



Toronto and Region **Conservation** Authority

Board of Directors Meeting Agenda

#4/19

April 26, 2019

9:30 A.M.

HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN

Pages

1. **ACKNOWLEDGEMENT OF INDIGENOUS TERRITORY**
2. **MINUTES OF MEETING #3/19, HELD ON MARCH 29, 2019**
[Meeting Minutes Link](#)
3. **BUSINESS ARISING FROM THE MINUTES**
4. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
5. **DELEGATIONS**
 - 5.1 **DR. JESSICA HOPKINS, MEDICAL OFFICER OF HEALTH, REGION OF PEEL - PUBLIC HEALTH**
Smoke-Free Partnerships with Conservation Areas
6. **PRESENTATIONS**
 - 6.1 **TODD ERNST, CO-CHAIR, PARTNERS IN PROJECT GREEN**
Presentation pertaining to Agenda Item 8.2.
7. **CORRESPONDENCE**

8. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

- | | | |
|------------|--|-----------|
| 8.1 | SMOKING POLICY UPDATES - PROGRESS REPORT | 5 |
| | <p>Progress update regarding proposed revisions to Toronto and Region Conservation Authority's Smoking Policy beyond compliance with the recently updated Smoke Free Ontario Act (2017)</p> | |
| 8.2 | PARTNERS IN PROJECT GREEN UPDATE | 8 |
| | <p>To seek TRCA Board of Directors approval of Partners in Project Green's Refreshed Strategy 2019-2023, Partners in Project Green's Executive Management Committee Terms of Reference and membership.</p> | |
| 8.3 | BLACK CREEK HISTORIC BREWERY | 40 |
| | <p>Report on received proposal from byPeterandPauls.com for the ownership or license to operate the Black Creek Historic Brewery and request for approval to undertake a competitive process to operate the brewery.</p> | |
| 8.4 | ASHBRIDGES BAY LANDFORM IMPLEMENTATION | 43 |
| | <p>Approval from the Board of Directors to negotiate and enter into a service agreement with the City of Toronto to construct the Ashbridges Bay Treatment Plant Landform and to obtain a letter of credit to be provided to the Department of Fisheries and Oceans as per the Fisheries Act Authorization required under s.35(2)(b) of the Act.</p> | |
| 8.5 | BENEFITS OVERVIEW AND PLAN ADMINISTRATION TRANSITION - CHALLENGES AND OPPORTUNITIES | 49 |
| | <p>Toronto and Region Conservation Authority (TRCA) staff interest in pursuing a procurement for a broker/consultant for group benefits.</p> | |
| 8.6 | PARKS CANADA SERVICE LEVEL AGREEMENTS | |
| | <p>The Toronto and Region Conservation Authority (TRCA) agreements with Parks Canada for the Rouge National Urban Park, located in the City of Toronto, Regional Municipality of York and Regional Municipality of Durham, Rouge River Watershed.</p> <p>(Report forthcoming)</p> | |
| 8.7 | LOCUST HILL SCHOOL HOUSE AND CEDARENA | |
| | <p>Results of discussions between TRCA, Parks Canada and City of Markham relating to the Locust Hill School House and Cedarena properties.</p> <p>(Report forthcoming)</p> | |
| 8.8 | TRCA DRAFT COMMENTS TO ENVIRONMENTAL REGISTRY OF ONTARIO (ERO) MODERNIZING CONSERVATION AUTHORITY OPERATIONS - CONSERVATION AUTHORITIES ACT (ERO #013-5018) | |
| | <p>Toronto and Region Conservation Authority (TRCA) draft comments on the Government of Ontario's proposed amendments to the Conservation Authorities Act, 2017.</p> <p>(Report to be introduced at meeting)</p> | |

8.9 TRCA DRAFT COMMENTS TO ENVIRONMENTAL REGISTRY OF ONTARIO (ERO) FOCUSING CONSERVATION AUTHORITY DEVELOPMENT PERMITS ON THE PROTECTION OF PEOPLE AND PROPERTY (ERO #013-4992)

Toronto and Region Conservation Authority (TRCA) draft comments on the Government of Ontario's proposed amendments to the Conservation Authorities Act, 2017, and associated proposed implementing framework and regulations.

(Report to be introduced at meeting)

9. SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD

10. MATERIAL FROM EXECUTIVE COMMITTEE MEETING

- Meeting #3/19, held on April 5, 2019 - [Meeting Minutes Link](#)

10.1 REQUEST FOR QUOTATION FOR SUPPLY AND DELIVERY OF VARIOUS AGGREGATES AT LAKEVIEW WATERFRONT CONNECTION PROJECT

Award of Request for Quotation (RFQ) No. 10009905 for The Supply and Delivery of 8500 Tonnes of 2 – 5 Tonne Stackable Armourstone and RFQ No.10009906 for The Supply and Delivery of 8000 Tonnes of 3 – 5 Tonne Non-Stackable Armourstone. (Exec Minutes p.5/70)

10.2 GREENLANDS ACQUISITION PROJECT FOR 2016-2020

Flood Plain and Conservation Component, Rouge River Watershed, Regional Municipality of York (CFN 35353). (Exec Minutes p.9/70)

10.3 2019 APPROVED MUNICIPAL APPORTIONMENTS

To receive endorsement from the Executive Committee on requested approval from the Board of Directors on the final 2019 municipal apportionments as approved by Toronto and Region Conservation Authority's (TRCA) partner municipalities' Councils to fulfill notice obligations under the Conservation Authorities Act. (Exec Minutes p.12/70)

10.4 PROCUREMENT SUMMARY

Receipt of the 2018 summary of procurements approved by the Chief Executive Officer or Designate, Executive Committee, or the Board of Directors. (Exec Minutes p.15/70)

10.5 VENDOR OF RECORD ARRANGEMENT FOR SUPPLY AND DELIVERY OF VARIOUS EROSION AND SEDIMENT CONTROL MATERIALS

Award of Request for Proposal (RFP) No. 10020448 for a Vendor of Record (VOR) arrangement for supply of various erosion and sediment control materials from May 1, 2019 to April 30, 2020. (Exec Minutes p.18/70)

10.6 FUNDING AND GRANTS PROGRAM – 2018 YEAR IN REVIEW

To provide information on the Funding and Grants program for the 2018 fiscal year, and to provide a status update on major TRCA and partner Disaster Mitigation and Adaptation Fund (DMAF) applications in 2019. (Exec Minutes p.21/70)

11. NEW BUSINESS

NEXT MEETING OF THE BOARD OF DIRECTORS #5/19, TO BE HELD ON MAY 24, 2019 AT 9:30 A.M. AT HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN

John MacKenzie, Chief Executive Officer

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Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Derek Edwards, Director, Parks and Culture

RE: **SMOKING POLICY UPDATES - PROGRESS REPORT**

KEY ISSUE

Progress update regarding proposed revisions to Toronto and Region Conservation Authority's Smoking Policy beyond compliance with the recently updated Smoke Free Ontario Act (2017)

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) public use lands and facilities are situated across multiple municipal jurisdictions, are subject to several management agreements, and include lease and partnership agreements with various stakeholders;

AND WHEREAS TRCA's Smoking Policy ("the Policy") must consider the complexities of all applicable by-laws, existing partnership agreements, and all users and stakeholders;

THEREFORE, LET IT RESOLVED THAT the progress report regarding updates to TRCA's Smoking Policy (herein Policy) be received;

AND THAT staff report back prior to spring of 2020 with an updated Smoking Policy.

BACKGROUND

TRCA's area of jurisdiction comprises of 2,506 square kilometers (619,000 acres) of land, including management of the following public use lands and facilities across six (6) upper-tier and 15 lower-tier municipalities, and nine (9) watersheds:

- Albion Hills Conservation Area (CA) and Campground;
- Albion Hills Field Centre;
- Altona Forest;
- Bathurst Glen Golf Course;
- Black Creek Pioneer Village;
- Bolton Camp;
- Bolton Resource Management Tract;
- Boyd CA;
- Bruce's Mill CA;
- Claireville CA;
- Claremont Nature Centre;
- East Duffins Headwaters;
- Glen Haffy CA;
- Glen Rouge Campground;
- Heart Lake CA;
- Indian Line Campground;

Item 8.1.

- Kortright Centre for Conservation (KCC);
- Lake St. George Field Centre;
- Nashville Conservation Reserve;
- Oak Ridges Corridor Park;
- Palgrave Forest and Wildlife Area;
- Petticoat Creek CA;
- Tommy Thompson Park; and
- Trail Systems (approx. 600 km)

As a provider of both indoor and outdoor education, recreation, and cultural activities to the public, the purpose of TRCA's Smoking Policy is to protect the public and conform to legislative requirements.

TRCA's Current Smoking Policy & Facility Practices

The current Smoking Policy was approved at Authority Meeting #3/04, held on March 26, 2004 as per Resolution #A85/04. The Policy was further revised by the CEO on March 19, 2015 in order to become compliant with the Smoke Free Ontario Act. On October 17, 2018, TRCA's CEO also updated the staff Code of Conduct to address cannabis in the workplace following the passing of Bill C-45, the Cannabis Act (Federal Act).

The Policy mandates compliance with the Smoke Free Ontario Act and bans all smoking at the following locations:

- All indoor TRCA facilities, buildings, enclosures, vehicles and motorized equipment;
- Anywhere food is being prepared;
- Within nine (9) metres from an entrance or exit door to any building;
- Directly in front or under a window of a building;
- Black Creek Pioneer Village except for in designated smoking areas;
- Within twenty (20) metres of children's playgrounds and fields allocated for athletic use; and
- Inside fenced off aquatic facilities (splash pads, pools, and surrounding family spaces)

The aforementioned bans ensure:

- Healthier recreational environment that promote physical activity, encourage personal development, and minimize exposure to tobacco and secondhand smoke;
- Less tobacco uses among child and adult visitors to park and recreational facilities;
- Cleaner facilities; and
- Fresh air, free from secondhand smoke and vapour

Proposed Updates

Updates to the Policy will consider municipal smoking by-laws, recommendations from applicable health units and boards of education. Additional considerations must also take into account locations where smoking is banned, TRCA's on-site partners, management agreements, the health and safety of all staff, special events, financial implications, and the available enforcement and education resources within the TRCA.

The feasibility of extending smoking bans across all public use lands with the exception of designated smoking areas and campsites will also be explored. TRCA has been working and consulting with Ontario Conservation Authorities (Essex Region, Upper Thames, Kettle Creek, Hamilton, and Halton) that have developed and are in the process of implementing smoke-free policies that limit smoking to designated spaces within conservation areas, staff areas, and

Item 8.1.

camping sites. Overall, visitor response has been positive, with little need for enforcement when adequate resources are invested in public education.

DETAILS OF WORK TO BE DONE

TRCA will upgrade all existing signs to clearly ban the use of lighted tobacco, lighted cannabis and electronic cigarettes (i.e. vaping products) with the most recent provincial signs for smoke and vape free spaces in the spring and summer of 2019.

Over the 2019-2020 operating seasons, TRCA will be taking the following steps to inform changes to the existing Policy:

- Review of by-laws and policies of TRCA's partner municipalities and school boards to ensure that updates to the Policy address our partners' regulations;
- Consult with applicable health units and school boards regarding proposed updates;
- Explore the feasibility of only permitting smoking at designated smoking areas and campsites across all TRCA public use facilities and properties;
- Consult with TRCA's on-site business partners such as Tree Top Trekking, byPeterandPauls.com, special event organizers, etc. regarding proposed updates to the Policy;
- Consult with stakeholders currently leasing lands from TRCA;
- Review TRCA's existing land management agreements, for land managed by TRCA on behalf of a third party (i.e. Glen Rouge Campground, Oak Ridges Corridor Park) prior to implementing the proposed amendments; and
- Conduct stakeholder surveys over the span of a full operating season

Upon completion of the aforementioned steps, TRCA staff plan to bring the updated Smoking Policy to the Board for approval in the spring of 2020 or earlier, if ready.

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For Information contact: Derek Edwards, extension 5672

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Date: April 15, 2019

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Chandra Sharma, Director, Community Engagement and Outreach

RE: **PARTNERS IN PROJECT GREEN UPDATE**
Approval of Refreshed Strategy 2019-2023, Partners in Project Green Executive Management Committee Terms of Reference and membership

KEY ISSUE

To seek TRCA Board of Directors approval of *Partners in Project Green's Refreshed Strategy 2019-2023*, Partners in Project Green Executive Management Committee Terms of Reference and membership.

RECOMMENDATION

THAT the Partners in Project Green program update presented by Co-Chair Todd Ernst, Director, Aviation Infrastructure, Energy & Environment, Greater Toronto Airport Authority be received;

THAT the *Partners in Project Green Strategic Refresh 2019-2023* and *Executive Management Committee Terms of Reference 2019-2023*, as appended, be approved;

THAT the appointment of members to Partners in Project Green Executive Management Committee as outlined in the staff report, be approved;

AND FURTHER THAT the TRCA Board of Directors Administrative By-law (appendix 6, page 62) be updated with approved Partners in *Project Green Executive Management Committee 2019-2023 Terms of Reference*.

