



Toronto and Region Conservation Authority

Board of Directors Meeting Revised Agenda

#7/20

October 23, 2020

9:30 A.M.

The meeting will be conducted via a video conference
Members of the public may view the livestream at the following link:

<https://video.isilive.ca/trca/live.html>

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2.	MINUTES OF MEETING #6/20, HELD ON SEPTEMBER 25, 2020 <u>Meeting Minutes</u>	
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Strategic Business Planning Initiative

8.3. PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE

Meeting #2/20, held on September 22, 2020 - [Meeting Minutes Link](#)

9. MATERIAL FROM EXECUTIVE COMMITTEE MEETING #6/20, HELD ON OCTOBER 2, 2020

[Meeting Minutes Link](#)

9.1. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

9.1.1. APPOINTMENT OF OFFICERS AND DESIGNATION AS PROVINCIAL OFFENCES OFFICERS

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

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

(Executive Committee RES.#B62/20)

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9.2. SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED

Receipt of Ontario Regulation 166/06, as amended, for applications 10.1-10.2, which were approved or received at the Executive Committee Meeting #6/20, held on October 2, 2020

(Executive Committee RES.#B64/20 and RES.#B65/20)

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9.3. EXECUTIVE COMMITTEE #6/20 CLOSED SESSION ITEMS

(Executive Committee RES.#B69/20)

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(The confidential report will be circulated to Board Members separately)

9.3.1. NEW ADMINISTRATIVE BUILDING SITE ACCESS

(Executive Committee RES.#69/20)

10. CLOSED SESSION

10.1. *NEW ADMINISTRATIVE BUILDING PROJECT UPDATE*

Pursuant to Section C.4.(l) of the TRCA Board of Directors Administrative By-law, as the subject matter consists of a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of TRCA.

(The confidential report will be circulated to Board Members separately).

11. NEW BUSINESS

NEXT MEETING OF THE BOARD OF DIRECTORS #8/20, TO BE HELD ON
NOVEMBER 20, 2020 AT 9:30 A.M. VIA VIDEOCONFERENCE

John MacKenzie, Chief Executive Officer

/am

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Richard Ubbens, Director, Parks and Culture

RE: **CONSERVATION PARKS SENIOR MEMBERSHIP**

KEY ISSUE

Approval of a new senior level Conservation Parks membership.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority Board of Directors at its meeting on September 25, 2020 requested that staff report back at the next meeting of the Board of Directors on opportunities to implement an affordable Conservation Parks seniors' membership category;

AND WHEREAS TRCA staff in consultation with Credit Valley Conservation staff identified an opportunity to introduce a discounted seniors' level membership for Conservation Parks;

LET IT BE RESOLVED THAT a Senior Membership category for Conservation Parks be added to TRCA membership offerings for \$60.00 plus HST per senior, available for purchase effective January 2021.

BACKGROUND

At the TRCA Board of Directors Meeting #6/20, held on September 25, 2020, Resolution #A121/20 was approved as follows:

THAT above-noted correspondence items 7.1 – 7.2 be received;

AND FURTHER THAT Toronto and Region Conservation Authority staff report back at the next meeting of the Board of Directors on opportunities to implement an affordable Conservation Parks seniors' membership, and on conservation parks and areas winter off-season opening and programming opportunities.

RATIONALE

The Conservation Parks membership program is a cooperative joint program with Credit Valley Conservation (CVC) and provides general admission access to all TRCA and CVC Parks, including free parking at the locations, free cross-country skiing admission at Albion Hills, free general admission to special events (i.e. Maple Syrup Festival), as well as discounts for pools, Treetop Trekking, equipment rentals, camping, workshops and other various events. There are two tiers of this membership program: an individual membership costing \$75.00 plus tax and family membership costing \$135.00 plus tax.

TRCA and CVC staff met to discuss the option of implementing a senior membership at a discounted rate. Other park systems such as Ontario Parks and some Conservation Authorities have senior membership discounts in the 20% range. TRCA and CVC staff collectively agreed to introduce a senior level membership for Conservation Parks costing \$60.00 plus HST per

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senior, effective January 2021. This would provide 20% discount to only the individual membership for members over the age of 65.

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 7 – Build partnerships and new business models

FINANCIAL DETAILS

Financial implications of this change are expected to be negligible, as the opportunity cost associated with reducing fees for seniors is expected to be offset by the sale of more passes.

DETAILS OF WORK TO BE DONE

Upon approval of the new senior membership category and rate, TRCA staff will work with CVC and required internal partners (i.e. Marketing and Communications) to launch this new membership level.

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For Information contact: Richard Ubbens, extension 5672

Emails: richard.ubbens@trca.ca

Date: October 14, 2020

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Anil Wijesooriya, Director, Restoration and Infrastructure

RE: **REQUEST FOR PROPOSAL FOR DESIGN BUILD CONTRACT AT HOME SMITH PARK, CITY OF TORONTO**
RFP No. 10022883

KEY ISSUE

Award of Request for Proposal (RFP) No. 10022883 to retain a design-build team to develop detailed designs and undertake bank stabilization works, including supplying all labour, equipment and materials required for implementation of major maintenance works along Home Smith Park in the City of Toronto.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires major maintenance works associated with a bank scour along the Lower Humber Channel in Home Smith Park, located immediately downstream of a TRCA-owned weir;

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

THEREFORE, LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10022883 for Home Smith Park Weir Major Maintenance Project be awarded to Dynex Construction Inc. at a total cost not to exceed \$522,095, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$52,210 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

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

BACKGROUND

TRCA identified a section of Humber River that requires major maintenance work to address riverbank erosion that is occurring downstream of an existing weir structure (FCC16.03). This site is located within Home Smith Park, on the west bank of the Humber River adjacent to Home Smith Park Road which extends between Dundas Street West and Bloor Street West in the City of Toronto. The Project Location map is included with this report as **Attachment 1**.

FCC16.03 is a concrete three-tier weir structure in the Lower Humber River. The structure was constructed in 1961 and is monitored on a yearly basis by TRCA. The weir has two secondary retaining wall structures extending downstream on both sides of the river to protect the banks from erosion. Although the weir is in good condition with no major deficiencies, approximately

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54 metres of an existing concrete block retaining wall on the west bank has failed and has resulted in a bank scour that is placing the weir, parkland, and nearby Home Smith Park Road at risk. City of Toronto staff have secured the area with caution tape to warn park patrons of the risk. Please refer to **Attachment 2** for photographs of existing site conditions.

Due to project complexities involving the proximity of the work area to the weir, the need to integrate the proposed solution with adjacent erosion control structures, and potential challenges with maintaining a dry work area during construction, TRCA decided to tender this project and seek proposals from experienced design-build teams.

