area.

Strategy 11 – Invest in our staff

TRCA employees build and deliver programs, provide service to clients and the public, and respond to the challenges and opportunities that allow TRCA to complete its mandate. TRCA needs knowledgeable, talented, and motivated staff equipped with tools to undertake complex work efficiently and effectively. With talented workers being increasingly discerning, it is more important than ever for TRCA to invest in hiring, developing, supporting, and retaining high performing staff.

Desired Outcomes

- 1. All staff are informed and supported to effectively perform their roles.**
- 2. A healthy work / life balance that promotes wellness for all staff.**
- 3. All staff understand how their daily work connects to the strategic goals and priorities of TRCA.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- started the implementation of Business World software system to integrate the internal financial management systems and to make tracking and reporting easier for staff.
- developed stronger internal Training Commitment, Professional Development, and Performance Management programs, and conducted a TRCA Employee Culture survey.
- developed the digital Staff HUB, an internal digital communication platform, that helps staff connect with each other and access the information and tools they need to do their jobs well.
- standardized and improved TRCA's hiring process through the Employee Complement Management program.

Projected Strategic Accomplishments (2018 – 2022)

- Prepare new policies, procedures, standards and guidelines for how TRCA employees interact with the organization and customers.
- Introduce streamlined methods for communicating the organization's key successes and areas for improvement, both internally and for stakeholders.
- Implement a Human Resources Information System (HRIS) to streamline human resources and payroll services.
- Strengthen HR and Corporate Services teams to ensure necessary training for staff and to better support employee performance and wellness.
- Encourage interdisciplinary and interdepartmental teams on projects and plans.
- Create a TRCA Succession Plan that identifies future leaders and ensures business continuity.

Measuring Performance

The annual staff survey will continue to be used to assess staff satisfaction and to obtain information regarding access to tools needed to do their jobs well. The new HRIS will track and monitor training and retention of staff. Other measures, such as the introduction of new policy and guidelines, and staff progression and participation rates in work/life balance programs, can also be used to assess progress towards desired outcomes.

Strategy 12 – Facilitate a region-wide approach to sustainability

Around the world, urban regions are becoming connected across their constituent municipal boundaries to tackle pressing sustainability challenges, including greenhouse emissions reduction, climate resilience, transit and transportation, food security, waste management and watershed conservation. TRCA plays an important coordination role on matters that cross municipal boundaries. To achieve shared goals of a green, sustainable, prosperous region, TRCA must build on its history of bringing stakeholders together from across watersheds in the jurisdiction to ensure regional-scale cross boundary collaboration on today's challenges.

Desired outcomes

- 1. TRCA initiatives are coordinated with member municipalities and partners to address the most important environmental issues in the jurisdiction.**
- 2. Stakeholders across the region within the jurisdiction collaborate effectively to advance action on sustainability issues with major, measurable impact.**

2013-2017 Accomplishments

Since 2013, TRCA has:

- launched the Regional Watershed Alliance, which serves as a forum for collaboration and information sharing on environmental issues across TRCA's jurisdiction.
- assisted CivicAction in examining the future of regional collaboration for sustainability in the Toronto region.
- engaged and supported member hospitals in TRCA's Greening Health Care program to achieve major GHG emissions reductions, water savings, energy savings and cost reductions.
- established the Greater Golden Horseshoe Conservation Authorities Coalition, with other Conservation Authorities, to ensure a coordinated response on regional initiatives such as inter-jurisdictional infrastructure projects.

Projected Strategic Accomplishments (2018 – 2022)

- Develop Master Service Agreements and Fee-For-Service Arrangements with member municipalities to help achieve their sustainability objectives.
- Publish the Living City Report Card and Watershed Report Cards to provide clear indicators of environmental health within the jurisdiction.
- Ensure that updated TRCA plans and strategies are leveraged in updates to municipal official plans and in provincial and regional infrastructure initiatives.
- Expand the Partners and Project Green Eco-Zone program to include emerging employment areas in the jurisdiction.

Measuring Performance

Indicators in the Watershed and Living City Report Card will be used to measure success. Board reports on major projects such as The Meadoway, Scarborough Waterfront Environmental Assessment and others will track progress and ensure strong controls and monitoring of key TRCA and TRCF projects. The success of the projects will be tracked and reported to stakeholders through annual reporting.

3. Executing and Maintaining Progress on the Updated Strategic Plan

Each of the 12 strategic priorities in this update to the strategic plan has been assigned a list of projected accomplishments through 2022 that will accelerate TRCA's progress toward desired outcomes. Achieving these organizational five-year performance goals requires combined efforts across multiple TRCA and TRCF service areas and teams.

TRCA will identify process actions that the organization will need to undertake, or continue, to meet its performance goals. These actions, consisting of programs, projects and special initiatives, will make up the day-to-day work plans of TRCA divisions, business units, and staff.

In order to confirm that the plans are translating into the accomplishments and outcomes the organization desires, the organization will need to continuously measure its performance. TRCA will track, on an ongoing basis, whether process actions are being completed and if those process actions are moving the performance goals forward. TRCA will provide updates on outcomes in Annual Reports and as Board of Directors items. In order to implement this tracking system, TRCA will develop and employ a series of Key Performance Indicators (KPIs). These KPIs will help TRCA measure, monitor, evaluate, report, and improve its work. As TRCA moves toward a model that seeks to measure outputs/metrics and determine their performance, the organization must also understand and measure the overall impacts achieved which contribute to reaching the strategic goals of the organization. KPI's focus on TRCA's long-term goals and can be measured through the evaluation of internal performance measures and external collective efforts.