BACKGROUND

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by the Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from the Regional Municipalities of Peel and York, the City of Toronto and from the nearby business community to transform the employment lands surrounding Toronto Pearson, and located within TRCA's Etobicoke-Mimico Creeks Watershed into an internationally recognized community of eco-friendly businesses.

For more than two decades, GTAA has maintained a strong partnership with TRCA to protect and enhance the Etobicoke-Mimico creeks, including implementing state-of-the-art stormwater management practices and completing habitat restoration activities.

The creation of Partners in Project Green (PPG) stemmed from an eco-business model recommendation identified in a 2006 joint TRCA and GTAA report that provided restoration strategies for the natural and aquatic systems surrounding Toronto Pearson.

Item 8.2.

In 2008, the TRCA Board of Directors (then called the TRCA Authority) approved the implementation of Partners in Project Green: A Pearson Eco-Business Zone and the draft Terms of Reference for the Steering Committee, which included that the Steering Committee be a subcommittee of the TRCA Board of Directors.

At the TRCA Authority Meeting #6/08, held on July 25, 2008, Resolution #A184/08 was approved, in part, as follows:

“WHEREAS “Meeting the Challenge of Climate Change: TRCA Action Plan for the Living City” identifies the establishment of North America’s largest eco-business zone as a major climate change mitigation initiative;

WHEREAS Toronto and Region Conservation Authority (TRCA) is committed to taking immediate action to support communities and partners in dealing with the climate change issue;

THEREFORE LET IT BE RESOLVED THAT the key priorities contained in the draft Partners in Project Green Strategy, being eco-efficiency, resource re-utilization, renewable energy and green business development, be approved, in principle;

THAT the attached draft Terms of Reference for the Partners in Project Green Steering Committee be approved and staff be authorized to establish the Steering Committee to begin the implementation of key priorities;

...

AND FURTHER THAT the partners and supporters be formally recognized at the official project launch in early October, 2008 at the Toronto Pearson International Airport.”

Since its inception a decade ago, PPG has been guided by its 2008 strategy and its 2013 updated strategy. Since the 2013 Strategic Update, PPG has supported 2,500 partnership projects, which have diverted nearly 20,000 tonnes of waste from landfill, conserved 1.8 billion litres of water, and prevented 121,000 tonnes of carbon emissions.

After the successful implementation of the *Partners in Project Green: Strategy Update 2013*, the current PPG Executive Management Committee (EMC) agreed that a 5-year strategic refresh was required in order to improve the effectiveness of PPG programming and ensure that its objectives remain aligned with the evolving needs of its stakeholders to maximize PPG membership participation and value.

On the topic of program and governance strategic enhancements, PPG EMC at meeting #4/17 put forward the following motion:

“THAT upon completion of the 2016-2017 Executive Management Committee Term on Dec 31, 2017, the Executive Management Committee and all associated Performance Committees shall be renewed for one year to oversee strategic enhancements to Partners in Project Green.”

“THAT Staff report on proposed strategic enhancements at the next meeting of the Executive Committee;

Item 8.2.

AND FURTHER THAT membership and terms of reference of the Executive Management Committee and Performance Committees be reviewed and revised as appropriate, based on strategic enhancements”

RATIONALE

Building on the success of Partners in Project Green’s (PPG) foundational strategy in 2008, *Partners in Project Green: Strategy*, and the *2013 Strategic Update*, this 2019-2023 PPG strategic refresh is designed to direct us over the next five years. With guidance from PPG’s executive management committee, participation from program staff, and input from our members, this strategic refresh allows for continuous improvement, increased flexibility and accountability, and broader membership engagement. It provides closer alignment with the Greater Toronto Airports Authority’s (GTAA) and partner municipalities’ (Regional Municipalities of Peel, York and Durham and the City of Toronto) goals and strategies, and with Toronto and Region Conservation Authority’s (TRCA) 2013-2022 Updated Strategic Plan – *Building The Living City*.

HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023

- Adjusting our vision: it has been updated to reflect current language, evolution of membership and the identification of TRCA’s jurisdiction (e.g. expanded to employment lands across TRCA’s watersheds within the municipalities of Peel, York and Durham and the City of Toronto to align with Toronto Pearson’s employment zone)
- Aligning more closely with strategies and desired outcomes of TRCA’s 5-year update to its 2013-2022 Strategic Plan –*Building The Living City*, municipal plans and GTAA strategies
- Greater emphasis on conducting relevant research to support municipalities and the business community including research to support urban planning and development opportunities that unlock further growth, adoption of sustainability measures and green infrastructure on employment lands
- Increasing focus on sustainability impact and performance: there has been a move by members to target-setting and reporting to support closer alignment with regulatory reporting and aspirational international goals (e.g. provincial and federal reporting and United Nations’ sustainable development goals)
- Increasing flexibility in programming and increasing value proposition for members:
 - Maintain performance areas (e.g. water stewardship, waste management, energy performance, and communications and engagement), however adopt a “systems” approach to sustainability problem solving where feasible (e.g. energy-water and waste-water nexuses, and low carbon energy and transportation systems) and capture co-benefits such as air quality and social equity issues
 - Expand programming within these performance areas (e.g. low carbon transportation and increased mobility options within the energy performance area) to respond to member requests, changing policy, economic development and growth, and collective implementation opportunities
 - Deeper level of engagement through events, workshops, and expanded consortiums and working group and cluster models

Item 8.2.

- Accelerating innovation through collaboration, engaging different stakeholders, and expanding business models (e.g. working with environmental, health and social not-for-profit organizations, businesses, and boards of trade)
- Improving fiscal sustainability by continuously diversifying funding sources and looking at new business models

HIGHLIGHTS OF REVISED TERMS OF REFERENCE (2019-2023)

Staff undertook an internal review of the 2016-2018 Terms of Reference including the roles and responsibilities of the Executive Management Committee (EMC) and Performance Committees. The goals of modifying governance structures are to empower contributors to apply diverse skill sets more effectively (focus on governance versus implementation), be more accountable to achieving program results, and derive greater value from participation. Recommendations were identified and have been incorporated into the new terms of reference (attached) and as an overview include:

- I. Maintain EMC leadership. As a subcommittee of the TRCA Board, EMC will continue to deliver on its key roles, especially in the areas of providing leadership and communication; reviewing/approving strategy & programs; reviewing/approving budget; and, monitoring overall priorities and performance of PPG. Opportunities for improvement include a review of KPIs for alignment with TRCA's 5-year update to *Building The Living City*, the TRCA 2013-2022 Strategic Plan and relevancy to members.
- II. Continue the Communications & Engagement Performance Committee and expand the mandate to ensure membership is reflective of PPG performance areas to increase collaboration. The Terms of Reference of this Committee to be established by the EMC.
- III. Establish sector specific Cluster and Working Group models as required to reflect interest from Partners in Project Green members. These models would be time bound, have flexible structures and allow for a wide range of participants from the PPG community, including from EMC. With a specific focus and/or collective impact project, the models ensure that the right person is present. As a public-private partnership, priority should be given to maintaining strong representation from business leaders and municipal governments while allowing flexibility in committee representation. The aim would be to maintain legacy partners while bringing in new voices on a regular basis.
- IV. Expand consortium models (e.g. waste, water, small-medium enterprises, transportation systems) to deeper member engagement and improve the financial health of PPG.

These changes will accomplish the following:

- Maintain leadership within PPG's executive management committee, while increasing the level of engagement and participation amongst the membership in expanded consortium and working group and cluster models
- Clearly define leadership and governance roles and responsibilities from program implementation roles and responsibilities

Item 8.2.

- Offer flexibility within performance areas and more readily respond to changing governments, policies, and topics relevant to the business community
 - Reduce staff administration, both in terms of time and cost savings, to allow greater focus on programming within performance areas for members
-

2019 - 2023 PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE MEMBERS

The following appointments have been confirmed for the 2019 - 2023 Partners in Project Green Executive Management Committee:

GTAA (1)

Todd Ernst, Director, Aviation Infrastructure, Energy & Environment (co-chair)

TRCA (1)

John Mackenzie, Chief Executive Officer

Business Leaders (8)

John Coyne, Vice President, General Counsel Unilever Canada (co-chair)

Michelle Brown, VP, Property Management Real Estate Services, Bentall Kennedy

Brad Chittick, President, Hydrogen Business Council

Erica Brabon, Director, Energy & Sustainability, Black and McDonald

Scott Pegg, Vice President, Infrastructure Advisory, Ernst & Young LLP

Maxx Kochar, Chief Business Officer, Silver Dart Group

Tim Faveri, VP Sustainability & Shared Value, Maple Leaf Foods

Teresa Schoonings, Bimbo Canada (Canada Bread), Senior Director, GR & Sustainability

Municipal Leaders (4)

Chris Fonesca, Peel Regional Councillor, City of Mississauga, Ward 3

Paul Vicente, Peel Regional Councillor, City of Brampton, Wards 1 & 5

Jim Karygiannis, City of Toronto Councillor, Ward 22

Jack Heath, Regional Councillor, City of Markham, Ward 5

Advisory Members (up to 5 optional seats, non-voting)

Learie Miller, Region of Peel

Doug Whillans, City of Brampton Councillor, Wards 2 & 6

Scott Hendershot, Program Lead – Sustainability, Pratt & Whitney Canada Corp

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

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

Strategy 1 – Green the Toronto region's economy

Strategy 10 – Accelerate innovation

Strategy 12 – Facilitate a region-wide approach to sustainability

Strategy 7 – Build partnerships and new business models

Item 8.2.

FINANCIAL DETAILS

This program is supported through a diverse mix of funding including municipal special levies, GTAA, business sponsorships, grants and fee-for service. PPG's average annual budget is ~ \$1,100,000. PPG's co-management model with the business community (executive level participation, financial and in-kind contributions) along with municipal staff and politicians has had an exceptional track record of securing in-kind support and self-generating revenues from both the public and private sectors. Approximately 40-45% % of PPG's annual revenue is linked to municipal support with the remaining coming from the private and public sector (sponsorships, grants and fee-for-service contracts).

DETAILS OF WORK TO BE DONE

- Communicate the Partners in Project Green: Strategic Refresh 2019-2023 to its members.
- Launch the implementation of strategic priorities and assess priorities against proposed budget.
- Host the first meeting of the Executive Management Committee (2019-2023) in May 2019.

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3/8/2019

Attachments: 2

Attachment 1: 2019-2023 Terms of Reference: Partners in Project Green Executive Management Committee.

Attachment 2: Partners in Project Green: Strategic Refresh 2019-2023



2019-2023 Terms of Reference: *Partners in Project Green Executive Management Committee*

1. Background

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by the Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from the regional municipalities of Peel and York, City of Toronto, and from the business community to create North America's largest eco-business zone focused on driving environmental action and economic prosperity.

Developed to achieve watershed protection and aquatic ecosystem health within industrial, commercial and institutional (IC&I) lands, a major land use in TRCA's urbanized watersheds, Partners in Project Green was intended to facilitate the engagement of partner municipalities and important IC&I stakeholders, acting as a catalyst to mobilize business communities within employment areas. Municipalities and businesses were not only encouraged to implement environmental projects in their own facilities but also to set community targets, overcome common challenges, and take on collective initiatives in the public and private realm at varying scales.

In 2008, the TRCA Board of Directors (then called the TRCA Authority) approved the implementation of Partners in Project Green: A Pearson Eco-Business Zone and the draft Terms of Reference for the Steering Committee, which included that the Steering Committee be a subcommittee of the TCRA Board of Director.

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...

AND FURTHER THAT the partners and supporters be formally recognized at the official project launch in early October, 2008 at the Toronto Pearson International Airport.”

Since 2008, Partners in Project Green (PPG) has engaged hundreds of businesses around the Pearson Airport – one of Canada’s largest employment hubs with the second highest concentrations of jobs in the Greater Toronto and Hamilton Area – and across TRCA’s partner municipalities’ employment lands.

The PPG Executive Management Committee was established in response to a recommendation in the approved *Partners in Project Green: Strategy* in 2008 and later updated in 2013. The previous governance committees have been effective in driving meaningful actions and innovation throughout the Pearson Eco-Business Zone and beyond. The governance structure as outlined in these Terms of Reference and *Partners in Project Green: Strategy Refresh 2019-2023* allows for continuous improvement, flexibility, increased membership engagement and effective committee management.