RATIONALE

A Request for Pre-Qualification (RFPQ) for design-build contractors was posted on the public procurement website www.biddingo.com on February 24, 2020 and closed on March 27, 2020 at 4:00 PM. Design-build contractors interested in pre-qualifying were advised that in order to receive an invitation to bid for Request for Proposal (RFP) No. 10022883 they must meet the following criteria:

- Submission of a complete pre-qualification package;
- Past experience in the development of detailed designs and construction of similar bank stabilization projects within a ravine setting;
- Ability to meet construction schedule milestones and coordinate work by others;
- Value of completed works and experience dealing with construction budgets over \$500,000; and
- Positive feedback received from references provided by the contractor on their CCDC 11 – 2019 Form as well as internal TRCA references, where applicable.

Three (3) addenda were issued to respond to questions received by the document takers. A total of twenty-four (24) firms were noted as 'full document takers' on Biddingo for the pre-qualification documents and three (3) pre-qualification submissions were received from the following Proponent(s):

- Dynex Construction Inc.
- EBC Inc.
- Esposito Bros. Construction

An Evaluation Committee comprised of staff from the Engineering Projects Business Unit reviewed the pre-qualification documents against the above noted criteria. Based on the evaluation results, Request for Proposal documents were issued on April 27, 2020 to the three (3) Proponents noted above.

A mandatory site tour was held on May 4, 2020 and the RFP closed on August 21, 2020 at 4:00 PM. Four (4) addenda were issued to respond to questions received; addendum #4 included a Geotechnical Pavement Investigation memo provided to Proponents as supporting data for preparation of the construction workplan.

Proposals were received electronically via www.biddingo.com. One (1) proposal was received from the following Proponent:

- Dynex Construction Inc.

TRCA contacted other potential proponents to understand why they did not submit a proposal, and lack of sufficient time was stated as the reason. It is the opinion of the Evaluation Committee that proposal preparation time was not lacking due to the following reasons:

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- A total of 16 weeks was provided by TRCA to the bidders to prepare their proposals; and
- Following issuance of Addendum #4, bidders had a total of 9 business days prior to proposal due date, to submit any questions and/or request for deadline extensions. TRCA did not receive any requests to extend the proposal due date.

The Evaluation Committee comprised of staff from the Engineering Projects Business Unit who evaluated the technical and financial proposal received. The proposal prepared by Dynex Construction Inc. was evaluated and determined to meet all qualifications and requirements set out in the RFP. The price was also reviewed and compared to internal cost estimates for construction of similar works and was determined to represent good value.

The technical proposal submitted by Dynex Construction Inc. included a preliminary design prepared by Aquafor Beech Ltd. and the drawing is included with this report as **Attachment 3**. The proposed design by Aquafor Beech includes the replacement of the existing failing concrete block retaining wall (54 m long) with a proposed armourstone retaining wall (approximately 43 m long). This wall will then be tied in at the downstream extent to the existing bank with a proposed vegetated buttress (approximately 15 m long).

Therefore, it is recommended that contract No. 10022883 be awarded to Dynex Construction Inc. at a total cost not to exceed **\$522,095**, plus **10%** contingency, plus applicable taxes, it being the highest ranked Proponent meeting TRCA specifications. Proponent's scores and staff analysis of the evaluation results can be provided in an in-camera presentation, upon request.

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

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

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

FINANCIAL DETAILS

Funds for the contract are identified in the 2020 Capital Budget for the City of Toronto Erosion Control Major Maintenance Program. The cost of executing this contract, including all staff time and associated costs to manage the project, is being tracked under account 134-01.

Report prepared by: Divya Sasi, extension 6463

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For Information contact: Ashour Rehana, extension 5524