TRCA staff have begun the process of determining corporate and collective impacts through the establishment of five categories which contain a number of classifications. These classifications will be used to define the overall indicators and impacts of TRCA's corporate outputs in the future. Each strategy in the Strategic Plan update correlates to a series of outputs, performance measures and KPI classifications (See Table 1 – TRCA Strategic Plan Update Measuring Performance). The classifications will continue to be refined and developed into formal KPIs which will help to measure and report on TRCA's overall success and performance. The categories and classifications developed include:

Changing Behavior - TRCA is a leader and advocate striving to address a range of sustainability issues through research and engagement. Participating in a larger network allows the organization to generate, share and mobilize knowledge and expertise into action to address the complex challenges of the jurisdiction.

Classifications:

- o Education;
- o Engagement;
- o Innovation;
- o Evidence Based Knowledge;
- o Advocacy; and
- o Healthy Lifestyles.

Community Mobilization - By encouraging and building relationships and civic engagement, TRCA can build capacity to educate and inspire communities to become participants and leaders to have a positive influence its surrounding environment.

Classifications:

- o Partnerships;
- o Social Capital;
- o Engagement;
- o Leadership;
- o Advocacy;
- o Stakeholder Collaboration; and
- o Community Action.

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Environmental Resiliency – In order to build environmental resiliency and health, and mitigate the impacts of climate change, TRCA is working towards protecting and restoring the natural environment.

Classifications:

- o Natural Cover
- o Watershed Health
- o Protect and Restore the Natural System

Business Excellence – TRCA will continue to provide responsive and efficient services, strengthening organization capacity and effectiveness, and ensure financial sustainability.

Classifications:

- o Transparency and Completeness
- o Financial
- o Service Level Indicators
- o Service Excellence
- o Business Innovation

Risk – A principal function of TRCA's work is to reduce the risk to life and damage to property, TRCA will continue to develop an awareness of emergent issues while also continuing to play an active role in planning and development for the region to protect its nine watersheds.

Classifications:

- o Compliance
- o People and Property
- o Regulation

If TRCA is not seeing adequate progress, it will make course corrections and adjust accordingly. Also, TRCA will continue to report on the progress that TRCA and its partners are making towards desired outcomes through regional environmental reporting initiatives such as TRCA watershed report cards and The Living City Report Card.

Table 1 – TRCA Strategic Plan Update Measuring Performance

Outputs/Metrics	Performance	Key Performance Indicators
1 - Green the Toronto Region's Economy		
# of partnerships established by sector	% of repeat customers % of increase in revenue	Financial Service Excellence
# of market transformation technologies evaluated annually	% of stakeholder/partner adoption	Stakeholder Collaboration
value of partnership (monetary, resource transfers and shared knowledge)	% of increase to revenue # of Non-TRCA adoption/integration of programs into communities/policies/other	Community Action Financial
# of Living City Transition programs delivered	% of Living City Transition programs that achieve financial sustainability through self-sufficient business model % of stakeholder/partner adoption	Community Action Financial
2 - Manage Our Regional Water Resources for Current and Future Generations		
# of restored water resources	% of annual restored water resources based on target	Protect and Restore Natural System
# of monitoring stations within the jurisdiction (by type)	% of stations required to capture full jurisdiction monitoring (density) % potable water quality standards met	Transparency and Completeness Watershed Health
# of data requests from stakeholder/partner	% of service delivery standards met to stakeholder/partner requests	Service Excellence Stakeholder Collaboration
# of data sets collected	% of data sets reviewed for quality control	Service Excellence
# of flood line maps	% of jurisdiction with current flood line mapping (5 years)	People and Property Transparency and Completeness

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Outputs/Metrics	Performance	Key Performance Indicators
# of m of valley and shoreline protected	% of jurisdiction protected	Protect and Restore Natural System
# of m of valley and shoreline repaired/ remediated	% of remediated erosion sites remain stable post 100 year storms	Protect and Restore Natural System Service Excellence
# of data point review and corrected annually	% of data points with “good grades”	Service Excellence
# of real-time flood monitoring stations	% of web application availability # of Flood Monitoring and Real Time Gauging website hits annually	Service Excellence Transparency and Completeness
3 - Rethink Greenspace to Maximize its Value		
# of Ha currently held within the jurisdiction	% of total Ha acquired based on annual target (Greenspace Acquisition Plan)	Healthy Lifestyles People and Property
# of Ha acquired annually	% of total Ha acquired based on annual target (Greenspace Acquisition Plan)	Healthy Lifestyles People and Property
# of restoration sites	% of restored habitat (Ha/m) grounded in Integrated Restoration Plan	Protect and Restore Natural System
	##/\$ of restoration projects completed via TRCA levy	Service Excellence
	##/\$ of restoration projects completed via leveraged funding or additional funding streams	Financial Service Excellence
# of report cards	% of report cards updated/compiled over a 4 year cycle	Service Excellence Transparency and Completeness
# of participants on user surveys	# of invited participants in attendance at stakeholder engagement opportunities	Engagement Stakeholder Collaboration
# of users captured via trail counters	##/value of user satisfaction rating	Healthy Lifestyle Service Excellence
# of land management and master plan approved recommendations annually	% of land plan recommendations implemented by TRCA or stakeholder/partner	Advocacy Community Action Stakeholder Collaboration
4 - Create Complete Communities that Integrate Nature and the Built Environment		
# of km of interregional trails by jurisdiction.	# of partners contributing regular updates to the regional trail data program % of Trail Strategy complete (KM) # of km of regional trails achieved through the planning and development process (internal and external)	Stakeholder Collaboration Service Excellence Transparency and Completeness
# of community retrofits	% of community participation	Community Action
# of community events	% of community participation	Community Action
5 - Foster Sustainable Citizenship		
# of visitors annually # of memberships annually	value/rating(TripAdvisor) % of membership renewal # of households within a Xkm to accessible greenspace	Healthy Lifestyles Service Excellence
# of business partnerships/joint ventures	% or revenue increase (Partner venture)	Business Innovation Financial