2. Vision

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone into an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

3. Executive Management Committee

3.1 Mandate

Reporting to the TRCA Board of Directors, the Executive Management Committee (EMC) is established as a subcommittee to the TRCA Board of Directors with the purpose of:

- assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time as improving costs;
- retaining and attracting clean and more environmentally friendly investments in the Pearson Eco-Business Zone and beyond; and,
- acting as a catalyst for new ideas, innovation, excellence and improvement in the employment lands, with a focus on reducing environmental impacts, encompassed by the Pearson Eco-Business Zone and beyond.

3.2 Roles & Responsibilities

Specifically, the Executive Management Committee will be primarily responsible for:

- providing leadership and communication among Partners in Project Green members and supporters;
- acting as an ambassador for Partners in Project Green;
- reviewing and approving the Partners in Project Green strategy and programs as required;

- reviewing and approving the Partners in Project Green budget;
- monitoring overall Partners in Project Green priorities and performance;
- publishing an annual report; providing legal, governance and issue-resolution guidance relating to Partners in Project Green activities; and,
- reporting to the TRCA Board of Directors on budget and program performance and new strategic direction of PPG.

Secondary responsibilities shall include:

- facilitating access to strategic partners and advisors;
- where appropriate, serving as a resource and contact for media and government relations inquiries;
- appointing Chairs to any Subcommittees; and
- facilitating, initiating and directing resources to Subcommittees.

3.3 Structure

Supported by the Partners in Project Green Secretariat (Section 6), the PPG Executive Management Committee will have a Chair and Vice-Chair (or two Co-Chairs at the discretion of the Committee), and will be comprised of fourteen (14) Voting and as many as five (5) Advisory Members.

3.3.1 PPG Executive Management Committee Voting Members

The Executive Management Committee will consist of fourteen (14) Voting Members including the Chair and Vice-Chair, senior-level representatives of the founding agencies (TRCA, GTAA, regional municipalities of Peel and York and the City of Toronto), strategic partners, members of the business community and a number of government representatives as follows:

- **GTAA** (one (1) voting representative and is Chair or Co-Chair of the Executive Management Committee)
 - One voting member will be selected from the executive leadership team at the GTAA.
- **Business Community Leaders** (Maximum of eight (8) voting representatives)
 - Seven members drawn from representatives of the Pearson Eco-Business Zone business community.
- **TRCA** (one (1) voting representative)
 - Chief Executive Officer or the Director of Community Engagement and Outreach.
- **Municipality Leaders** (Four (4) voting representatives)

- Two representatives (Councillor or Designate) from the Region of Peel and one each from the municipalities financially supporting PPG programming (City of Toronto and the Regional Municipality of York).

3.3.2 **Executive Management Committee Advisory Members** (Maximum of five (5) non-voting representatives)

In addition to Voting Members, Advisory Members can be invited to join the Executive Management Committee and support its activities.

- **Federal, Provincial and/or Municipal Governments**

- Member of Provincial Parliament, Member of Parliament, local municipal representative, and/or senior staff representatives from all levels of government may be invited to participate.

- **Business Community**

- Sector-based expert advisors may be drawn from the Pearson Eco-Business Zone, representatives of the business community, and/or industry associations.

3.4 **Appointment Process**

Membership on the PPG Executive Management Committee will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

- *Involvement with Partners in Project Green* – the organization must be a formal member of Partners in Project Green; and,
- *Sector* – whether the organization represents a critical sector within the Pearson Eco-Business Zone; or
- *Organizational leadership on sustainability* – whether the organization has shown sustainability leadership; or
- *Location* – whether the organization is operating and/or has a connection to the Pearson Eco-Business Zone.

PPG Executive Management Committee members will be appointed for a two-year, renewable term by the TRCA Board of Directors.

Municipalities and other levels of governments will be formally requested to make appointments and all proposed voting appointments will be presented to the TRCA Board of Directors for formal approval. The PPG Executive Management Committee may invite up to five Advisory Members at their discretion.

The Co-chair or Vice-Chair will be elected by the members of the PPG Executive Management Committee when the position becomes vacant.

Delegation of Committee roles & responsibilities shall not be encouraged, and managed by exception.

3.5 Chair and Vice-Chair

The Executive Management Committee Chair and Vice-Chair (or Co-Chairs) will provide leadership in building a shared vision and community commitment for moving forward with a blueprint for action. The Chair will have the following additional responsibilities:

- being the primary spokesperson for Partners in Project Green at public and official functions;
- presiding over Executive Management Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
- recruiting Subcommittee members and sector-specific cluster, working group or consortium members; and
- facilitating progress on Partners in Project Green initiatives in collaboration with sector-specific cluster, working group or consortium chairs.

In the absence of the Chair, the Vice-Chair will perform the above functions.

3.6 Meetings

The Executive Management Committee will meet at least four (4) times per year, roughly every three (3) months. Meetings are anticipated to be approximately two (2) hours in length – at the discretion of the Executive Management Committee – and an agenda will be distributed in advance of meetings.

Members commit to attending scheduled Executive Management Committee meetings.

It is anticipated that members will commit at least four (4) days per year to prepare for and attend Executive Management Committee meetings. The Chair will have the discretion to call additional conference call meetings, if required.

3.7 Reporting

The PPG Executive Management Committee is responsible for reporting to the TRCA Board of Directors on PPG budget and program performance and new strategic direction of PPG.

The PPG Executive Management Committee is a subcommittee of the TRCA Board of Directors and will update the TRCA Board of Directors on the status of Partners in Project Green initiatives at least once a year or more, and provide updates to municipal councils and the GTAA board as requested.

3.8 Quorum & Governance

A quorum will consist of voting members in numbers greater than or equal to one-third of the total number of voting members on the Executive Management Committee, including at least one of the Chair/Vice-Chair or Co-Chairs.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the presiding Chair/Vice-Chair or Co-Chair of the meeting will cast the deciding vote.

TRCA Code of Conduct and the 2019 Procurement Policy will be adhered to.

4. Subcommittees

4.1 Mandate

Subcommittees may be established by the Executive Management Committee. Subcommittees will be task-oriented and formed based on PPG Executive Management Committee priorities to:

- Contribute to the realization of the Partners in Project Green vision and Executive Management Committee mandate;
- Provide strategic guidance on PPG activities as a whole;
- Contribute to the successful development and implementation of new and existing Partners in Project Green programs and initiatives;

The Subcommittee Chair and Vice-Chair will be each from the business community and/or municipal representatives taken from the PPG Executive Management Committee.

Roles and responsibilities of Subcommittees will be determined by the PPG Executive Management Committee.

5. Sector-specific Clusters, Working Groups and Consortiums

5.1 Mandate

Sector-specific Clusters, Working Groups and Consortiums are formed by PPG staff to respond to strategic direction from the Executive Management Committee, Partners in Project Green members and/or to support the Partners in Project Green performance areas (e.g. energy, water, waste). These Sector-Specific Clusters, Working Groups and Consortiums would be time bound, have flexible structures and allow for a wide range of participants from the PPG community. The roles and responsibilities of these groups would be developed by staff and are designed to:

- provide value and engagement opportunities for our broader membership;
- advance the objectives of our performance areas related to reducing impacts on the natural environment;
- identify potential new performance areas; and

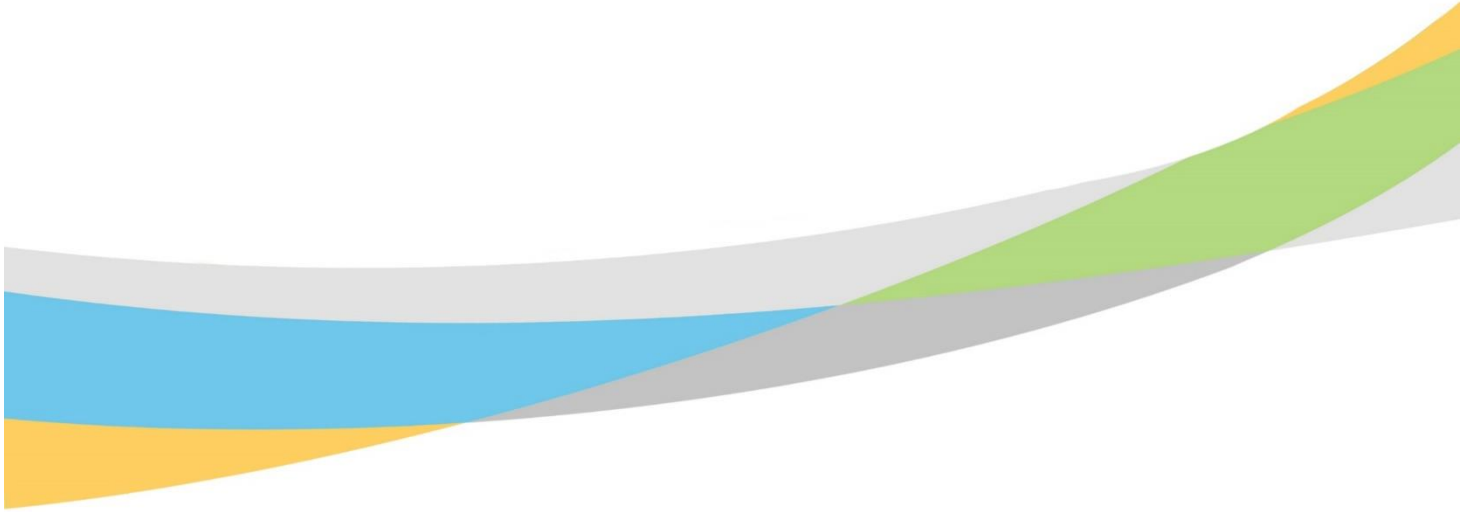
- result in collective action that advance new technologies or project implementation that lead to improvements to the natural environment.

6. PPG Secretariat

The PPG Executive Management Committee, Subcommittees and their Chairs, and Sector-specific Clusters, Working Groups and Consortiums will be supported by a secretariat led by TRCA staff. The PPG Secretariat will provide facilitation, project and program development and implementation, research and policy analysis, administrative and recruitment support, financial program stability and communications.

7. Funding

PPG Executive Management Committee and Subcommittee members will contribute their expertise as in-kind services. Compensation for transportation will be provided for attendance at meetings according to TRCA policy where these are not covered by their agency or other source. Core funding for Partners in Project Green will come from both public and private sector organizations, with specific funding for programs and projects being sought from a variety of funding sources. Grants from senior levels of government will be pursued by PPG Secretariat through the TRCA Grant Centre. Volunteers to support program delivery may also be pursued through TRCA's Volunteer Policy.



Partners in Project Green: Strategy Refresh 2019-2023

Prepared by Dianne Zimmerman

April, 2019

Contents

INTRODUCTION.....	3
HISTORY OF PARTNERS IN PROJECT GREEN	4
HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023.....	4
BACKGROUND RESEARCH.....	5
VISION	5
ALIGNMENT WITH TRCA STRATEGY	5
GOVERNANCE AND PROGRAM DELIVERY STRUCTURE	6
Governance: PPG Executive Management Committee (EMC)	7
Communications and Engagement Performance Committee	8
Working Groups and Clusters	8
Consortiums.....	8
MEMBERSHIP VALUE PROPOSITION.....	8
Member Feedback.....	8
NEW STRATEGIC REFRESH AND PERFORMANCE AREAS	9
ENERGY PERFORMANCE AND LOW CARBON TRANSPORTATION.....	10
Energy Efficiency.....	11
Expand Low Carbon Transportation Strategies and Collective Impact Projects.....	11
Supporting Innovation in Regional Energy Mapping, Smart Grid and Renewables	11
WASTE MANAGEMENT	11
Ontario End-Markets:	12
Zero Waste Strategies:.....	12
Municipal and Corporate Engagement through Restoration Events:	12
IC&I Collection Programs:.....	12
WATER STEWARDSHIP.....	12
Low Impact Development and Green Infrastructure:	13
Water Efficiency Projects:.....	13
COMMUNICATIONS AND ENGAGEMENT	13
Enhancing Value for Members:	13
Facilitating Dialogue Amongst Stakeholders:	14
Recognizing Achievements, Replicating Success:	14
MEASURING PROGRESS.....	14
FISCAL SUSTAINABILITY	15

Appendix A: PPG’s Alignment with TRCA and Projected Accomplishments..... 16

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INTRODUCTION

Building on the success of Partners in Project Green's (PPG) foundational strategy in 2008, *Partners in Project Green: Strategy*, and the *2013 Strategic Update*, this 2019-2023 PPG strategic refresh is designed to direct us over the next five years. With guidance from PPG's executive management committee (EMC), participation from program staff, and input from our members, this strategic refresh allows for continuous improvement, increased flexibility and accountability, and broader membership engagement. It provides closer alignment with the Greater Toronto Airports Authority's (GTAA) and partner municipalities' (Regional Municipalities of Peel, York and Durham and the City of Toronto) goals and strategies, and with Toronto and Region Conservation Authority's (TRCA) 2013-2022 Updated Strategic Plan – *Building The Living City*.