Email: ashour.rehana@trca.ca

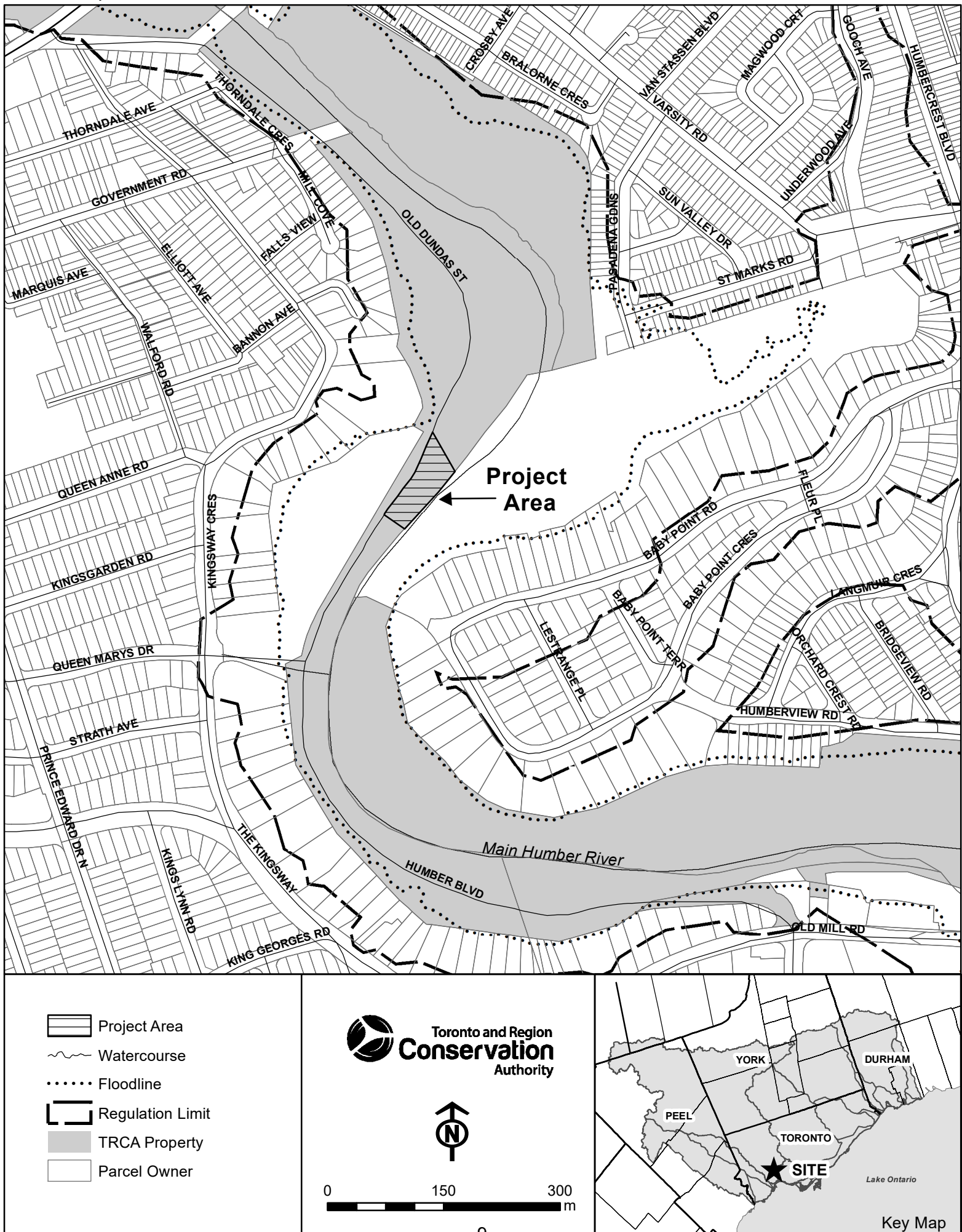
Date: September 11, 2020

Attachments: 3







Attachment 1: Project Location

Attachment 2: Site Photographs – Existing Conditions

Attachment 3: Proposed Conditions

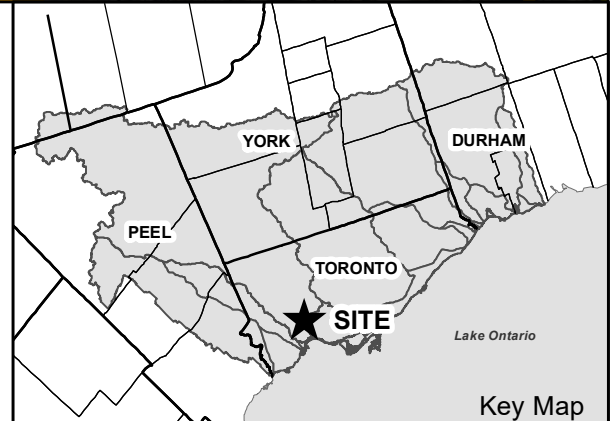




-  Project Area
-  Watercourses
-  Floodline
-  Regulation Limit
-  TRCA Property
-  Parcel Owner



0 150 300
m

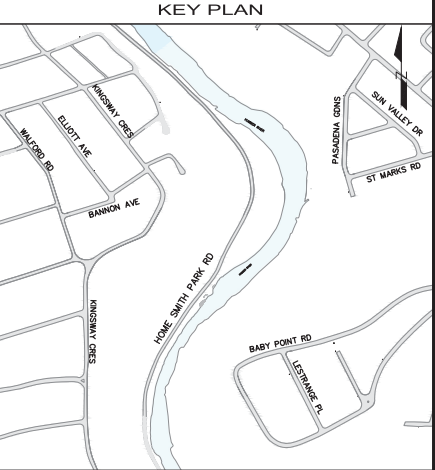
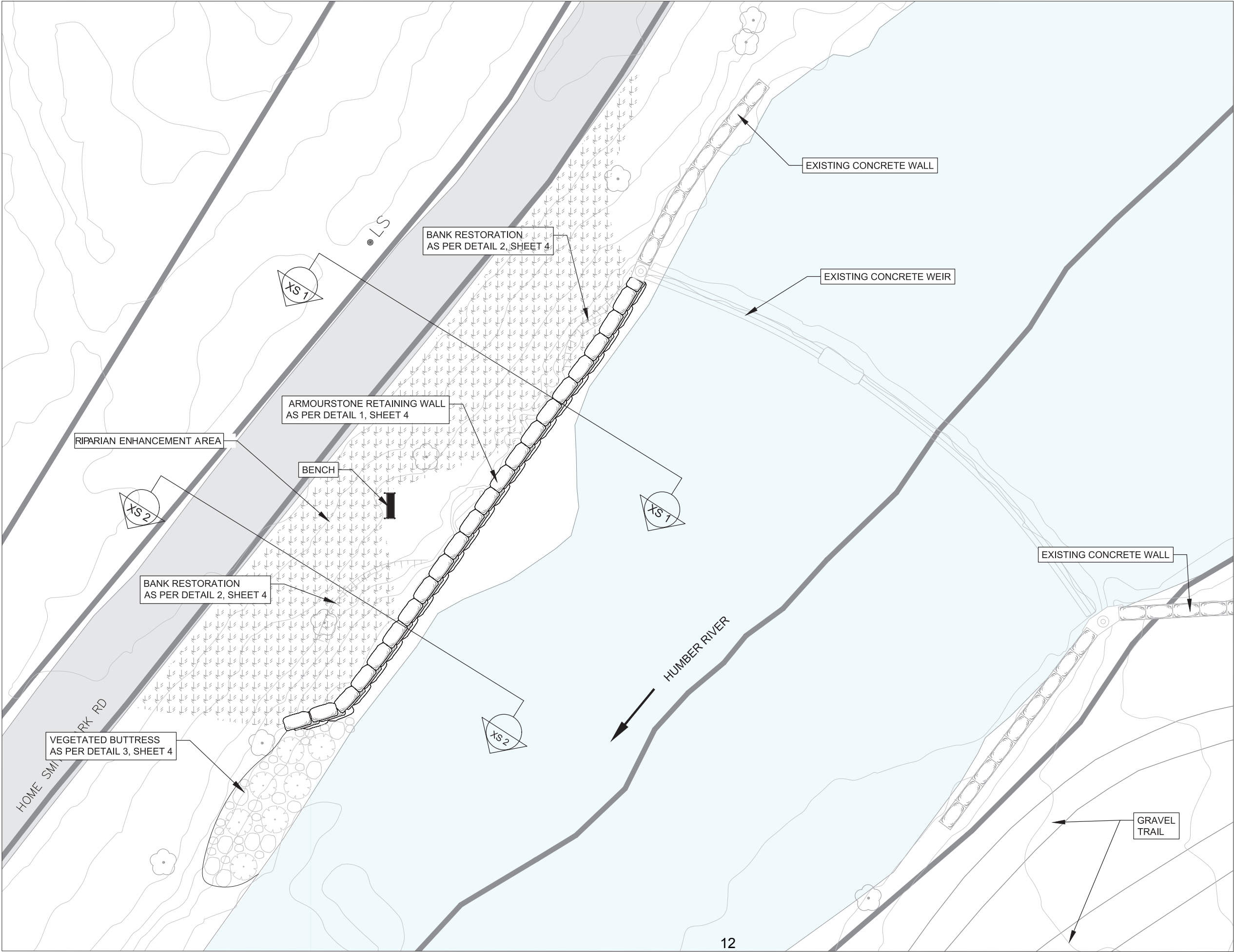




Photograph 1: View of the existing concrete block retaining wall and bank scour along the west bank.