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Outputs/Metrics	Performance	Key Performance Indicators
# of student participating (by type)	Ratio of students participating in programs by region % of return rate by school board	Education Service Excellence
# of programming opportunities	% of uptake (new/ongoing/discontinued)	Community Action
# of participating classes	% of program growth % of participants with behavior change/understanding	Education
# of communities engaged	% of program growth % of participants with behavior change/understanding	Education
# of class-led environmental initiatives undertaken	% of program growth % of participants with behavior change understanding	Education
# of PAIE participants	% of PAIE participants that are successful in employment	Education Stakeholder Collaboration
6 - Tell the Story of the Toronto Region		
# of artifacts presented on an annual basis	% growth rate on heritage programing	Education
# of heritage buildings	% of heritage buildings assessed (work towards SOGR) # of priority infrastructure repairs	People and Property Service Excellence
# of indigenous communities engaged	% of TRCA (by type) projects initiation % of jurisdiction – phase 2	Engagement Transparency and Completeness
# of cultural heritage programs	% of uptake (new/ongoing/discontinued)	Community Action
# of artifacts presented on an annual basis	% growth rate on heritage programing	Education
7 – Build Partnerships and New Business Models		
# of SLA/MOU annually	% of projects/programs that achieve financial sustainability through self-sufficient business model	Business Innovation Financial Service Excellence
\$ of leveraged funds	% of overall budget annually	Financial Transparency and Completeness
# of partner/venture using TRCA assets	% of revenue growth	Business Innovation Financial
8 – Gather and Share the Best Sustainability Knowledge		
# of knowledge sharing events	% of attendance/revenue # requests for “experts”	Evidence Based Knowledge Service Excellence
# of research projects	# of citations and academic publications by external (policies/plans) stakeholder/partner	Evidence Based Knowledge Leadership
# of demonstration projects	% of uptake by stakeholder/partner	Community Action Innovation
# of pilot collaboration technologies evaluated annually	% of stakeholder/partner adoption	Community Action Innovation Stakeholder Collaboration
9 – Measure Performance		
# of permits	% of compliance with TRCA plan delivery/plan review standards % of applications meeting service delivery targets/standards # of regional studies/Ops incorporating watershed/plan priorities/outcomes	Service Excellence Regulation
# of environmental assessment conducted by TRCA	% of compliance with TRCA delivery/ review standards and timelines	Service Excellence Regulation

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Outputs/Metrics	Performance	Key Performance Indicators
# of FOIs	FOI statistical survey(municipal freedom and protection of privacy act)	Service Excellence Transparency and Completeness
Annual audit	No irregularities	Service Excellence Transparency and Completeness
\$ value of projects/programs with self-generated revenue	% of growth of self-generated revenue	Financial
	% of program areas with 4 year TOC business plans	Service Excellence Transparency and Completeness
# of assets identified in asset management strategy as high priority	% of high priority assets remediated/SOGR	People and Property Service Excellence
# of program areas with current SOP/service delivery standard	% of SOPs and/or service delivery standards met	Service Excellence Transparency and Completeness
# of program areas with sustainable financial targets	% of programs areas have current (4 years) sustainable financial targets	Financial Service Excellence
10 – Accelerate Innovation		
# of new program initiatives	# of new program adoption and or expansion	Business Innovation
# of new technologies tested	% of new technologies adopted	Business Innovation Community Action Stakeholder Collaboration
# of new diversified funding strategies	% of revenue increase to project/program	Business Innovation Financial
# of attendees at conferences and symposiums	% increase of attendees	Evidence Based Knowledge Education
11 – Invest in Our Staff		
Annual work plan/performance reviews for all staff	% of completion in a timely manner	Service Excellence Transparency and Completeness
# of “functions” within the organization	% of “function (job description) assessed for completeness and equity	Service Excellence Transparency and Completeness
Annual staff survey	% staff satisfied with job and organization % of staff accessing TRCA information	Transparency and Completeness
# of Staff training opportunities	% of staff with required and current training	Education Service Excellence
# of Health and Safety Occurrences	% of reduction for occurrences	People and Property Service Excellence
12 – Facilitate a Region-Wide Approach to Sustainability		
# of SLAs with stakeholder/partner	% increase of SLAs within a municipality \$ of offset to municipal levy	Financial Service Excellence Stakeholder Collaboration
# of TRCA published policies/plan	# of times TRCA policies and/or plans are referenced/adopted by stakeholder/partner	Community Action Evidence Based Knowledge Stakeholder Collaboration

Finally, TRCA will invite member municipalities and stakeholders from across the jurisdiction to provide feedback on how successful TRCA has been in facilitating regional action and collaboration when the organization publishes its annual reports, and as information items that come forward for Regional Watershed Alliance and Board of Directors consideration.

Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Meeting #8/18, Friday, October 26, 2018

FROM: Carolyn Woodland, Senior Director, Planning and Development

RE: **ENVIRONMENTAL REGISTRY OF ONTARIO SUBMISSIONS**
Summary of TRCA Responses

KEY ISSUE

Summary of TRCA's responses on provincial legislative, policy, regulatory and guidance document proposals submitted between January 2017 and August 2018.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) staff reviewed and submitted comments on numerous Environmental Registry postings on legislative, policy, regulatory and guidance proposals in 2017 and 2018;

THEREFORE IT IS RECOMMENDED THAT the staff report summarizing TRCA submissions on provincial postings be received;

AND FURTHER THAT staff report back to the Board of Directors on TRCA responses to future provincial consultations on legislative, policy, regulatory and guidance proposals relevant to TRCA.

BACKGROUND

Over the past few years, the Province of Ontario released for consultation a number of legislative, policy, and regulatory proposals of interest to TRCA, the vast majority of which were posted on the Environmental Registry of Ontario (ERO). TRCA staff provided written comments, within specified commenting periods, on those proposals that directly or indirectly affect the work of TRCA.

TRCA Response Development

TRCA Policy staff in the Planning and Development Division led a large number of responses to proposals on a range of matters relevant to TRCA interests, including Provincial Plan updates, excess soil regulations, guidance on cultural heritage policies and amendments to the *Conservation Authorities Act* (CA Act). The process typically involves circulating the provincial posting materials to staff within the organization with experience in the subject matter, facilitating interdivisional dialogue and discussion sessions, coordinating comments with Conservation Ontario and other Conservation Authorities, conducting additional research and analysis as needed, and preparing written correspondence that synthesizes staff comments and recommendations. Staff may also attend any available training or consultation meetings to learn more about the proposal and have preliminary questions addressed by provincial staff.

By engaging staff from different divisions within the organization, TRCA's responses integrate the expertise and multi-disciplinary perspectives of TRCA's teams from planning, ecology, water resources engineering, and hydrogeology to watersheds, climate change, agriculture, archaeology, and others, depending on the scope of the proposal. Submissions are informed by the trends and issues staff experience in their day-to-day work and emphasize TRCA's priorities with regard to natural heritage protection, minimizing risk associated with natural hazards, climate

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change mitigation and adaptation, and development and infrastructure planning in a way that maintains and enhances the health of TRCA's watersheds.

Overall, the Policy team has led or co-led responses on over 30 consultations since May 2015. Policy staff also contributed comments through a planning lens on postings of a more technical and science-based nature where responses were led by another TRCA team – for example, draft Watershed Planning Guidance posted by the (then) Ministry of the Environment and Climate Change; this response was led by the Watershed Planning and Reporting team in TRCA's Watershed Strategies Division. Other ERO postings on provincial climate change initiatives were led by Watershed Strategies' climate change programs staff.

Summary of Responses

Due to the volume and limited timeline of consultations, only those comment letters with significant implications are provided to the Board of Directors or Executive Committee prior to submission to the respective ministry or provincial agency. In 2017, they included responses to Bill 139 (the *Conservation Authorities Act* review and Ontario Municipal Board reform) and the draft Natural Heritage System and Agricultural System mapping for the Greater Golden Horseshoe.

Recognizing that Board Members may have an interest in TRCA's comments that were not brought to the Authority at the time of submission, Attachment 1 lists all TRCA submissions from 2017 and 2018. Submissions that were reported to the Board are accompanied by a link to the corresponding staff report. However, it should be noted that all TRCA submissions, regardless of having gone to the Board or not, are vetted through senior staff before release to ensure alignment with corporate positioning. Several of the proposals followed from landmark planning initiatives including Ontario Municipal Board reform through Bill 139, and the update of the Growth Plan for the Greater Golden Horseshoe, Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Niagara Escarpment Plan. Others pertain to consultations led by various ministries or Metrolinx, with a number related to infrastructure or transportation planning, climate change and watershed planning.

Should a Board Member wish to view any of the submissions or discuss any of the comments, a member of the Policy team would be happy to assist.

RATIONALE

It is important for TRCA to provide input on provincial proposals in order to encourage provincial initiatives to align with and support TRCA objectives and interests. The outcomes of such initiatives have implications on TRCA's day-to-day work in TRCA's multiple roles as a regulatory agency, public commenting body with delegated authority to represent the provincial interest for natural hazards, resource management agency, and landowner in a region experiencing significant growth and associated land use and environmental challenges. Staff works closely with not only the Ministry of Natural Resources and Forestry (MNRF) but also the Ministry of Municipal Affairs and Housing, Ministry of Environment, Conservation and Parks, and other ministries and provincial agencies. Staff at these ministries often reach out to TRCA for information and advice, in recognition of TRCA's expertise in watershed science and depth of on-the-ground experience. For example, during the coordinated review of the four Provincial Plans and Greenbelt Plan boundary reviews, Ministry of Municipal Affairs and Housing staff and the expert Advisory Panel requested various information gaps to be filled by TRCA. Specifically, TRCA staff co-led a tour of the Greenbelt, provided comprehensive presentations on watershed planning and the roles of conservation authorities (CAs), submitted graphics and report card findings for the Panel's report, and conducted detailed mapping analysis to support provincial decisions on changes to the Greenbelt boundary.

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This policy work in responding to consultations is also important for strengthening relationships and coordination between TRCA and our municipal partners and other agencies. On major initiatives, such as the recent Ontario Municipal Board and CA Act reviews, TRCA policy staff review comments from municipalities and other CAs to inform TRCA's own comments, and sometimes collaborate with neighboring CAs and TRCA municipal partners on positioning. Many times, the formulation of TRCA responses coincides with response to Conservation Ontario's (CO) request for comments from CAs in the Greater Golden Horseshoe on provincial postings. CO often relies on substantive comments from TRCA given the volume and breadth of work TRCA undertakes related to provincial interests. In addition, TRCA's perspective can be unique among Ontario CAs given that TRCA is situated in the highly urbanized watersheds of the Greater Toronto Area and experiencing the highest rates of growth and redevelopment in the Province. Staff has also provided input on Ontario Professional Planners Institute submissions in the past.