HISTORY OF PARTNERS IN PROJECT GREEN

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by TRCA and the GTAA, with support from the regional municipalities of Peel and York, the City of Toronto, and the nearby business community to create North America's largest eco-business zone focused on driving environmental action and economic prosperity.

Developed to achieve watershed protection and aquatic ecosystem health within industrial, commercial and institutional (IC&I) lands, a major land use in TRCA's urbanized watersheds, PPG was intended to facilitate the engagement of partner municipalities and important IC&I stakeholders, acting as a catalyst to mobilize business communities within employment areas. Municipalities and businesses were not only encouraged to implement environmental projects in their own facilities, but to also set community targets, overcome common challenges, and take on collective initiatives in the public and private realms at varying scales to help achieve watershed target objectives in the Etobicoke & Mimico Creek watershed plans.

Since 2008, PPG has engaged hundreds of businesses around Toronto Pearson, one of Canada's largest employment hubs with the second-highest concentration of jobs in the Greater Toronto and Hamilton Areas, and across TRCA's partner municipalities' facilities and employment lands. Since the 2013 Strategic Update, PPG has supported 2,500 projects, which have diverted nearly 20,000 tonnes of waste from landfill, conserved 1.8 billion litres of water, and prevented the creation of 121,000 tonnes of carbon emissions.

As part of the development of this strategic refresh, PPG considered policies, issues and trends in the Greater Toronto Area (GTA) as well as opportunities to support municipal, provincial and federal priorities.

HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023

Leveraging our past experience, managing our watershed planning targets and the evolving nature of our membership and their corporate sustainability goals, we have made moderate, yet important, changes to this strategy. Highlights of the strategic refresh include:

- Adjusting our vision: it has been updated to reflect current language, evolution of membership and the identification of TRCA's jurisdiction (e.g. expanded to employment lands across TRCA's watersheds within the municipalities of Peel, York and Durham and the City of Toronto to align with Toronto Pearson's employment zone)
- Aligning more closely with strategies and desired outcomes of TRCA's 5-year update to its 2013-2022 Strategic Plan – *Building The Living City*, municipal plans and GTAA strategies
- Putting greater emphasis on conducting relevant research to support municipalities and the business community including research to support urban planning and development opportunities that unlock further growth, adoption of sustainability measures and green infrastructure on employment lands

- Increasing focus on sustainability impact and performance: there has been a move by members to target-setting and reporting to support closer alignment with regulatory reporting and aspirational international goals (e.g. provincial and federal reporting and United Nations' sustainable development goals)
- Increasing flexibility in programming and increasing value proposition for members:
 - Maintain performance areas (e.g. water stewardship, waste management, energy performance, and communications and engagement), however adopt a "systems" approach to sustainability problem solving where feasible (e.g. energy-water and waste-water nexuses, and low carbon energy and transportation systems) and capture co-benefits such as air quality and social equity issues
 - Expand programming within these performance areas (e.g. low carbon transportation and increased mobility options within the energy performance area, and single use plastics within the waste performance area) to respond to member requests, changing policy, economic development and growth, and collective implementation opportunities
 - Deeper level of engagement through events, workshops, and expanded consortium and working group and cluster models
- Accelerating innovation through collaboration, engaging different stakeholders, and expanding business models (e.g. working with environmental, health and social not-for-profit organizations, businesses, and boards of trade)
- Improving fiscal sustainability by continuously diversifying funding sources and looking at new business models

BACKGROUND RESEARCH

To inform the development of PPG's strategic refresh 2019-2023, staff conducted a series of surveys, assessments and interviews with members and stakeholders over the course of 2018 including:

- Interviews with PPG's EMC and performance area committee members
- Membership surveys of current and past PPG members
- Review of TRCA's 5-year update to 2013-2022 Strategic Plan – *Building The Living City*, municipal strategic plans and GTAA's strategic goals and priority actions
- Assessment of PPG governance committees and terms of reference with the support and input from the PPG's EMC, GTAA and TRCA staff input via focused charrettes and working sessions

VISION

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone across the Greater Toronto Area into an internationally-recognized community of leaders advancing environmental action and economic prosperity.

ALIGNMENT WITH TRCA STRATEGY

Several key factors have been taken into consideration while developing the PPG strategic refresh to ensure that it not only meets the goals of PPG and the broad, long-term goals of our stakeholders, but also fulfils the mandate of TRCA. The opportunity to further align PPG's strategic refresh with TRCA's strategy, presented itself during the development of TRCA's 5-year Update to 2013-2022 Strategic Plan – *Building The Living City* which was published in 2019.

As such, we have identified PPG-specific initiatives, activities and projected accomplishments, along with our performance areas that support nine out of 12 TRCA strategies in Appendix A.

The projected accomplishments of PPG and its members will be measured through a variety of performance metrics. Additional refinement of these metrics and/or additional metrics will be approved by the PPG EMC. The introduction of member reporting will also help to benchmark, track and report on relevant outcomes. PPG's initial metrics¹ will include:

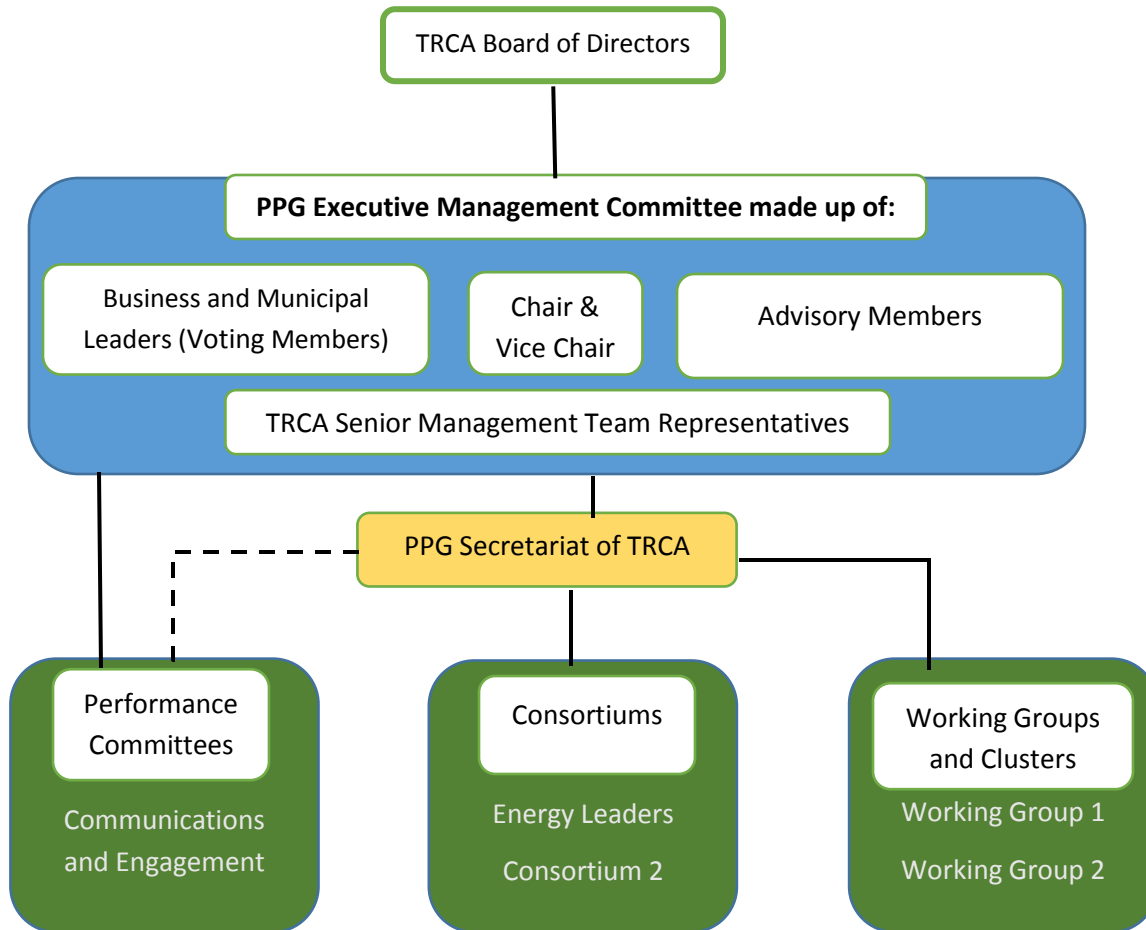
- # tonnes of material avoided from landfill
- # tonnes CO₂e reduced
- # litres of water reduced
- # of organizations reached
- # of individuals reached
- # of projects implemented
- # of members
- % of self-generated revenue

GOVERNANCE AND PROGRAM DELIVERY STRUCTURE

Implementing the vision and activities detailed in this strategic refresh are made possible through amendments to performance area program delivery and management structures. The goals of modifying these structures are to empower contributors to apply diverse skill sets more effectively (governance versus implementation), be more accountable to achieving performance results, and derive greater value from participation. These modifications are designed to:

- Maintain leadership within PPG's EMC, while increasing the level of engagement and participation amongst the membership in expanded consortium and working group and cluster models
- Clearly define leadership and governance roles and responsibilities from program implementation roles and responsibilities
- Offer flexibility within performance areas and more readily respond to changing governments, policies, and topics relevant to the business community
- Reduce staff administration, both in terms of time and cost savings, to allow greater focus on programming within performance areas for members

¹ Data is collected and verified in a variety of ways. Information is collected by PPG staff or provided to PPG staff by member organizations.



Governance: PPG Executive Management Committee (EMC)

As a subcommittee of the TRCA Board of Directors, the PPG EMC continues to deliver on its key roles, especially in the areas of providing leadership and communication; reviewing and approving strategy, programs, and budgets; and, monitoring overall priorities and performance of PPG. The PPG EMC's mandate is to:

- Assist businesses in the Pearson Eco-Business Zone and beyond to improve their financial and environmental performance
- Retain and attract green investment in the Pearson Eco-Business Zone and beyond
- Act as a catalyst for new ideas, innovation, excellence, and improvement in the employment lands encompassed by the Pearson Eco-Business Zone and beyond

The PPG EMC will consist of 14 voting members including the chair and vice-chair (or co-chairs), senior-level representatives from GTAA, TRCA and of TRCA's municipal partners (e.g. regional municipalities of Peel, York and Durham, and the City of Toronto), strategic partners, members of the business community and a number of government representatives. The PPG will also have up to five advisory members.

Additional details about the roles and responsibilities of the PPG EMC are outlined in the 2019-2023 Executive Management Committee Terms of Reference.

Communications and Engagement Performance Committee

The communications and engagement performance committee continues to report to the EMC and has both municipal and senior level business representation. Membership on this committee includes select members of the EMC and is reflective of PPG performance areas for increased collaboration and representation.

Working Groups and Clusters

Working groups and clusters are managed by the PPG Secretariat at the staff level and they are designed to support existing PPG performance areas (e.g. water stewardship, waste management, energy performance). Additional working groups and clusters may be formed based on membership interest for collective impact projects, emerging issues, and to develop new capacity for advancing sustainability innovation. They are time bound, have flexible structures, and allow for a wide range of participants from the PPG community, including EMC. With a specific focus, whether it's a sustainability topic or a collective impact project, the working group and cluster model ensures that the right stakeholders are present. As a public-private partnership, priority is given to maintaining strong representation from business leaders and municipal governments, while allowing flexibility in broader committee representation. The aim is to maintain legacy partners, while bringing in new voices on a regular basis.

Consortiums

PPG's consortium model provides a forum where members, tasked with achieving similar sustainability goals within their respective organizations, can convene to share knowledge and learn from industry experts. Convening amongst peers allows the group to source solutions to common challenges, share resources, learn from the experiences of others and gain recognition. Providing the service of a convener to the IC&I community deepens TRCA's engagement with members and improves the financial health of PPG.

MEMBERSHIP VALUE PROPOSITION

PPG constantly strives to ensure member organizations see value in their involvement in programming and events. Whether it's through profiling the work and achievements of members through case studies, planning events centered around topical environmental issues, or organizing programming in line with sustainability-related priorities of the PPG community, membership value will continue to evolve over the next five years. A revised membership fee structure will be rolled out in 2020 which will clarify the benefits and value provided to members and simplify the fee structure.

To determine the elements of membership that are most important to PPG members, a survey was created and distributed via direct email at our events and in our monthly newsletter.

Member Feedback

PPG provides value to members in a number of different ways, most notably through networking opportunities with industry peers. Networking is facilitated in the form of committee membership, consortiums, collaborative groups, and networking events throughout the year.

Other important elements that members indicated add value included creating environmental leadership opportunities, being recognized within the Pearson Eco-Business Zone, knowledge sharing with industry peers, and having access to sustainability experts and professional development.