Photograph 2: View of displaced concrete blocks of the retaining wall at the location of the bank scour.



REVISION	By	MM/DD/YY

LEGEND

- PROPERTY/ BUILDING LINE
- SANITARY SEWER
- STORM SEWER
- COMBINE SEWER
- MAINTENANCE HOLE
- STORM OUTFALL
- EXISTING CONTOUR
- HUMBER RIVER
- ROADS
- RIPARIAN ENHANCEMENT AREA

Aquafor Beech Limited
14-2220-0600 SKYMARK AVE.
MIDLESEX, ONTARIO, L4W 5B2
PHONE: (905) 629-0099, FAX: (905) 629-0089

Designed and Approved by-

Toronto and Region Conservation Authority
Member of Conservation Ontario

HOME SMITH PARK ROAD BANK RESTORATION
General Plan - Proposed Condition

SCALE: 1:1000	AREA:	CONTRACT No.
DRAWN BY: S.F.	CHECKED BY: R.A	DWG. No.
DATE: 10 JUNE 2020	SHEET:	3 OF 5

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Anil Wijesooriya, Director, Restoration and Infrastructure

RE: **GREEN CLEANING SERVICES**
Extension of Contracts #10005736 and #10004122

KEY ISSUE

Extension of Contract #10005736 for green cleaning services at Boyd Centre and Contract #10004122 for green cleaning services at Restoration Services Centre (RSC).

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) solicited quotations through a competitive process in 2017 for green cleaning services and awarded Contracts #10005736 and # 10004122 to Allcare Maintenance Service Inc. for Green Cleaning Services at Boyd Centre and RSC, respectively, under the 2013 Purchasing Policy;

AND WHEREAS TRCA is satisfied with the services provided to date under the existing contracts;

THEREFORE, LET IT BE RESOLVED THAT TRCA staff be directed to extend the contracts with Allcare Maintenance Service Inc. for green cleaning services at Boyd Centre and RSC for an additional year from November 1, 2020 to October 31, 2021;

THAT contract #10005736 be extended at a total cost not to exceed \$35,530 plus HST, plus 10% contingency and # 10004122 be extended at a total cost not to exceed \$27,380 plus HST, plus 10% contingency;

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

BACKGROUND

TRCA requires the provision of green cleaning services at the Boyd Centre and RSC to maintain a clean office environment and the health and well-being of TRCA employees and visitors.

In August 2017, TRCA solicited quotations for green office cleaning services at Boyd Centre and RSC and awarded the contracts for a period of one (1) year, with the option to extend for two (2) additional one-year periods. TRCA exercised its option to extend the contracts, and as such the contracts are due to expire on October 31, 2020. The three-year totals for these contracts were:

1. Boyd Centre - \$99,115
2. RSC - \$78,958

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Both contracts were approved by the Chief Executive Officer under the 2013 Purchasing Policy. Pursuant to section 3 of the current 2018 Procurement Policy, all contracts solicited under the provisions of the 2013 Purchasing policy are expected to follow the schedule set in that policy. Based on the value of the extensions and the revised contract value, Board of Directors approval is now required for the proposed 2021 extension.

RATIONALE

Due to the COVID-19 pandemic and the uncertainty this has on both the quantity of cleaning services required by TRCA and the competitive marketplace in the cleaning industry, TRCA staff are requesting approval to extend the current contracts for an additional year. TRCA has altered the cleaning cycles at facilities at various stages of the pandemic, with uncertain conditions expected to continue in the coming months. In addition, TRCA staff have been conducting daytime common touch point COVID-19 cleaning at Boyd Centre and RSC and TRCA staff have determined that a suitable course of action would be to extend the current contract for one year and undergo a fulsome Request for Quotation process in 2021.

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

FINANCIAL DETAILS

The total anticipated value of the extension to both contracts is \$62,910, plus HST, plus 10% contingency. Allcare Maintenance Service Inc. has agreed to extend the two contracts under the same terms and conditions, and the value of the extensions assumes a 2% increase of unit rates. This value represents an upset limit based on full operations of the facilities. In the instances when services are reduced due to limited staff in facilities as a result of the pandemic, TRCA will be billed at a lower rate.

Funding is available from Restoration and Infrastructures project surcharge in account 123-05.

Report prepared by: Kathy Stranks, extension 5693

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For Information contact: Kathy Stranks, extension 5693

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Date: September 28, 2020

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Darryl Gray, Director, Education and Training

RE: **UPDATES TO THE PARTNERS IN PROJECT GREEN EXECUTIVE
MANAGEMENT COMMITTEE MEMBERSHIP**

KEY ISSUE

Interim updates to the Partners in Project Green Executive Management Committee membership to effectively utilize the Executive Management Committee (EMC) Advisory Member positions, to adhere to the Partners in Project Green Executive Management Committee Terms of Reference and to maximize benefit to the PPG community.

RECOMMENDATION

WHEREAS at Meeting #6/08, the TRCA Board of Directors approved the establishment of the Partners in Project Green Executive Management Committee (“PPG EMC”) as a subcommittee of the TRCA Board of Directors;

AND WHEREAS the PPG EMC has been convened to provide industry leadership in assisting businesses in the Pearson Eco-Business Zone to improve their environmental performance, retain and attract more environmentally friendly investments, and act as a catalyst for innovation with a focus on reducing environmental impacts;

AND WHEREAS at Meeting #4/19, the Board of Directors approved 2019-2023 PPG EMC Terms of Reference and membership;

AND WHEREAS TRCA delivers employment and training programs for new Canadians through the Newcomer Youth Green Economy Project (“NYGEP”) and Professional Access Into Employment (“PAIE”) program;

AND WHEREAS since the 2019-2023 Term began, there has been a change in organizational representation of some committee members;

THEREFORE, LET IT BE RESOLVED THAT the following PPG EMC Voting and Advisory memberships be approved:

- **Business Community Leader (Voting): Scott Hendershot, Pratt & Whitney**
- **Advisory Member (Non-Voting): Scott Pegg, Infrastructure Ontario**

AND FURTHER THAT the appointment of a participant or alumnus of TRCA’s NYGEP or PAIE programs as an Advisory member, in principle, be approved.