Not uncommonly, TRCA response submissions have succeeded in having some of the key recommendations realized in initiatives such as the coordinated review of the four Provincial Plans, where the final versions of the Plans contained strengthened policies for environmental feature protection and a stronger commitment to watershed planning. Similarly, under the CA Act review and amendments, the objects and powers of conservation authorities were kept broad as TRCA had advocated and the added purpose of the Act continued to enable TRCA to undertake, with partners, its wide range of programs and services for conserving and managing natural resources in an urban context.

While staff recognizes that not all of the recommendations provided through TRCA comment letters are incorporated into further stages or the final outcome, staff sees value in seizing these opportunities as part of TRCA's advocacy role, particularly if a proposal has the potential to limit TRCA's roles or ability to effectively deliver services. In all cases, staff takes this opportunity to ensure that TRCA staff are informed and trained appropriately with regard to any legislative, policy or procedural changes that may affect their day-to-day-work. For many of the recent initiatives summarized in the Attachment 1, the final products are still forthcoming, so the impact of TRCA submissions on those initiatives remains to be seen.

FINANCIAL DETAILS

Funding to support policy and planning input is provided by funding from TRCA's participating municipalities to account 120-12.

DETAILS OF WORK TO BE DONE

New legislation and regulation changes are expected to come forward as a result of the change with the provincial government. TRCA staff will continue to monitor the Province's Environmental Registry to ensure TRCA participates and comments on legislative, regulatory, policy and guidance initiatives affecting our roles and responsibilities. Staff will also keep the Board of Directors informed of TRCA comments submitted through the ERO and will monitor the outcomes and report on the implications of policy initiatives when appropriate. Staff will also update TRCA policies and procedures as required and facilitate training to reflect legislative and policy changes as appropriate.

Report prepared by: Frances Woo, extension 5364 and Mary-Ann Burns, extension 5763
Emails: fwoo@trca.on.ca, mburns@trca.on.ca

For Information contact: Laurie Nelson, extension 5281 or David Burnett, extension 5361
Emails: lnelson@trca.on.ca, dburnett@trca.on.ca

Date: October 26, 2018

Attachments: 1

ATTACHMENT 1. Policy Team-led TRCA Submissions to the Province, January 2017 to August 2018

DATE SUBMITTED	MINISTRY/ AGENCY ¹	RELATED LEGISLATION	PROPOSAL SUMMARY	TRCA KEY COMMENTS
Proposed Regulation for the Establishment of Requirements and Standards with Respect to Secondary Residential Units				
May 23, 2017	Ministry of Municipal Affairs	Planning Act	The proposed regulation set out requirements for second units referred to in the Planning Act with regard to parking spaces and occupancy and construction date of the primary building.	Staff supported the proposed regulation, but recommended more explicit reference to erosion hazards and floodprone areas as constraints that municipalities must consider when formulating or updating policies (in accordance with Provincial Policy Statement), and given that TRCA would not support the creation of secondary units within hazardous lands associated with valley and stream corridors and the Lake Ontario shoreline due to the increase in risk to life and property.
Excess Soil Management Regulatory Proposal				
June 30, 2017	Ministry of Environment and Climate Change (MOECC)	Environmental Protection Act	Based on the Excess Soil Management Policy Framework released in 2016, this proposal included the following components: <ul style="list-style-type: none"> • A proposed excess soil reuse regulation and amendments to existing regulations (non-regulatory language); • The development of reuse standards and excess soil sampling guidance; • Clarifying when waste approvals apply to excess soil and the requirement of an excess soil management plan. 	Staff were generally supportive of the proposal from the perspective of a fill manager on our own lands for beneficial re-use as well as a regulator under our s.28 Regulation, but recommended that the Province: <ul style="list-style-type: none"> • Direct municipalities and conservation authorities (CAs) to coordinate the regulation of fill, now that their jurisdictions can overlap; • Form an enforcement and compliance partnership between MOECC, MNRF, municipalities, and CAs; • Include source water protection considerations in the matching of source and receiving sites; • Reconsider the suitability of the proposed volume trigger for the preparation of an excess soil management plan, as smaller amounts can still have significant impacts; • Develop provisions for peer review of excess soil management plans.
Proposed amendments to the Conservation Authorities Act as part of Bill (139), the Building Better Communities and Conserving Watersheds				

¹ Ministry names used in this table are those in effect at the time of TRCA's submission.