Members also identified areas where we can enhance value such as the creation of case studies highlighting success stories and environmental initiatives of members, lunch and learn activities, thought-leadership opportunities, how-to-guides, webinars and training sessions.

With sustainable business practices becoming a priority for many businesses, areas of interest have become more diverse. Over the last decade, PPG has focused on four primary performance areas: communications and engagement, energy, waste, and water. Member feedback shows that our pre-existing performance areas remain relevant to members while there is interest in expanding in to other areas (e.g. buildings, clean technology, and transportation) as shown in Figure 1.

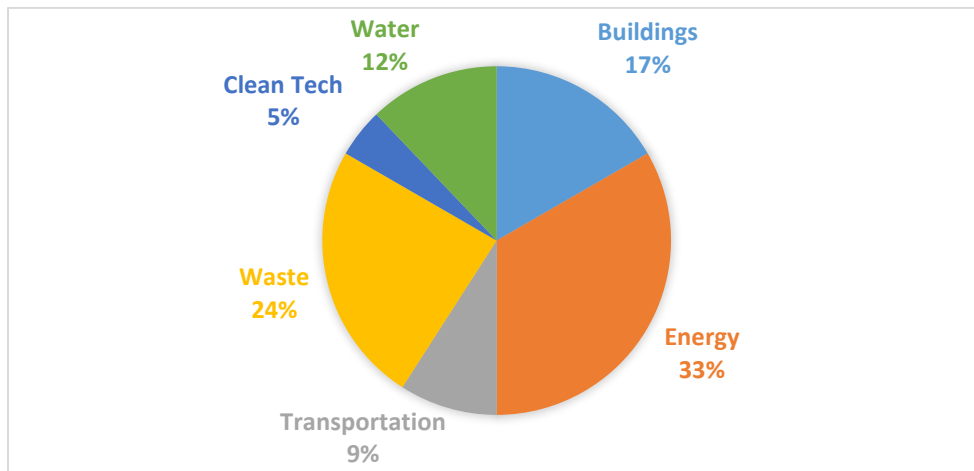


Figure 1. Performance Areas members would like PPG to be involved with

NEW STRATEGIC REFRESH AND PERFORMANCE AREAS

As our research has shown PPG's current performance areas strongly resonate with our members. With that mind, we see opportunities to improve the effectiveness of our strategic approaches within our performance areas. This allows us to respond to changing policies and legislation, emerging sustainability issues, economic development and collective implementation opportunities.

The new strategic refresh, as depicted in Figure 2, outlines the program and focus area delivery model and identify how we support our members: growing the partnership, collective impact and reporting, and improving alignment and embedding sustainability. More specifically, we:

- Engage new stakeholders, expand services, and identify specific topic areas included within the performance areas
- Take a systems approach (e.g. energy-water, waste-water and energy-buildings-transportation) to problem solving, capture the co-benefits of collective impact projects, and report on progress
- Improve alignment with our members and embed sustainability into projects and decision-making

Within each of our performance areas we will support our members through:

- Networking
- Peer-to-peer learning and case studies
- Innovation
- Performance tracking
- Recognizing performance and best practices
- Brokering collective and individual impact projects

The following strategic performance areas will be maintained and expanded upon, where appropriate:

- I. Energy performance and low carbon transportation
- II. Waste management
- III. Water stewardship
- IV. Communications and engagement

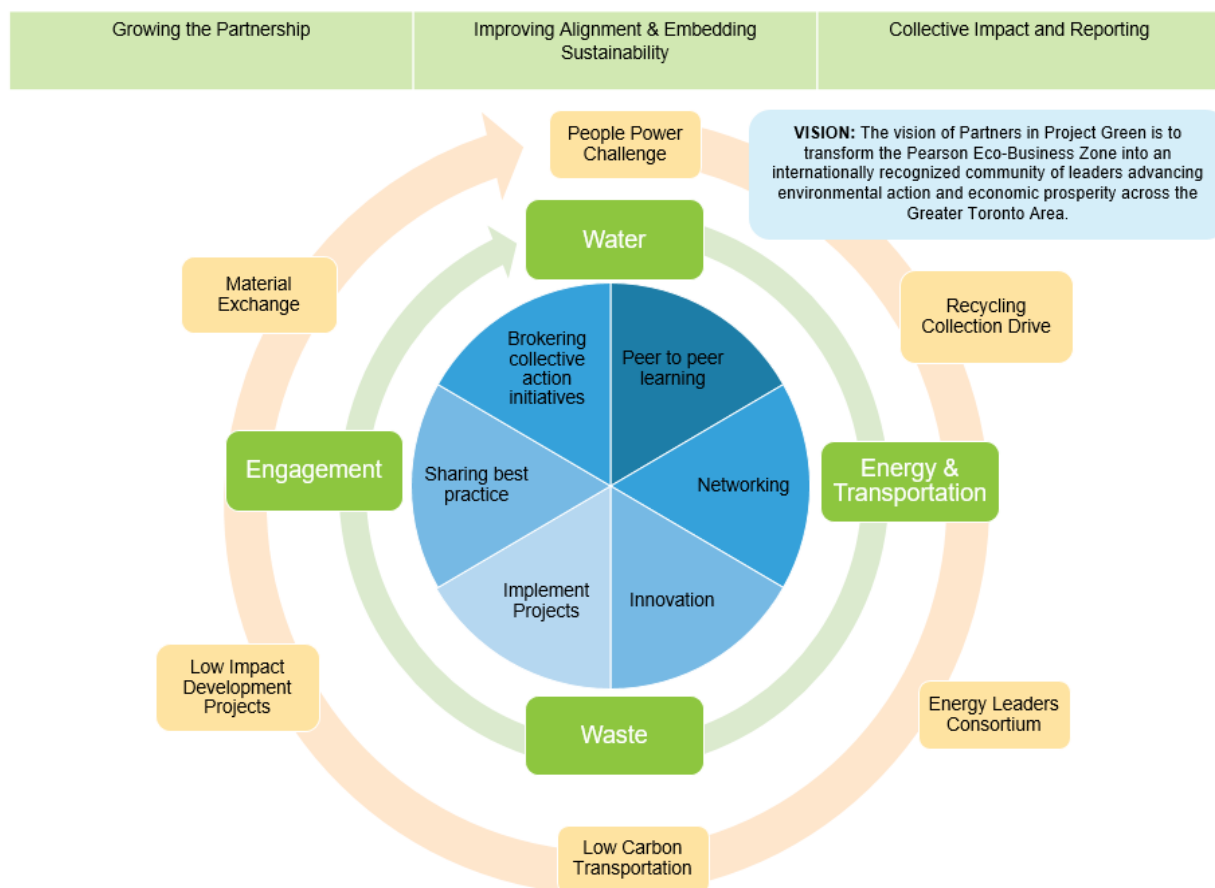


Figure 2. PPG's Strategic Refresh – program and focus area delivery model

ENERGY PERFORMANCE AND LOW CARBON TRANSPORTATION

The energy performance area is renamed energy performance and low carbon transportation. This change better reflects the priorities of our municipal and business partners to create low carbon and resilient communities by taking action to address climate change. Greenhouse gas emissions from transportation, industry and buildings represent the three largest-contributing sectors in Ontario. As municipalities and businesses prepare for increasing populations and employment growth, the ability to improve energy efficiency in buildings and industrial processes, convert to low carbon electricity and develop reliable energy systems within the IC&I sector is crucial. In addition, the ability to promote low carbon transportation systems to move people and goods will help drive economic benefits while reducing greenhouse gases and improving air quality. Helping our community transition to more reliable, cost-effective and emissions-free energy and transportation systems strengthens our municipalities and allows employers to more effectively contribute to our local economies.

Energy performance and low carbon transportation builds on past work by focusing on programming that convenes peers and provides one-on-one support for member municipalities and businesses. The performance area focusses on two key strategic approaches:

- Provides guidance and tools to embed energy management in the fabric of member organizations
- Identifies and targets systems-level approaches that accelerate sustainability projects through identification of co-benefits across traditionally isolated groups in energy, buildings, and transportation

In order to deliver on these strategic approaches, we will work in the following areas:

Energy Efficiency

Expanding strong relationships with industrial, commercial and small-medium enterprises, PPG will design new energy programs to help businesses overcome hurdles faced when implementing energy efficiency projects (e.g. tailored energy programs for small-medium sized enterprises). One of the ways companies can improve energy efficiency is by implementing new information technology (IT) systems that can collect, aggregate and report data to help identify opportunities for efficiencies.

Expand Low Carbon Transportation Strategies and Collective Impact Projects

Goods-movement and human transportation systems are enmeshed across all modern industries and the lives of (GTA) residents. Electrification of vehicles, increased ability to generate renewable natural gas from municipal waste, and the introduction of autonomous and aerial vehicles are revolutionary new technologies that will change our regional transportation networks. These technologies, as well as large-scale transit projects such as Toronto Pearson mobility hub and GO station expansions in employment zones which present new opportunities to our members, as well as new challenges for infrastructure planning. This is especially true as it relates to major transit station areas and density targets within the growth plan for the Greater Golden Horseshoe.

Following the success of our collective impact project model for [electric vehicle infrastructure](#), PPG works with municipalities and businesses to develop strategies and implement pilot projects that support zero or low carbon transportation options for moving both people and goods (e.g. expanding mobility hubs, last mile solutions, improved urban deliveries, increased active transportation and carpooling options for commuting, self-driving pilots, etc.).

Supporting Innovation in Regional Energy Mapping, Smart Grid and Renewables

As the economy moves further into the era of “the electrification of everything”, the complexity of interactions between industry and the grid will increase, requiring careful management of both electricity supply and demand. PPG is uniquely positioned to support local government and utilities in implementing innovative technologies and management strategies that contribute to a more reliable, cost-effective and cleaner electricity grid, while also working with industry to implement new technologies to ease stress on the electrical system.

WASTE MANAGEMENT

Diverting waste through reduction, reuse and recycling within the IC&I sector can help lower costs for businesses and support local communities. The impacts of waste materials on the natural environment (such as the prevalence of plastic in our watersheds) and human health are becoming better understood. A systematic approach to waste management is needed to address these issues. The performance area focusses on two key strategic approaches:

- Avoidance of waste disposal into the natural environment, such as landfills or watersheds
- Support for the reduction and recovery of resource materials

In order to deliver on these efforts, PPG may focus on specific resource materials (e.g. carpets, furniture, organics, plastics, single-use and takeaway items, and textiles) and we will work in the following areas:

Ontario End-Markets:

Utilizing the knowledge gained from the materials exchange program which facilitated the exchange of materials between businesses and not-for-profit organizations, we will enable the development of Ontario end-markets by supporting local solution providers to capture materials for reuse, repurposing and recycling. This includes introducing waste generators to local end-markets, and giving solution providers access to waste generators through events, programs and member introductions.

Zero Waste Strategies:

Through one-on-one member support, PPG will develop circular economy and long-term waste management strategies that rethink and redesign how waste is generated and diverted. This process will engage management, employees, and supply chain vendors to improve waste management practices.

PPG will also develop a consortium comprised of industry and municipal leaders to share best practices on a variety of waste diversion challenges and solutions. The group will identify new and upcoming waste diversion trends, meet with innovative solution providers, share information and resources on new approaches to diverting material, participate in tours that profile new solutions, set group targets to capture more material, and consult on waste-related topics.

Municipal and Corporate Engagement through Restoration Events:

Events will include tree plantings to support canopy cover and green infrastructure, and community cleanups to divert waste from watersheds. These events will restore the natural environment, inspire employees to improve their waste management practices, and increase organizational commitments on waste diversion.

IC&I Collection Programs:

Building on the success of Recycling Collection Drive where participating organizations and employees collect and recycle textiles, we will explore new programming that brings municipalities and businesses together to increase the capture of post-consumer waste using IC&I collection programs. This will reduce the burden on municipal collection programs and make waste collection more accessible to the public, enabling businesses to support residents, consumers, and the municipalities in which they operate. This can include both temporary campaigns and permanent takeback programs.

WATER STEWARDSHIP

The water stewardship performance area is designed to promote best practices in water management, improve on-site flood resiliency to adapt to, and mitigate the effects of climate change, build collaborative stewardship models, adopt innovative water technologies, and create sustainable business communities within the IC&I sector. This performance area directly aligns with TRCA's mandate to ensure the conservation, restoration and responsible management of Ontario's water. The program facilitates the direct interaction between the business community and sustainability-focused government programs and initiatives to achieve effective implementation and replicable project examples in our jurisdiction. The performance area will focus on three key strategic approaches:

- Improved on-site stormwater management
- Reduced process water footprint
- Reduced wastewater discharge contaminant volumes

Water stewardship will maintain its focus and enhance its capabilities within the following areas:

Low Impact Development and Green Infrastructure:

- Implementation of on-site stormwater management opportunities including efforts on PPG member sites to reduce volume runoff, improve runoff quality, and mitigate extreme, weather-related flood risk for regional, private stakeholders
- PPG will develop a cluster group of interested businesses to support the implementation of on-site, low-impact development technologies that align with GTA municipalities stormwater programs and regulations.