BACKGROUND

According to the 2019-2023 Terms of Reference (ToR), PPG EMC voting members are to represent the following groups in the number shown: TRCA (1); GTAA (1); Business community leaders (8); and, Municipal leaders (4). This composition was created in order to ensure proper representation from primary PPG stakeholder groups. In addition, the EMC may have up to five (5) non-voting Advisory members that can be drawn from Federal, Provincial,

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or Municipal governments, or from the business community. There are currently three (3) Advisory members on the EMC: Scott Hendershot (Pratt & Whitney); Councilor Whillans (City of Brampton); and, Learie Miller (Region of Peel). Advisory members provide insights and opinions on PPG strategy, programs and efforts and do not vote on issues before the committee.

RATIONALE

Since the 2019 Term began, there has been a change in organizational representation of some committee members. When Scott Pegg joined the EMC, he represented Ernst and Young (EY), a private sector organization. He now represents a provincial body, namely Infrastructure Ontario. As a provincial representative, and to adhere to the ToR, it is recommended that Mr. Pegg become an Advisory member of the EMC.

As this change opens a business leader voting position, it is recommended that Scott Hendershot, Pratt & Whitney, transition to voting member. Mr. Hendershot currently sits on the committee as an Advisory member, as all voting positions were filled when he joined the EMC.

In addition to ensuring the committee composition adheres to the ToR, there is an opportunity to improve representation of the communities PPG serves through an Advisory member appointment of a professional who is a participant or alumnus from TRCA's NYGEP or PAIE. Advancing racial and gender inclusion within governance structures is an important aspect of achieving objectives related to diversity and equity and the PPG EMC is in a position to make progress on these fronts going forward. This work aligns with TRCA's recent affirmation of their "commitment to proactive diversity and inclusion practices" (TRCA Board of Directors Meeting #5/20, Resolution #A113/20) and is supported by commitments our municipal partners have made to address anti-black racism and other forms of discrimination. The City of Toronto recently announced [\\$1.2 million](#) in funding to combat racism, and the Region of Peel approved a resolution in June 2020 that seeks to address anti-Black and Indigenous racism in Mississauga, Brampton and Caledon, and lower municipalities have [followed suit](#).

In addition, TRCA has endorsed the Inclusion Charter for York Region, which is a community initiative that brings together a diverse range of organizations with a common commitment to create an inclusive environment with equality for all who work, live and play in York Region. The Charter states: "Together our organizations share the vision of York Region as a welcoming and inclusive community where diversity is celebrated and where everyone can develop to their full potential, participate freely in society and live with respect, dignity and freedom from discrimination."

TRCA has committed to taking action under the Charter and "is committed to creating an inclusive organization that attracts and retains the best talent, promotes innovation and provides an excellent customer experience."

PPG governance provides one opportunity to translate our commitments into action, and to provide benefits to TRCA programs. The EMC would benefit greatly from a diverse set of voices and experiences lending their knowledge to the work that PPG is undertaking. Different backgrounds and perspectives can lead to better decision-making, greater innovation and higher engagement. It is understood that this is but a first step, and that all future appointments to the EMC should be viewed through this lens.

This also provides an opportunity for PPG to act as a mentor for young professionals from underrepresented groups, providing these individuals with experience in a governance setting that can benefit them throughout their careers. This would benefit PPG as insights from a young

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professional on the EMC will provide unique insights into current and future programming. Finally, this also enhances PPG's integration with other TRCA education and training programs (namely, NYGEP and PAIE) as part of continued efforts to operate the Education and Training division under an integrated service delivery model.

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 5 – Foster sustainable citizenship

Strategy 8 – Gather and share the best sustainability knowledge

FINANCIAL DETAILS

PPG Executive Management Committee members 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. Staff time involved in EMC management is charged to 11635 (413-16).

DETAILS OF WORK TO BE DONE

Pending the approval of this report, PPG staff will begin the appointment process, collaborating with the relevant TRCA functions as required. We anticipate that the call for applications could be made in Q1 2021 with the selected candidate being appointed in Q2 2021.

Report prepared by: Jennifer Taves, 647-287-7568

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Date: August 19, 2020

Attachments: 1

Attachment 1: 2019-2023 Term of Reference: Partners In Project Green Executive Management Committee



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.

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 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 grow the Pearson Eco-Business Zone model as an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

Executive Management Committee

2.1 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.

2.2 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.

2.3 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.

2.3.1 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).

2.3.2 **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.

2.4 **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.

2.5 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.

2.6 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.

2.7 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.

2.8 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.

3. Subcommittees

3.1 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.

4. Sector-specific Clusters, Working Groups and Consortiums

4.1 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.

5. 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.

6. 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.

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #7/20, Saturday, October 24, 2020

FROM: John MacKenzie, Chief Executive Officer

RE: **DURHAM LIVE WETLAND COMPENSATION REQUEST**
Request to Enter into Memorandum of Agreement

KEY ISSUE

Authorization to execute a Memorandum of Agreement to review a proposal for ecosystem compensation to facilitate the development of the Durham Live lands containing a Provincially Significant Wetland located west of Squires Beach Road in the City of Pickering.

RECOMMENDATION

THAT authorization be given to TRCA's CEO to execute a Memorandum of Agreement to review a proposal for ecosystem compensation to facilitate the development of the Durham Live lands containing a Provincially Significant Wetland located west of Squires Beach Road in the City of Pickering, in the event the wetland is reclassified by the Ministry of Natural Resources and Forestry;

THAT the Ministry of Natural Resources and Forestry be requested to provide clarity with respect to its position on the applicability of ecosystem compensation to a Provincially Significant Wetland;

AND FURTHER THAT the Ministry of Municipal Affairs and Housing, Ministry of Natural Resources and Forestry, Region of Durham, City of Pickering and Town of Ajax be so advised.

BACKGROUND

Durham Live is an integrated mixed-use major tourist destination located in the City of Pickering, northwest of Bayly Street and Church Street and south of Highway 401. The property includes four parcels of land, one located west of Squires Beach Road, and three located east of Squires Beach Road (**Attachment 1**). A portion of the parcels to the east of Squires Beach Road are subject to approved zoning for a casino and hotel complex, now substantially built. The remainder of these lands east of Squires Beach Road are subject to a zoning by-law amendment application which is satisfactory to TRCA staff in principal. The parcel located west of Squires Beach Road (the "subject property") is the focus of this report.

According to the landowner's consultant, Durham Live is "...in serious discussions (backed by a Letter of Intent) with a very large employment user interested in the portion of the site west of Squires Beach Road." Staff understand that these discussions involve the development of an approximately 850,000 to 4 million square foot distribution centre and production facility known as "Project Lonestar". On [May 13, 2020](#), City of Pickering Council, upon the request of the landowner, approved a motion stating "That the Deputy Mayor, on behalf of Council, be directed to make a request to Minister Steve Clark, Minister of Municipal Affairs and Housing, for a Minister's Zoning Order for the Durham Live lands." This request was subsequently made to the Minister. On September 30, 2020, Durham Region Council expressed its support for the MZO request and directed staff to execute an Agreement between the Region of Durham, the landowner and the impacted municipalities, which Agreement provides Regional support for the

Item 7.5

Owner's request for the MZO in exchange for certain commitments as outlined in the [minutes](#).