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Act, 2017				
July 31, 2017	Ministry of Natural Resources and Forestry	Conservation Authorities Act	Two reports summarizing the proposal and TRCA's comments were brought to the Authority at the meetings held on June 23, 2017 (RES.#A113/17) and July 28, 2017 (RES.#A147/17), respectively. The reports are available at https://laserfiche.trca.ca/WebLink/0/edoc/1452956/Authority%202017.pdf , pp. 257-296 and pp. 402-411.	
Bill 139 – (Schedule 3) – the proposed Building Better Communities and Conserving Watersheds Act, 2017: Amendments to the Planning Act				
August 14, 2017	Ministry of Municipal Affairs	Planning Act, Local Planning Appeal Tribunal Act, Local Planning Appeal Support Centre Act and others	A report summarizing the proposal and TRCA's comments was brought to the Executive Committee at the meeting held on August 11, 2017 (RES.#B71/17). The report is available at https://laserfiche.trca.ca/WebLink/0/edoc/1452958/Executive%202017.pdf , pp. 351-361.	
Criteria, methods, and mapping of the proposed regional Natural Heritage System for the Growth Plan for the Greater Golden Horseshoe				
October 4, 2017	Ministry of Natural Resources and Forestry	Places to Grow Act	A report summarizing the proposal and TRCA's comments was brought to the Authority at the meeting held on September 22, 2017 (RES.#A162/17). The report is available at https://laserfiche.trca.ca/WebLink/0/edoc/1452956/Authority%202017.pdf , pp. 449-463.	
Release of draft Agricultural System mapping and Implementation Procedures for consultation				
October 4, 2017	Ministry of Agriculture, Food and Rural Affairs	Places to Grow Act; Greenbelt Act	A report summarizing the proposal and TRCA's comments was brought to the Authority at the meeting held on September 22, 2017 (RES.#A162/17). The report is available at https://laserfiche.trca.ca/WebLink/0/edoc/1452956/Authority%202017.pdf , pp. 449-463.	
A Guide to Cultural Heritage Resources in the Land Use Planning Process				
November 17, 2017	Ministry of Tourism, Culture and Sport	Planning Act	The guide aids in the application of cultural heritage policies in the Provincial Policy Statement 2014 in the areas of: cultural planning and sense of place; protecting built heritage resources;	Staff recommended that the guide: <ul style="list-style-type: none"> Describe engagement mechanisms for activities outside the Planning Act and elaborate on the leverage available under other legislation for cultural heritage resource protection; Encourage timing cultural planning and studies early on

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			conserving cultural heritage landscapes and archaeological resources; development and site alteration on adjacent lands to heritage property; community engagement, including with Aboriginal communities; and heritage impact assessments and conservation plans.	<p>within the planning process;</p> <ul style="list-style-type: none"> • Encourage funding partnerships to preserve built assets; • Provide guidance on how to conserve cultural heritage resources “in situ”, particularly in redevelopment scenarios, and encourage flexibility in zoning to enable adaptive re-use of protected structures; • Reference CAs as a support to implementing cultural heritage policies.
A Call for Comments on the Draft 2041 Regional Transportation Plan				
November 17, 2017	Metrolinx	Metrolinx Act	<p>The Regional Transportation Plan for the Greater Toronto and Hamilton Area builds on The Big Move and aims to promote an integrated multi-modal regional transportation system. The draft plan was organized around five strategies:</p> <ol style="list-style-type: none"> 1) Complete delivery of current regional transit projects 2) Connect more of the region with frequent rapid transit 3) Optimize the transportation system, including integrating fares and first- and last-mile services 4) Integrate land use and transportation, including around transit stations and mobility hubs 5) Prepare for an uncertain future, including improving resilience to climate change impacts and transitioning to low-carbon transit vehicles. 	<p>Staff supported the emphasis on integration of land use and transportation, a complete streets approach, a regional cycling network, and climate resiliency. Recommendations included:</p> <ul style="list-style-type: none"> • Ensure transportation planning integrates TRCA review and emerging information from watershed plans and ecological systems mapping and pursues natural hazard remediation and natural heritage restoration with each new project, particularly those at risk for flood and/or erosion hazards; • Partner with TRCA and other infrastructure providers to protect, retrofit, and upgrade Metrolinx infrastructure; • Clarify Metrolinx, municipal, and CA roles for mobility hub planning and ensure that TRCA is involved as a partner; • Collaborate with TRCA and municipalities to integrate the regional trail network as a component of the regional transportation system and as a first-mile last-mile solution; • Investigate a system of “Living Green Corridors” whereby rail corridors could also be used as ecosystem connectors; • Incorporate green technologies into infrastructure improvements to reduce climate change impacts; • Emphasize the need to plan, build, and manage infrastructure in a way that avoids, minimizes, mitigates, restores and/or compensates for ecosystem impacts; • Commit to initiating/continuing compensation programs; • Develop a carbon and energy management strategy to transition to a low or zero emission transportation network.

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Parkway Belt West Plan Amendments				
November 20, 2017 Note: This proposal was posted on the Ministry's website, not on the ERO.	Ministry of Municipal Affairs	Ontario Planning and Development Act, 1994	Amendments were proposed to the Parkway Belt West Plan mapping to refine land use designation boundaries for precision based on surveys and to align the inter-urban transit designation with applications submitted by the Ministry of Transportation for the 407 Transitway.	The draft maps did not indicate the areas where amendments were being proposed, limiting staff's ability to comprehensively assess the proposed changes. Comments emphasized that: <ul style="list-style-type: none"> • If the current intent of the Plan is primarily to protect land for regional infrastructure, rather than to also serve as a public open space system, then TRCA-regulated and/or TRCA-owned lands should not remain within the Plan area; • Publicly owned lands within the Plan area should not be transferred to private ownership.
Greater Golden Horseshoe (GGH) Transportation Plan Long-Term Goals and Objectives				
December 21, 2017	Ministry of Transportation		The goals and objectives will guide the development of the GGH Transportation Plan. Objectives were proposed under eight goals for a transportation system that is: healthy, equitable, environmentally sustainable, economically responsible, resilient, prosperous, integrated, and connected.	TRCA recommended that the objectives: <ul style="list-style-type: none"> • Include reference to preserving natural systems and wildlife passage and to ecosystem compensation to achieve a net gain/no net loss of natural areas in transportation planning; • Specify that transportation design avoid natural features and hazards and allow for the conveyance of storm events in order to manage climate change-related risks; • Include the objective of integrating pedestrian and cycling facilities into planning and construction of new and redeveloped communities.
Proposed new regulation under the Planning Act to prescribe transitional provisions for the Building Better Communities and Conserving Watersheds Act, 2017 (Bill 139); and				
Proposed amendments to matters included in existing regulations under the Planning Act relating to the Building Better Communities and Conserving Watersheds Act, 2017 (Bill 139)				
January 19, 2018	Ministry of Municipal Affairs	Planning Act	The proposed transition regulation set out rules for planning matters in process at the time of proclamation of Bill 139 regarding changes from the Ontario Municipal Board to the Local	TRCA recommended that the Province proclaim Bill 139 to be in force at the earliest possible date to reduce the potential number of appeals under the previous Ontario Municipal Board regime. Regulatory text was not released for consultation. The submission reiterated comments previously made:

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			Planning Appeals Tribunal. Amendments to existing regulations would update the information required in a complete planning application and the materials required to be submitted in an appeal; and requirements for giving notice.	<ul style="list-style-type: none"> • Require municipalities to consult CAs during prior to deeming an application "complete" to ensure the inclusion of required technical work to support an application; • Require that CAs be circulated on notices of appeal when their areas of interest are affected; • Provide guidance on operationalizing the conformity/ consistency tests and clarify Provincial involvement in a hearing to represent the provincial interest.
Ontario's Long Term Infrastructure Plan 2017				
February 8, 2018	Ministry of Infrastructure (MOI)	Infrastructure for Jobs and Prosperity Act	<p>The Long Term Infrastructure Plan set forth a vision for Ontario infrastructure planning and investment and articulated the need for the Province to be able to adapt to future changes in demographics, disruptive technology and climate, and moved towards the establishment of an asset inventory recording the age, condition and value of Ontario's infrastructure assets.</p> <p>The LTIP also proposed to advance infrastructure planning and delivery in relation to:</p> <ul style="list-style-type: none"> • Integrating life-cycle assessment into infrastructure planning, procurement, business case development and decision making ; • Developing a Community Benefits Framework and related pilot projects; a broadband strategy; and a Social Purpose Real Estate 	<p>TRCA supported many parts of the plan, including climate change mitigation and adaptation; the one-dig policy; emphasis on life-cycle analysis; coordination of infrastructure planning and delivery among all orders of government; and a multi-objective lens to infrastructure investment. TRCA recommended that the Plan:</p> <ul style="list-style-type: none"> • Incorporate direction for infrastructure to avoid natural features and natural hazards or seek opportunities for mitigation, compensation, restoration and remediation; • Support programs aimed at improving energy efficiency and reducing greenhouse gas emissions in existing infrastructure and emphasize the need to invest in the ongoing maintenance and upgrading of existing infrastructure to achieve these aims; • Reference requirements of the Growth Plan and Provincial Policy Statement to direct development away from natural hazards and to undertake watershed planning and stormwater management to support the direction to align infrastructure and land use planning; • Incorporate a requirement for life cycle assessment to be built into the environmental assessment process; • Emphasize the utility of, and provide dedicated funding for, green infrastructure solutions for climate change adaptation; • Include trails in the definition of provincial assets; • Include expansion of the natural heritage system as a key activity to increase resilience in the face of urban expansion; • Acknowledge the Province's intention to explore options for

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			Strategy that embeds community and social needs into decision-making on surplus properties and infrastructure planning.	<p>updating provincial funding to help finance CA programs. TRCA also recommended:</p> <ul style="list-style-type: none"> • The Ministry of Transportation engage in partnership opportunities with TRCA, including through TRCA's Voluntary Project Review process, and meet Metrolinx's standards for natural heritage, natural hazard, and water management impact assessments; • MOI provide directional leadership in aligning infrastructure with the land use planning framework; • The Province consider a model for surplus properties that includes pre-planning with environmental and sustainability objectives before selling to developers.
Proposed Methodology for Land Needs Assessment for the Greater Golden Horseshoe				
February 28, 2018	Ministry of Municipal Affairs	Places to Grow Act	The proposed methodology outlined the steps to determine land need for jobs and housing based on intensification and density targets as per the Growth Plan, 2017, which requires upper- and single-tier municipalities to use a standard method to assess the quantity of land needed to accommodate forecasted growth to 2041 and the need for an urban boundary expansion.	<p>TRCA supported moving to a consistent methodology to assess land needs, but recommended that it:</p> <ul style="list-style-type: none"> • Encourage municipalities to account for CA regulations during the process of allocating housing units in rural areas with existing development permissions; • Provide clarity on 'net outs' in determining designated greenfield area capacity and advise municipalities to consult CAs for up-to-date floodplain mapping; • Recognize watershed planning as integral to determining the location of any settlement area boundary expansion; • Provide guidance on next steps after the assessment, including assessing options for making land available.
Protecting Water for Future Generations: Growing the Greenbelt in the Outer Ring				
March 7, 2018	Ministry of Municipal Affairs	Greenbelt Act	The proposal outlined a study area in the north and west portions of the outer ring of the Greater Golden Horseshoe, based on the presence of moraines, coldwater streams, and wetlands, for consideration for Greenbelt expansion to protect	<p>In general, TRCA supports expansion of the Greenbelt. Key recommendations for this initiative included:</p> <ul style="list-style-type: none"> • Specify the goals and objectives for this expansion initiative; • Use additional types of data and analysis, including finer-grained analysis of growth pressures and water resource vulnerability/capacity, as well as climate change vulnerability data, in the determination of priority expansion areas;