Water Efficiency Projects:

- Facilitation of on-site process water and wastewater footprint reduction opportunities (e.g. implementation of innovative systems or operational best practices) in direct partnership with municipal conservation programs to conserve freshwater resources and improve sanitary discharge quality and volumes
- PPG will develop a working group or cluster to influence water-energy nexus, utility-based implementation projects that reduce operational footprints, improve process efficiency, utilize innovative technologies or best practices, and reduce the production of greenhouse gases at a scalable level to achieve regional offset goals.

COMMUNICATIONS AND ENGAGEMENT

Communications and engagement for PPG offers unique ways in which member companies, their employees, and other companies can become involved with PPG. Traditionally, this has been accomplished through engagement in specific activities including:

- **Events:** Every year, PPG hosts a variety of events ranging from our spring and fall networking workshops and conferences, to corporate and family tree planting, paddling tours, and site-specific facility tours.
- **Sharing best practices:** Throughout our various communications outlets, PPG develops and shares case studies of our members. We also identify speaking opportunities for our members at regional and national conferences.
- **People Power Challenge:** Each year employee teams from different companies compete in a series of challenges for prizes and bragging rights. Challenges involve promoting awareness of environmental issues amongst the participants' staff, customers and stakeholders, actions to improve the environment such as tree-planting or litter clean-up events, and workplace challenges to integrate sustainability initiatives into the business year-round.

While maintaining the important role that these engagement activities serve, the role of communications and engagement will evolve over the next five years to emphasize the support provided to our members engaged throughout all of our performance areas.

Specifically, there are several areas which communications and engagement will support PPG:

Enhancing Value for Members:

Beginning in 2020, PPG will update the terms, benefits, and pricing of membership based on the input of staff, members, and other stakeholders. This update will aim to clarify benefits provided to members, while providing a financial model that will sustain a range of activities for PPG throughout the year.

Facilitating Dialogue Amongst Stakeholders:

Sustainability is not something that can be achieved by an individual or a single company. Incorporating sustainability best practices, in terms of construction, operations and decommissioning, into the design and programming of employment sites and major projects will remain a focus area for us. In addition, we will bring together diverse stakeholders for constructive discussion, leading towards action through our conferences and other events.

Recognizing Achievements, Replicating Success:

Starting with the *Collective Impact* book project in 2019, which celebrates the first 10 years of PPG's history, there will be renewed efforts to support and identify successful sustainability projects of our members and community. We will share these successes with our membership in a compelling way, combined with additional tools and resources to promote replication and scaling up of projects by others.

MEASURING PROGRESS

PPG believes that reporting on sustainability metrics and target-setting is essential in providing leadership in sustainability. Currently, PPG tracks some metrics on our programs, however to further benchmark where we are today and how we can support our members in the future, we need to work with our members to track, monitor and take action on key performance indicators, if they are not already being measured. Sustainability reporting can take a variety of forms and can be modeled to meet regulations and/or a number of national and internationally-recognized standards. A consistent reporting protocol, internal to the organization, is important in securing cross-departmental support and accountability to ensure the success and cost-effectiveness of sustainability initiatives. External reporting is valuable in influencing business peers and raising the bar on sustainability.

For these reasons, PPG will work with corporate and municipal members to develop organizational key performance indicators, set targets and develop reporting protocols. Where targets and reporting protocols already exist, PPG will work with members to help achieve targets.

While there is flexibility on what sustainability metrics are tracked and reported on, PPG requests that members commit to the following outcomes:

In 2020:

- Identify key performance indicators or sustainability metrics for their organization (e.g. environment, economic and/or social indicators)
- Put in place a monitoring, reporting, verification and benchmarking (MRV+B) protocol for key performance indicators or sustainability metrics

In 2021:

- Establish municipal or corporate sustainability goals and/or targets that can be measured using provincial, national or international standards (e.g. [Paris Agreement](#), [UN SDGs](#), [Energy Star](#), [ISO 50001](#), [Global Reporting Initiative](#), [Climate Disclosure Project](#), [Science-Based Targets](#), [Climate-Related Financial Disclosures](#))

In 2022:

- Publicly disclose progress including:

- Releasing an annual report stating progress to meeting sustainability targets
 - Providing PPG with a public communications release on annual progress
 - Providing PPG with a public communications release on an initiative (i.e. a case study) demonstrating leadership in achieving sustainability goals
- Where appropriate, provide metrics at a facility level within the Pearson Eco-Business Zone and/or TRCA's region

PPG will support members in achieving the above through:

- one-on-one advising
- connecting members to available third-party educational materials and training sessions
- developing and providing workshops on reporting and goal setting
- providing access to reporting tools
- assisting them to meet regulations (e.g. energy and water reporting & benchmarking program).

FISCAL SUSTAINABILITY

PPG will continue to ensure fiscal stability and sustainability by diversifying funding sources and looking at new business models.

PPG's co-management model with the business community (executive level participation with financial, and in-kind contributions), municipal staff (financial and in-kind contributions), and elected officials has had an exceptional track record of securing self-generating revenues from both the public and private sectors. Between 40-45% of PPG's annual revenue is linked to municipal support, with the balance coming from the private, provincial and federal sectors which includes sponsorships, grants and fee-for-service contracts.

Additional opportunities exist to pursue other levels of government and new business models that include working with industry, boards of trade and environmental, health and social not-for-profit organizations with mandates aligned with that of PPG.

A target portfolio should achieve greater balance and funding stability. PPG will strive to achieve the following balanced portfolio of revenue:

- 40% Municipal funding
- 40% Business (memberships) and other self-generated funding (e.g. event fees, sponsorships, fee-for-service and other business models)
- 20% Other government funding (grants and contributions)

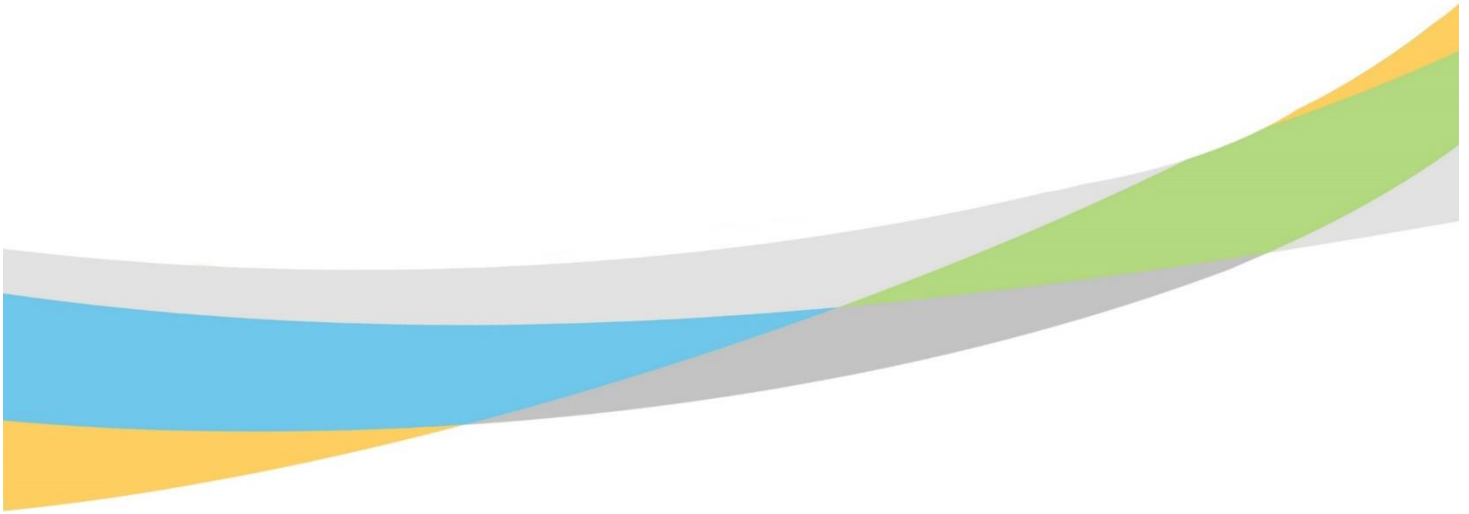
Appendix A: PPG's Alignment with TRCA and Projected Accomplishments

TRCA Strategies ²	Partners in Project Green Projected Accomplishments	Performance Metrics	Partners in Project Green Key Performance Areas
Strategy 1: <i>Green the Toronto Region's Economy</i>	Further assist businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance by integrating more sustainable technologies and projects Continue commitment to the Pearson Eco-Business Zone while expanding efforts in other employment lands across TRCA's jurisdiction Retain and attract green investment in the employment lands of the GTA watersheds within the Pearson Eco-Business Zone and beyond	# of projects implemented # tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached	All performance areas: water stewardship, waste management, energy performance, and communications and engagement
Strategy 2: <i>Manage our Regional Water Resources for Current and Future Generations</i>	Support low-impact development projects with municipalities and businesses to improve stormwater management as a part of broader climate resilience and green infrastructure priorities Identify opportunities to reduce process and wastewater footprint to maximize environmental benefits and minimize costs incurred through water clusters and water-specific network events	# litres of water reduced # litres of water avoided in new developments # of organizations reached	water stewardship, waste management, and communications and engagement
Strategy 5: <i>Foster Sustainable Citizenship</i>	Host the annual People Power Challenge employee engagement program with participating members and non-members Host community restoration events such as clean-ups and tree planting with member organizations and their families and friends near employment lands Member attendance at various PPG and member organized events including networking events and facility tours	# of organizations reached # of individuals reached (as defined by # of employees in participating organizations) # tonnes of material kept out of landfill from waste clean-ups	All performance areas

² Only those TRCA strategies that PPG support are listed here. For a complete list of all TRCA strategies, see <https://trca.ca/about/governance-reports/strategic-plan/>

	TRCA staff participation in stakeholder engagement consultations, external committees and at conferences and events		
Strategy 6: Tell the Story of the Toronto Region	Engage with stakeholders by ensuring business, government and community participation at PPG events and have PPG staff representatives participate in consultations, committees, conferences, and events	# of organizations reached # of individuals reached	communications and engagement
	Communicate environmental progress and ongoing opportunities identified through the PPG website , newsletters, case studies, reports, internal committees, working groups, clusters, consortiums, TRCA social media, and through special communications projects such as a 10 year anniversary book		
Strategy 7: Build Partnerships and New Business Models	Advance new business models to ensure efficient program delivery and financial sustainability including working with industry, boards of trade, municipal economic development officers, and environmental, health and social not-for-profit organizations with mandates that align that of PPG	% of self-generated revenue # of organizations reached # of members	All performance areas
	Expand PPG's consortium model to include businesses within sectors facing similar sustainability issues		
	Continue to improve fiscal sustainability by continuously diversifying funding sources and looking at new funding opportunities		
Strategy 8: Gather and Share the Best Sustainability Knowledge	Continue to deliver and host knowledge-sharing events, committees, working groups, clusters, consortiums and events of new technologies, ideas, and innovative applications	# of individuals reached # of organizations reached % of self-generated revenue	All performance areas
Strategy 9: Measure Performance	Work with businesses to establish sustainability targets, metrics, and goals to track performance and report externally	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced	All performance areas

	Refine performance indicators for PPG and report the collective impact of projects across the Pearson Eco-Business Zone	# litres of water reduced	
Strategy 10:	Provide guidance and motivation for businesses to pilot and adopt new technologies to improve their environmental performance	# of projects implemented	All performance areas
Accelerate Innovation	Continue to deliver and host knowledge-sharing events, committees, working groups, clusters, consortiums, and events of new technologies, ideas, and innovative applications	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached # of individuals reached	
Strategy 12:	Continue commitment to the Pearson Eco-Business Zone while expanding efforts in other employment lands across Toronto's Region	# of projects implemented	All performance areas
Facilitate a Region-Wide Approach to Sustainability	Collaborate with neighbouring municipalities and conservation authorities to encourage the adoption of the PPG model to drive sustainability performance	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached # of individuals reached	
	Continue to explore project ideas that can be implemented by members in PPG's collective impact project model and expand programming to meet the evolving needs of our partners		



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Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Derek Edwards, Director, Parks and Culture

RE: **BLACK CREEK HISTORIC BREWERY**
Request for approval to undertake a competitive process to operate the brewery

KEY ISSUE

Report on received proposal from byPeterandPauls.com for the ownership or license to operate the Black Creek Historic Brewery and request for approval to undertake a competitive process to operate the brewery.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) has been in an external partnership for the operation of Black Creek Historic Brewery (BCHB) since 2009, the most recent partnership with All or Nothing Brewhouse ending on December 31, 2018;

AND WHEREAS TRCA received an unsolicited proposal from byPeterandPauls.com, the current exclusive Food Service vendor at Black Creek Pioneer Village (BCPV) and Kortright Centre for Conservation (KCC) for the ownership and operation of the Black Creek Historic Brewery;

AND WHEREAS TRCA staff have been exploring the feasibility of transfer of ownership of BCHB operations versus granting an exclusive license to BCHB;

THEREFORE, LET IT BE RESOLVED THAT staff be authorized to prepare a Request for Proposal for exclusive license to operate the BCHB, subject to terms and conditions satisfactory to staff and TRCA's solicitor;

AND THAT staff be directed to undertake a competitive process and report to the Board with the results.