Lands located west of Squires Beach Road includes approximately 22.8 ha (57 acres) of key natural heritage features and key hydrological features including Provincially Significant Wetland (PSW), Significant Woodland, and Significant Wildlife Habitat (**Attachment 2**). Other potential features which are likely to occur but have yet to be confirmed include Endangered Species habitat and seeps. The wetland is part of the Lower Duffin's Creek Provincially Significant Wetland Complex; however, it is located within the TRCA's Frenchman's Bay watershed. A provincial staking exercise was conducted on the property to delineate the boundary on July 15, 2014 by the Ministry of Natural Resources and Forestry (MNR) with TRCA staff and external consultants in attendance. TRCA staff inventoried flora and fauna on the subject property several years ago and this data, along with the an existing conditions report provided by the landowner's ecology consultant, identifies the wetland being composed of diverse intermixed habitats of swamp, marsh, thicket, and open wetland habitat, and the remaining natural features as including meadow and woodland. The landowner's planning consultant has stated that Project Lonestar would result in the removal of the wetland and upland habitat in their entirety.

On October 14, 2020, the Minister of Natural Resources and Forestry wrote to TRCA's CEO (**Attachment 3**). The letter states that MNR has requested that consideration of the zoning order be done alongside any negotiated compensation agreement between the municipality, property developer and Toronto and Region Conservation Authority (TRCA) in keeping with the principles of TRCA's [Guideline for Determining Ecosystem Compensation](#). The letter, as clarified by MNR staff, states that MNR have done a preliminary review of the report submitted by the landowner's ecologist and would proceed to review any request for reclassification of the wetland areas. TRCA staff understand that this would involve the landowner's consultant preparing a justification report for the reclassification for MNR review.

The Minister of Municipal Affairs and Housing and the two municipalities have expressed their strong support of the economic development benefits Project Lonestar would bring. However, TRCA staff cannot recommend the removal of a Provincially Significant Wetland (even through a process of ecosystem compensation) as it is inconsistent with the Provincial Policy Statement and TRCA's Living City Policies. As such, clear Provincial direction is required as to the status of the wetland and support for its removal for staff to proceed with considering the proposal.

The Minister of Municipal Affairs and Housing has requested that TRCA enter into a Memorandum of Agreement with the landowner to proceed with further discussions regarding off-site ecosystem compensation. In the event the wetland is declassified, the compensation, were it to be supported by TRCA's Board of Directors, must include two components, either or both of which could be provided wholly or in part through cash-in-lieu:

- a) replicating, to the extent possible and without significant delay or lag time, the same ecosystem structure and associated level of ecosystem functions of the Natural Areas proposed to be lost; and
- b) replicating the land base of the Natural Areas as close to the Lands as possible, at location(s) outside of but connected to the identified natural system and suitable for replicating the Natural Areas proposed to be lost to make up the loss.

The review would be predicated upon the landowner providing an Ecosystem Compensation Plan prepared by a qualified ecology professional to TRCA.

RATIONALE

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Consideration of the removal of such a large wetland is unprecedented under the TRCA's Living City Policies and regulatory authority. As such, staff is requesting authorization to enter into a Memorandum of Agreement to continue discussions with the parties further to the Minister's request, or to proceed per the direction the Board of Directors sees fit.

FINANCIAL DETAILS

Account codes 110-01 and 110-05 has been established to provide for TRCA's services related to Development Planning and Permit matters.

DETAILS OF WORK TO BE DONE

Staff and internal legal counsel will continue to represent the interests of TRCA during any negotiations with the landowner, Province or municipalities, per the direction of the Board of Directors. Ultimately, if the Province provides clear direction with respect to the status of the wetland and support for its removal, then a TRCA permit will be required under current regulatory authority. A request for direction from the Board of Directors will be brought forward at that time.

Report prepared by: Steven Heuchert, extension 5311

Email: steve.heuchert@trca.ca

For Information contact: Sameer Dhalla, extension 5350

Email: sameer.dhalla@trca.ca

Date: October 21, 2020

Attachments: 3

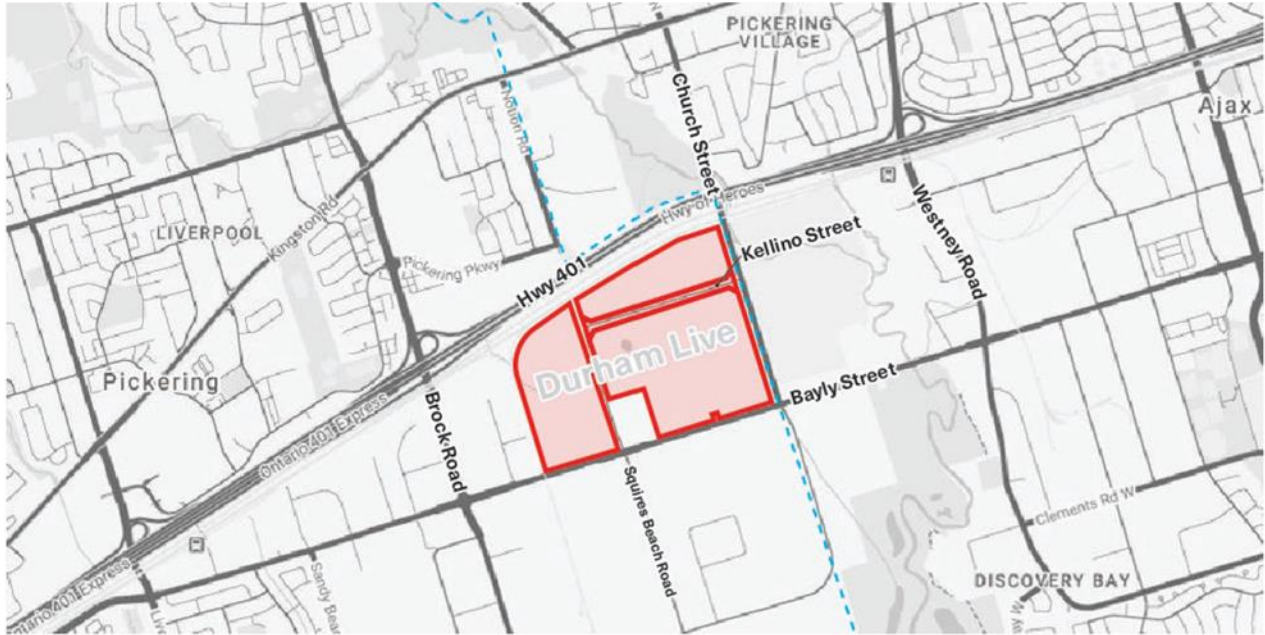
Attachment 1: Durham Live Location Map

Attachment 2: Map of Provincially Significant Wetland

Attachment 3: October 14, 2020 Letter from the Minister, Natural Resources and Forestry to TRCA's Chief Executive Officer