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			water features in areas with high growth pressures.	<ul style="list-style-type: none"> Consider adding rivers that flow through urban areas as Urban River Valleys.
Excess Soil Management Regulatory Proposal				
June 15, 2018	Ministry of Environment and Climate Change	Environmental Protection Act	<p>The updated proposal included:</p> <ul style="list-style-type: none"> A new regulation which requires the preparation of an excess soil management plan and clarifies when excess soil is designated as waste Amendments to the Waste regulation and the Record of Site Condition regulation Rules for On-Site and Excess Soil Management to support the new regulation Beneficial Reuse Assessment Tool to increase flexibility for reuse on site-specific basis Rationale Document for Development of Excess Soil Standards 	<p>In general, TRCA supports the Province's move to regulate the management of excess soil. Comments stressed the need for review, enforcement, and compliance provisions to enable effective regulation. Key recommendations included:</p> <ul style="list-style-type: none"> Reduce volume trigger for the excess soil management plan requirement, which increased from 1000m² of excess soil in the previous proposal to 2000m²; Establish an excess soil management plan review process and multi-agency enforcement and compliance partnerships to ensure proper implementation; Require information about the quality of soil placed at each reuse site to be made available; Allow flexibility for the assessment of salt-impacted excess soil destinations to account for variations in source and reuse site conditions as proposed rules are too prescriptive; Align the definition of "environmentally sensitive areas" with existing provincial legislation, plans, and policies.
Draft Guidance to Support Implementation of the Growth Plan for the Greater Golden Horseshoe, 2017: Application of the Intensification and Density Targets & The Municipal Comprehensive Review (MCR) Process				
June 19, 2018	Ministry of Municipal Affairs	Places to Grow Act	<p>The Draft Guidance on the Application of the Intensification and Density Targets specified the purpose, application, measurement, minimums, and implementation guidelines for the designated greenfield area density, intensification, employment area density, urban growth centre density, and major transit station area density targets</p>	<p>Draft Guidance on the Application of Intensification and Density Targets:</p> <ul style="list-style-type: none"> Direct upper-tier municipalities to provide direction to lower-tier municipalities on the planning of intensification areas that cross jurisdictional boundaries to improve coordination; The narrow scope of exclusions – only those lands in natural heritage features, areas, and systems and floodplains where development is specifically prohibited – from the designated greenfield area density calculation may signal that other sensitive lands (e.g. vegetation protection zones) may be

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			<p>and density targets for other strategic growth areas.</p> <p>The Draft Guidance on the MCR Process provided information on roles, transition, engagement, background studies and sequencing with regard to the MCR and descriptions of key Growth Plan policies to be implemented through an MCR.</p>	<p>open to development. Clarify the intent with regard to development in these other areas and how the “where development is prohibited” provision should be interpreted;</p> <ul style="list-style-type: none"> • The guidance directs municipalities, in planning for intensification and growth areas, to account for SPAs as areas where development opportunities are limited. Other such areas, such as natural features and hazard areas, should also be highlighted as areas of constraint. <p>Draft Guidance on the MCR Process:</p> <ul style="list-style-type: none"> • Watershed planning should be referenced as a key input to infrastructure plans and determination of the urban structure; • Direct municipalities to exclude lands constrained due to natural features or hazards from strategic growth areas; • Direct upper-tier municipalities to work extensively with their lower-tier municipalities to refine provincial natural heritage system and agricultural system mapping; • Provide resources on Indigenous engagement.
Agricultural Impact Assessment (AIA) Guidance Document				
July 13, 2018	Ministry of Agriculture, Food and Rural Affairs		<p>The draft document provided guidance on the implementation of new policies relating to AIAs in the four updated provincial plans. It included a definition of an AIA and provincial requirements; technical guidelines and information to include in an AIA; and discussion of mitigation measures to avoid, minimize and mitigate impacts on agriculture.</p>	<p>TRCA recommended:</p> <ul style="list-style-type: none"> • Additional guidance on the assessment of impacts, including weighting of impacts and determination of thresholds for project viability, to increase consistency in implementation; • Provincial/municipal oversight or a tracking system to account for cumulative impacts to the agricultural system; • Directing proponents to consult local agricultural organizations at an early stage rather than after impacts have been identified; • Strengthening language around monitoring and performance measurement to ensure intended outcomes.
Developing a Voluntary Carbon Offsets Program for Ontario (TRCA review led by Watershed Strategies Division)				
January 15, 2018	Ministry of Environment		<p>Summary of the government’s proposal is at ERO#013-1634. Copy of TRCA submission available through TRCA Watershed Strategies Division</p>	

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	and Climate Change			
Ontario's Approach to Climate Change Adaptation (TRCA review led by Watershed Strategies Division)				
January 19, 2018	Ministry of Environment and Climate Change		Summary of the government's proposal is at ERO#013-1520. Copy of TRCA submission available through TRCA Watershed Strategies Division	
Draft Watershed Planning Guidance Document (TRCA review led by Watershed Strategies Division)				
April 7, 2018	Ministry of Environment and Climate Change	Places to Grow Act	A report summarizing the proposal and TRCA's comments was brought to the Authority at the meeting held on March 23, 2018 (RES.#A20/18). The report is available at: https://pub-trca.escribemeetings.com/FileStream.ashx?DocumentId=86 , pp. 37-43.	