BACKGROUND

In 2008, TRCA was approached by Trafalgar Ales and Meads regarding their interest in operating a brewery at Black Creek Pioneer Village. At Executive Committee Meeting #10/08, held on December 12, 2008, Resolution #B168/08 was approved to establish and operate BCHB. The brewery was established to help generate revenue by attracting a more diverse clientele to Black Creek Pioneer Village. The brewery was also a means of connecting visitors to the historical production and consumption of ale in Southern Ontario.

Subsequently, on April 29, 2009, TRCA and Pioneer Brewery Ltd (PBL) signed an agreement to jointly operate BCHB from June 10, 2009 to December 31, 2015 through its subcontractor Trafalgar Ales and Meads. The contract was renewed for an additional three (3) years from January 1, 2016 to December 31, 2018 following approval by Resolution #265/15 at Authority Meeting #12/15, held on January 29, 2016.

Item 8.3.

The contract included the operations of an on-site brewery for demonstration purposes, and production of beer to be sold on-site, as well as the operation of an off-site commercial brewery to produce beer to be sold at the LCBO, the Beer Store and retail outlets, for which TRCA received royalty payments. TRCA subcontracted the services of an on-site brew master from PBL to conduct on site brewing duties, with costs being offset through on-site beer sales and tastings.

In June of 2016, Trafalgar Ales and Meads and Pioneer Breweries Ltd. was sold to All or Nothing Brewhouse. The terms of the contract between All or Nothing Brewhouse and TRCA remained unchanged for the balance of the term until December 31, 2018. TRCA decided not to renew the contract with All or Nothing Brewhouse as the parties could not come to mutually acceptable financial and operating terms and conditions.

TRCA remains in ownership of the BCHB name, branding and all beer recipes related to BCHB. To continue operations, a partner is required to own all licenses required to brew commercially (including CRA Business Number, Excise Duty License, etc.) and be responsible for all expenditures incurred in the brewing, packaging, distribution and marketing.

On Site Brewery

BCHB became an integrated feature of BCPV, providing an experiential educational opportunity for visitors on an annual basis. Visitors interacted with BCPV's historical interpreters and took part in interactive education programs to explore the history of beer, brewing and society in 19th century South Central Ontario. Visitors could also taste and purchase specialty ales made onsite that mimic popular historic brews.

LCBO Sales

BCHB launched its first beer in the LCBO in November 2010. In 2018, there were two permanent listings (Rifleman's Rations, Canadian Frontier) and one seasonal listing (Pioneer Pumpkin Ale), in more than 100 LCBO stores. The beer was also available in approximately 10 Beer Stores in Toronto and the GTA and approximately 40 Grocery Stores (Including Loblaws, Sobeys and Metro) in Ontario.

RATIONALE

At Executive Committee Meeting #11/17, held on January 12, 2018, Resolution #B125/17 was approved as follows:

"THAT the Chief Executive Officer and Chair of the Authority be authorized to award Contract #10004550 for Food Service and Public Events at Black Creek Pioneer Village and Kortright Centre for Conservation, subject to terms and conditions satisfactory to Toronto and Region Conservation Authority (TRCA) staff and solicitor;

THAT authorized TRCA officials be directed to take such action as is necessary to complete negotiations with the preferred proponent in line with the parameters outlined in the staff report;

AND FURTHER THAT staff report back as required after award of the contract."

Following the aforementioned resolution, TRCA engaged in contract negotiations with byPeterandPauls.com. A mutually acceptable agreement was executed on August 15, 2018.

Item 8.3.

The partnership between TRCA and byPeterandPaul.com brings business and audience growth potential for both parties, strengthens brand recognition, and provides value added services and experiences for users and partner groups.

In March 2019, TRCA received an unsolicited letter of intent from byPeterandPauls.com proposing to take over the ownership of the names, branding and recipes of BCHB. In exchange, byPeterandPauls.com would provide TRCA with a percentage of the revenue of all gross sales in the form of royalties and assume the responsibility for all related expenditures including: the commercial brewing and licenses, sale of the beer, distribution, marketing, packaging, the sale of branded merchandise, tasting demonstration, and the continued facilitation of limited onsite demonstration brewery.

In their unsolicited letter of intent, byPeterandPauls.com stated their commitment to:

- Continuing guided demonstration/ tastings on site and absorbing all costs of providing this service
- Maintaining the beer styles and ensuring authenticity, while enhancing and refreshing the branding
- Media engagements and increased brand awareness
- Increased distribution and sales
- Producing and selling merchandise that features and reinforces the branding and creates further awareness about the beer and brewery
- Continuing to receive TRCA approval on all branding and recipe updates

TRCA is interested in determining whether further market interest exists to promote the Black Creek brand, provide for an interactive and immersive village, experience and make BCPV more marketable to a wider audience.

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

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

Strategy 6 – Tell the Story of the Toronto Region

An on-site demonstration of historic brewing methods, as well as the use of historic beer recipes, tells the story of the region's rich history in ways that can be experienced through taste.

Strategy 7 – Build partnerships and new business models

This partnership will attract new user markets to Black Creek Pioneer Village, contributing to further growth within the Tourism and Recreation Service Area.

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Date: April 15, 2019

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **REQUEST TO NEGOTIATE AND ENTER INTO A SERVICE AGREEMENT WITH THE CITY OF TORONTO TO CONSTRUCT THE ASHBRIDGES BAY TREATMENT PLANT LANDFORM AND FOR APPROVAL TO OBTAIN A LETTER OF CREDIT TO MEET DEPARTMENT OF FISHERIES AND OCEANS REQUIREMENTS**

KEY ISSUE

Approval from the Board of Directors to negotiate and enter into a service agreement with the City of Toronto to construct the Ashbridges Bay Treatment Plant Landform and to obtain a letter of credit to be provided to the Department of Fisheries and Oceans as per the Fisheries Act Authorization required under s.35(2)(b) of the Act.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA), in partnership with the City of Toronto, undertook a Conservation Ontario Class Environmental Assessment to address erosion and sediment issues at Ashbridges Bay and Coatsworth Cut which was approved in February 2015;

WHEREAS TRCA in partnership with the City of Toronto completed detailed design in 2018 for the Ashbridges Bay Treatment Plant Landform based on the concept approved through the Class Environmental Assessment process;

WHEREAS Toronto Water received approval from City Council on April 16, 17 and 18, 2019 to negotiate, enter into, and execute an agreement with TRCA to construct the Ashbridges Bay Treatment Plant Landform;

WHEREAS the Department of Fisheries and Oceans requires TRCA to obtain authorization for the in-water works and to construct offsetting habitat as part of the Fisheries Act Authorization required under s.35(2)(b);

WHEREAS the Department of Fisheries and Oceans requires that a letter of credit be issued to them for the cost to implement the habitat offsetting plan;

WHEREAS the cost estimate TRCA has calculated for the habitat offsetting plan is approximately \$2 million;

THEREFORE LET IT BE RESOLVED THAT staff be authorized to negotiate, enter into and execute one or more service agreements with the City of Toronto (Toronto Water) to construct the Ashbridges Bay Treatment Plant Landform;

AND FURTHER THAT TRCA staff be authorized to obtain a letter of credit to be provided to the Department of Fisheries and Oceans for the habitat offsetting plan which is estimated

Item 8.4.

to cost approximately \$21,000 annually;

AND FURTHER THAT an update on the status of the Ashbridges Bay Treatment Plant Landform project be brought forward to the Board of Directors as part of any additional reporting associated with procurements and the anticipated request from the City for land transfers.

BACKGROUND

On May 2, 2012, TRCA was notified of the Toronto Council decision on April 10 and 11, 2012 to direct Toronto Water to enter into a joint initiative with TRCA to lead an Environmental Assessment Study that considers a landform south of the Ashbridge's Bay Wastewater Treatment Plant, to provide for the construction of the Coatsworth Cut stormwater treatment wetland and combined sewer overflow high-rate treatment facility, and that integrates these projects with other projects planned for the area.

At Authority Meeting #5/12, held on June 22, 2012, RES.#A96/12 provided staff direction to lead the Environmental Assessment Study, in collaboration with Toronto Water, Parks, Forestry and Recreation, Toronto Waterfront Secretariat, and Toronto Waterfront Revitalization Corporation. TRCA then proceeded to undertake a Conservation Ontario Class Environmental Assessment (Class EA) to support the advancement of the project, resulting in the study entitled "Ashbridges Bay Erosion and Sediment Control Project – Conservation Ontario Class EA". This Class EA study identified a preferred alternative that consists of erosion and sediment control structures that integrate with the lakefill area required for the City's planned facilities and provides a long-term solution to address the sedimentation issue with the Coatsworth Cut navigation channel which TRCA currently maintains through a \$250,000 per year dredging program.

In June 2014, Toronto City Council authorized the finalization of the Environmental Study Report for the Class EA and authorized Toronto Water to undertake the detailed design of the Ashbridges Bay Treatment Plant Landform Project as a joint initiative to be led by TRCA. In 2017, TRCA coordinated the detailed design for the Ashbridges Bay Treatment Plant Landform, incorporating the approved design concepts as outlined in the City of Toronto's Coatsworth Cut and Don River and Central Waterfront EAs and TRCA's Ashbridges Bay Erosion and Sediment Control EA. The detailed design process was completed in 2018 and a permit application was submitted to Transport Canada, Department of Fisheries and Oceans (DFO) and Ports Toronto permit reviews and authorizations are currently in progress.

The final design of the Ashbridges Bay Treatment Plant Landform Project (Attachment 1) consists of approximately 27 ha of new land (lakefill) and is composed three distinct elements:

- a 16.4 ha land base protected by an armourstone headland-cobble beach system and a rip rap revetment;
- a 710 m long central breakwater, constructed from the west side of Coatsworth Cut; and
- a smaller 100 m long east breakwater, constructed from the southernmost headland of Ashbridges Bay Park.

Integration of aquatic habitat was also a key element of the design to align with TRCA's aquatic habitat enhancement priorities on the waterfront and to also meet DFO regulatory requirements. The construction of the project results in the loss of approximately 20 ha of open coast aquatic habitat within Lake Ontario, and as such, DFO requires construction of offsetting habitat as part of the Fisheries Act Authorization required under s.35(2)(b) of the Act. Options for offsetting aquatic habitat include: establishing offsite productive aquatic habitat before lakefilling or creating a negative impact, and establishing on-site productive aquatic habitat during construction.

Item 8.4.

The project will incorporate several measures to improve on-site local fish habitat including:

- four submerged rock shoals within the headland-beach system;
- submerged rock piles, anchored log tangles and tree wads in the cobble beaches;
- a shoreline naturalization area near the opening of Coatsworth Cut along the central breakwater, and gravel fill along the inner bend of the central breakwater;
- a vertical sunken tree field at the inner bend of the central breakwater; and
- submerged rock berms along the east breakwater.

An irrevocable Letter of Credit is required by DFO with every Fisheries Act Authorization application (i.e. otherwise referred to as a DFO permit) under s.35(2)(b) of the Act to cover the costs of implementing the aquatic habitat restoration work should it not be completed by the proponent as required. The exceptions to this requirement only apply if the applicant is Her Majesty in right of Canada, Her Majesty in right of a province or the government of a territory. The City of Toronto and TRCA do not qualify as provincial government organizations. While TRCA, Credit Valley Conservation Authority, and Conservation Ontario have asked to qualify for this exception DFO has advised that there are no substitutes for a Letter of Credit (e.g. letter of commitment, cash etc.). TRCA has estimated the cost of the offsetting aquatic habitat compensation work at approximately \$2 million. This value will be confirmed by DFO through the authorization process.

RATIONALE

The Ashbridges Bay Treatment Plant Landform Project achieves the following:

- a land base for the City of Toronto's High Rate Treatment Plant as identified in the Coatsworth Cut and Don River and Central Waterfront EAs;
- erosion control and long-term shoreline protection for City of Toronto facilities;
- diversion of sediment from the navigation channel at Coatsworth Cut, eliminating the need to dredge the channel for several decades;
- public access along portions of the waterfront; and
- enhancement of fish habitat along the shoreline and newly created embayments.