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Attachment 1: Durham Live Location Map



Source: MGP Planning, Planning Opinion Report, March 2020

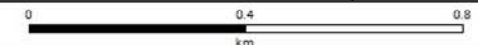
1802 Bayly Street, Pickering



Legend

- | | |
|-----------------------------------|--|
| Municipalities | Wetlands - Area of Interference |
| TRCA_Jurisdiction | Flood Hazard (Engineered) |
| Highway | Flood Hazard (Estimated) |
| Major Road | MNR Provincially Significant Wetlands |
| Local Road | MNR Locally Significant Wetlands |
| Lake Ontario | TRCA ELC and Unevaluated Wetlands |
| Waterbodies < 9028 | Shoreline Hazard |
| watercourse_trca | |
| Regulated | Regulation Limit July 2019 (small scale) |
| Unregulated/Unverified | SPA Boundary |
| Toronto Waterfront Screening Area | Two Zone Area |
| Crest of Slope | Parcel Assessment - MNR |
| Meander Belt | Red: Band_1 |
| Unionville Special Policy Area | Green: Band_2 |
| | Blue: Band_3 |

	Coordinate System: WGS 1984 Web Mercator Auxiliary Sphere Projection: Mercator Auxiliary Sphere Date: 2020-10-21 Author: Web AppBuilder for ArcGIS
	<p>Disclaimer: The Data used to create this map was compiled from a variety of sources & dates. The TRCA takes no responsibility for errors or omissions in the data and retains the right to make changes & corrections at anytime without notice. For further information about the data on this map, please contact the TRCA GIS Department (416) 661-6000.</p> <p>May not be reproduced without permission. This is not a plan of survey.</p>



**Ministry of Natural
Resources and Forestry**

Office of the Minister

Room 6630, Whitney Block
99 Wellesley Street West
Toronto ON M7A 1W3
Tel: 416-314-2301

**Ministère des Richesses
naturelles et des Forêts**

Bureau du ministre

Édifice Whitney, bureau 6630
99, rue Wellesley Ouest
Toronto (Ontario) M7A 1W3
Tél.: 416-314-2301



October 14, 2020

Mr. John MacKenzie
Chief Executive Officer
Toronto Region Conservation Authority
john.mackenzie@trca.ca

Dear Mr. MacKenzie:

I am writing this letter regarding the development of Durham Live. As you are aware, both the Town of Ajax and the City of Pickering support the development of this substantial regional entertainment complex which would include a world class facility that has the potential to bring 10,000 skilled employment opportunities to Ontario.

The City of Pickering has asked my colleague, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, to use his powers under the *Planning Act* to issue a zoning order that would allow for a distribution centre and film production facility on the portion of the site located west of Squires Beach Road.

The Ministry of Natural Resources and Forestry (MNRF) has requested that consideration of the zoning order be done alongside any negotiated compensation agreement between the municipality, property developer and Toronto and Region Conservation Authority (TRCA) in keeping with the principles of the [Guideline for Determining Ecosystem Compensation](#).

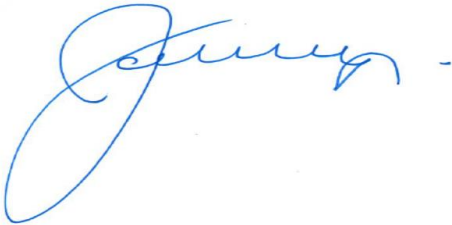
If Minister Clark issues a zoning order to permit the development of Durham Live, the MNRF is available to assist and support the TRCA to provide scientific peer review of the proposal or any other technical support or facilitation that TRCA requires to move forward. We at MNRF have done a preliminary review of the studies submitted by Beacon Environmental and believe there is merit in reviewing reclassification of the wetland areas west of Squires Beach Road.

...2/

- 2 -

Please contact Sharon Rew, Regional Director, Southern Region, at (705) 755-3235 or sharon.rew@ontario.ca should you have an interest in discussing this matter further.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Yakabuski', with a long horizontal stroke extending to the right.

John Yakabuski
Minister of Natural Resources and Forestry

c: The Honourable Steve Clark, Minister of Municipal Affairs and Housing
Sharon Rew, Regional Director, Southern Region, MNRF

Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Richard Ubbens, Director, Parks and Culture

RE: **OFF-SEASON OPENING AND PROGRAMMING OPPORTUNITIES**

KEY ISSUE

Summary of Toronto and Region Conservation Authority's (TRCA) current winter off-season public operations and potential opportunities for extending operations in the future.

RECOMMENDATION

WHEREAS the TRCA Board of Directors at its meeting on September 25, 2020 requested that staff report back at the next meeting of the Board of Directors on conservation parks and areas winter off-season opening and programming opportunities;

IT IS RECOMMENDED THAT this report be received.

BACKGROUND

At the TRCA Board of Directors Meeting #6/20, held on September 25, 2020, Resolution #A121/20 was approved as follows:

THAT above-noted correspondence items 7.1 – 7.2 be received;

AND FURTHER THAT Toronto and Region Conservation Authority staff report back at the next meeting of the Board of Directors on opportunities to implement an affordable Conservation Parks seniors' membership, and on conservation parks and areas winter off-season opening and programming opportunities.

TRCA received correspondence from a Conservation Parks Member to reconsider conservation park operating dates and extend them into the winter months.

TRCA operates seven conservation parks: Albion Hills, Boyd, Bruce's Mill, Claireville, Glen Haffy, Heart Lake, and Petticoat Creek, along with Tommy Thompson Park in Toronto. With the exception of Albion Hills, conservation parks are closed during the winter months due to resource limitations within the current seasonal operating model which depends heavily on employment of seasonal contract staff.

Albion Hills is TRCA's only conservation park that operates year-round. After seasonal contracts finish, remaining full-time staff work at Albion Hills to operate winter programs, including cross-country skiing, fat biking, and snowshoeing. They are also still required to complete mandatory winter monitoring and inspections when the parks are closed to ensure that buildings and infrastructure are secure, and any identified hazards are corrected during the late fall and winter season.