On April 16, 17 and 18, 2019 City Council authorized the General Manager, Toronto Water to proceed with the construction of the Ashbridges Bay Treatment Plant Landform Project in accordance with the detailed design completed by TRCA in 2018. In addition to this, the General Manager, Toronto Water, was authorized to negotiate, enter into and execute one or more agreements as may be necessary with TRCA for the construction of the project on an actual direct construction cost recovery basis plus a reasonable administrative fee not to exceed five percent of the project cost.

In addition to this authorization to the General Manager, Toronto Water, City Council also authorized the City's Chief Financial Officer and Treasurer, in consultation with the City Solicitor and the General Manager, Toronto Water, to issue on behalf of the City and to sign all documentation related thereto, security in a form acceptable to DFO including a Letter of Credit if so required, in the amount required by DFO to cover the aquatic habitat compensation work up to a maximum of \$3 million, on such terms and conditions as are satisfactory to them, as may be necessary to obtain the permit approvals required for the project.

The City of Toronto and TRCA's desire is to commence work for this project on July 1, 2019 to align with restricted activity fisheries timing windows. In-water works will be conducted during the period of July 1 to March 31 to protect fish during critical life processes. The timing and need for fill

Item 8.4.

material to construct the project overlaps with the generation of surplus fill materials from three other Toronto Water projects near the project site: The Don River and Central Waterfront (Phase 1) Tunnel, the Ashbridges Bay Treatment Plant Outfall Tunnel, and the Ashbridges Bay Treatment Plant Integrated Pumping Station.

Transfer of fill material generated by these projects will offset costs otherwise incurred to dispose of the excess material off-site. Transfer of up to 1.2 million cubic metres of fill material from the three above-noted Toronto Water projects to the site can generate up to \$21M of savings to those projects (compared to the cost of hauling the fill material to landfill for disposal). The construction sequencing plan was developed to maximize this opportunity by aligning the construction schedule of the three other projects with the construction schedule of the new landform, and there is little room for schedule slippage. Construction must begin in July 2019, with the Cell 1 berm and east breakwater completed by March 31, 2020. Delaying the project will result in the loss of the 2019 in-water construction window, in addition to \$3.3M of lost savings and 171,000 cubic metres of fill material redirected to an alternate site.

This report is recommending that TRCA enter into agreements to implement and construct the project which requires TRCA to negotiate, enter into and execute a service agreement with the City of Toronto. As well, to meet a July 1, 2019 construction start, TRCA has undertaken the necessary planning work for the required DFO authorization and habitat offsetting plan. The submission of the authorization and securing of a letter of credit for the value of the construction of the off-setting habitat must be completed in the first week of May 2019 for the project to remain on schedule as per the review timelines specified by DFO.

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

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

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

Strategy 7 – Build partnerships and new business models

Strategy 12 – Facilitate a region-wide approach to sustainability

FINANCIAL DETAILS

The estimated project cost for construction of the Ashbridges Bay Treatment Plant Landform Project is \$96.0 million net of all applicable taxes (\$97.7 million net of HST recoveries). TRCA will work with the City of Toronto to further refine the implementation budget prior to signing a service agreement to undertake the work.

The value of the letter of credit for DFO is being estimated at \$21,000 annually. This reflects a 1.05% rate on the estimated \$2 million for the construction of the habitat offsetting plan. Funds to support the letter of credit will be recovered through the service agreement with the City of Toronto and tracked under account code 183-02.

DETAILS OF WORK TO BE DONE

Upon approval from the Board of Directors, TRCA will continue to work with Toronto Water to negotiate the completion and execution of the service agreement for implementation of the project. The final authorization package for DFO will also be submitted the first week of May 2019.

Additional procurement reports associated with construction and materials will be brought forward to the Executive and/or Board of Directors as per project sequencing. It is also anticipated that a report pertaining to property transfers will be brought forward at later stages of the project. The City of Toronto has indicated that they will request the conveyance of a portion of the water lot

Item 8.4.

owned by TRCA upon which the landform is to be built. This conveyance of land would be subject to the reservation of an easement in favour of TRCA in, under, over or through those portions of the landform necessary for access to and maintenance of any erosion control structures associated with the project. Further details will be presented to the Board of Directors for their consideration after further discussions with the City of Toronto.

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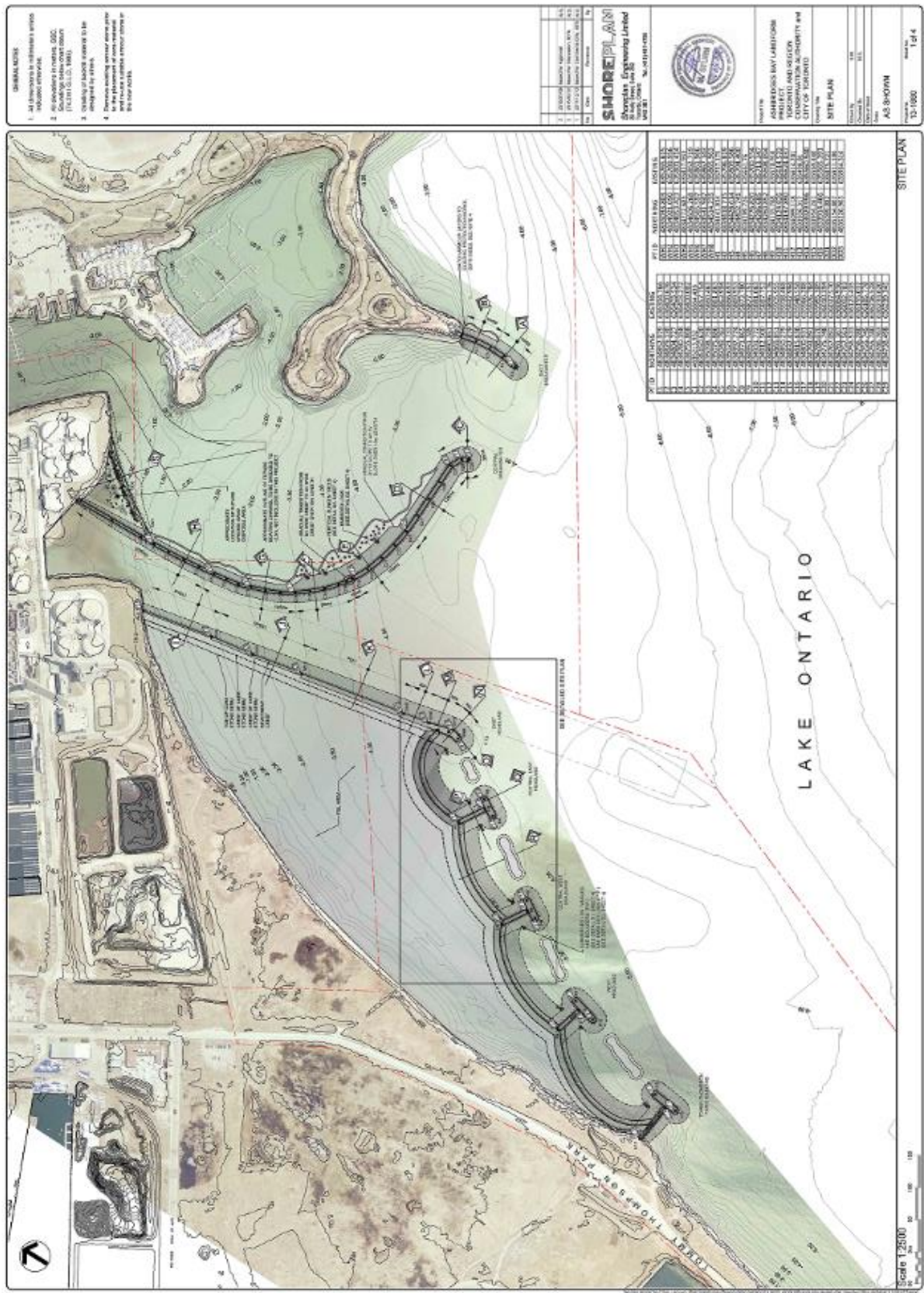
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Date: April 15, 2019

Attachments: 1

Attachment 1: Site Map

Attachment 1: Site Map



Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Lolita Holden, Associate Director, Human Resources

RE: **BENEFITS OVERVIEW AND PLAN ADMINISTRATION TRANSITION -
CHALLENGES AND OPPORTUNITIES**

KEY ISSUE

Toronto and Region Conservation Authority (TRCA) staff interest in pursuing a procurement for a broker/consultant for group benefits.

RECOMMENDATION

WHEREAS TRCA participates in a group benefits plan led by Conservation Ontario;

AND WHEREAS TRCA believes that a modernized benefits plan would improve service, reduce costs and enhance employee experiences;

THEREFORE LET IT BE RESOLVED THAT staff be authorized to issue a Request for Proposals for a benefits Broker/Consultant and report back to the Board.

BACKGROUND

TRCA has worked in partnership with Conservation Ontario and Buffett Taylor (third party administrator) for several years. In 2017, Conservation Ontario issued a request for proposals (RFP) for benefit carriers, to reduce costs under the premise that a group benefits plan would assist with the cost savings for all Conservation Authorities. Buffet Taylor was awarded as the third-party administrator with benefits provided by SunLife Financial at the outcome of this process and has been providing services to TRCA since this time.

TRCA staff have experienced some specific challenges with our current benefits provider and note that there is little in the way of value-added services being provided by Buffet Taylor. In fact, the current arrangement resulted in time lags and delays for matters such as employee onboarding. While Buffet Taylor plays a larger administrative role for smaller conservation authorities with limited or no human resources capacity this is not the case at TRCA.

TRCA staff reviewed the existing group benefits from Sun Life Financial and identified a need to go to market outside of the umbrella group to determine if any insurers could improve upon service, administration and reduce the cost of the plan. On a no-cost, complimentary basis, Baynes & White, an external broker, prepared and directed specifications to the following insurers: Desjardins, Green Shield, Industrial Alliance and Great-West Life. The results of the review reflected that annual savings of approximately \$110,000 were possible. In a new model, the plan administration would be self-administered by TRCA staff, which would greatly enhance the employee onboarding experience by eliminating delays in enrolling employees onto the benefits plan, which currently takes over five weeks on average.

Based on a review of the agreement between Conservation Ontario and Buffett Taylor, Conservation Ontario is entitled to terminate the contract without liability, cost or penalty at any time, without cause, by giving 60 days written notice. The arrangement between Conservation

Item 8.5.

Ontario and member Conservation Authorities permits participating members to cancel their coverage with 90 days advance written notice, stating the reasons for the proposed cancellation. The Agreement further states that it is not mandatory that TRCA participate in the Conservation Ontario's umbrella group.

RATIONALE

The following are the potential benefits from a transition to a new service provider subject to the outcome of responses from an RFP:

- 1) The current plan administration is inefficient and an onerous process. It requires continual manual monitoring and intervention. A direct insurer relationship would be more efficient, financially secure, and benefit employees and TRCA Human Resources staff.
- 2) The commission and third party administration fees are high relative to the service provided. With reduced commissions and the preferred rates through the insurer, savings of approximately \$110,000 per year could be realized.
- 3) The additional cost of the third-party administration services, which is 1.1% of total premium (approximately \$32,500 per year) would be eliminated. TRCA does not require a third-party administrator as the organization has internal resources in HR that can complete these tasks on a timely basis.
- 4) Direct payment of monthly premiums to the successful benefit carrier eliminates the third-party handling of TRCA's insurer premium.
- 5) Improved employee onboarding experience through real-time enrollments, terminations and changes, delivered through the provider's online administration system.
- 6) Improved disability claims management with an insurer who will collaborate with TRCA's Human Resources staff to enhance the employee experience.
- 7) The potential to freeze fee increases pertaining to Life Insurance, Long Term Disability rates and for health and dental expenses.
- 8) TRCA's current plan design does not meet the diverse needs of our employees. Savings realized by moving to another benefit carrier may be used to improve the current plan.

Impact to other Conservation Authorities should TRCA transition to a new insurer

In discussions with Conservation Ontario, they have indicated their concerns with TRCA leaving the group. If TRCA exited the Conservation Ontario group, it is expected that there would be a financial impact to the other conservation authorities. However, the financial impacts of TRCA's departure have not been quantified. If TRCA departed, at that time, the change in demographics and claims history would be subject to the insurer's underwriting and pricing factors for the remaining group.

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

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

Strategy 11 – Invest in our staff

DETAILS OF WORK TO BE DONE

Upon approval by the Board, staff will move forward with a RFP for a broker/consultant. This process of seeking responses through an RFP would provide an opportunity for an updated plan design and savings for TRCA. TRCA staff will inform Conservation Ontario of our planned approach after we report back to the Board on the results of the responses to the RFP.

Report prepared by: Lolita Holden, Associate Director, Human Resources

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Date: April 12, 2019