Although other parks are closed to vehicular access, there are secondary, non-vehicular access points that can be used year-round to enter the parks for passive park and trail enjoyment including walking, hiking, snowshoeing, and bird watching. Most buildings located within the

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parks are not winterized to support visitor use in freezing conditions. Current infrastructure requires water lines and washrooms be winterized to prevent damage. Upgrading buildings to support winter use requires substantive upgrades.

In addition to the trails found in conservation parks, there are hundreds of kilometers of trails across TRCA's passive conservation lands that are open year-round. Many of these trails are multi-use and can accommodate walking, hiking, trail running, cycling, mountain biking, fat biking, horseback riding, cross-country skiing and snowshoeing. Beyond the trails and parking areas, there are no visitor amenities at the passive conservation lands.

TRCA trail head signs at the conservation parks and lands identify that the trails are not winter maintained and that visitors enter the property at their own risk and bear full responsibility for their own safety. Albion Hills is the only exception as winter trail grooming for cross country skiing takes place. While most trail head parking lots on these lands receive no winter clearing, some are cleared of snow through arrangements with the local lower tier municipalities. TRCA staff perform intermittent inspections and clean ups of these lots throughout the year to ensure that they are in good working order.

Trail groups, such as the Bruce Trail Club and Oak Ridges Trail Association, run regular winter hiking, snowshoeing, and cross-country skiing excursions on TRCA trails throughout the year. Where TRCA has an agreement with a trail organization, these groups are also responsible for regular inspections and performing basic maintenance year-round. This relieves pressure on TRCA budgets for such activities and encourages a sense of stewardship for the trail users and local community members. For example, volunteers in the Duffins Headwaters contributed 602 hours of volunteer labour for trail maintenance along 165 km of trails in 2019, ensuring that the trails were kept in a state of good repair and open for use. TRCA staff are always looking for opportunities to work with partners to increase enjoyment and use of conservation lands and parks.

RATIONALE

For TRCA parks and lands to remain open year-round or for an extended season, operating standards must be met to ensure that grounds and amenities for visitors are safe for their use and enjoyment. This would require daily inspection and associated maintenance of trails, roads, and parking lots, while building facilities would require redesign and construction to enable year-round use. The equipment and staffing required for regular maintenance as well as the winterization of current infrastructure for washrooms and respite areas is a very significant additional expense within current park operating models. As such, TRCA Conservation Parks has focused efforts at Albion Hills, where there are winterized facilities and infrastructure to support off-season programs. At the same time, TRCA is constantly looking for partners to develop uses that would enable investment in our infrastructure and extended use of parks to support public demand.

Furthermore, TRCA operates five learning attractions and education centres that provide family and school programming throughout the year at Black Creek Pioneer Village, the Kortright Centre for Conservation, Lake St. George and Albion Hills Field Centres and Claremont Nature Centre. Programming at these attractions and centres is tailored to the season and local interests.

In addition to the foregoing, TRCA offers various enhanced winter programming including the Maple Syrup Festival at Kortright Centre for Conservation (Kortright) and Bruce's Mill, Magical Christmas Forest at Kortright, Christmas by Lamplight and Storytime with Santa at Black Creek

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Pioneer Village (Black Creek), March Break educational programs at Kortright, Black Creek, and field centres, and much more.

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 7 – Build partnerships and new business models

DETAILS OF WORK TO BE DONE

As surrounding communities continue to expand, demand for accessible greenspace has increased. Recognizing that seasonal conditions have transformed significantly, and mild temperatures are often expected in late October and early November, some assets may be able to remain open. As such, Conservation Parks will pilot extending seasonal operations at Bruce's Mill and Heart Lake on weekends only until October 31, weather permitting. If inclement weather, such as significant frost and/or snow occurs, staff will be required to close gates to prevent access as the resources for the required maintenance to ensure the health and safety of visitors are not available at this time.

Additionally, TRCA Education and Training team continues to develop and identify opportunities to provide enhanced winter programming both in TRCA conservation parks and greenspace as a means to engage local communities and families in natural science and conservation activities. To this end, TRCA continues to update and enhance program and event offerings listed on the trca.ca webpage, providing improved opportunities for watershed residents to find locally relevant activities in all seasons.

TRCA staff are and will continue to explore future partnerships and opportunities to potentially extend the operating seasons across Conservation parks and lands.

Report prepared by: Amanda Lazarevski, extension 6425

Emails: amanda.lazarevski@trca.ca

For Information contact: Richard Ubbens, extension 5672

Emails: richard.ubbens@trca.ca

Date: October 14, 2020

Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Meeting #7/20, Friday, October 23, 2020

FROM: Michael Tolensky, Chief Financial and Operating Officer
Sameer Dhalla, Director, Development and Engineering Services

RE: **PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES)**
Strategic Business Planning Initiative

KEY ISSUE

To provide information to the Board of Directors regarding a planned initiative to modernize Toronto and Region Conservation Authority's (TRCA) planning, application review and enforcement process to address opportunities for efficiencies and an improved user experience identified in the existing planning process.

RECOMMENDATION

WHEREAS opportunities for greater efficiencies and to address user experience issues in TRCA's plan input and review services have been identified by TRCA staff and stakeholders including the TRCA BILD industry working group;

AND WHEREAS consultation with staff and stakeholders occurred throughout 2019 to develop a suite of proposed solutions that includes the proposed Planning Application Review and Enforcement System (PARES) and other measures including better quality digital submissions and policy and operation procedure updates;

THEREFORE, IT IS RECOMMENDED THAT the report outlining details and next steps to securing the required funding for PARES be received.

BACKGROUND

In accordance with TRCA's Strategic Business Planning (SBP) Policy, all potential new projects/programs or proposed modifications to existing initiatives must proceed through the SBPP Policy workflow, including reporting to the Board of Directors for informational purposes.

As a result of the increased demand for TRCA's services, the current system, policies, procedures, and processes utilized to process plans and permits is recognized as being less than ideal and generally provides a lower quality of user experience than desired. As a result of current processes and systems, staff currently spend a significant amount of time on manual inputs to compensate for the shortcomings of the current system. Additionally, with an outdated system there are also communications issues resulting in repetitive emails, messages and phone calls between staff and stakeholders throughout the plan input and review process.

TRCA's Development and Engineering Services or Policy Planning divisions receive and manage planning and permit applications using several different methodologies including software applications, hard copy, Office 365 platforms and GIS mapping. Currently there is limited integration or automation between each process. To address the current issues, staff and business units have developed auxiliary methods to help track, manage, and report on planning projects including the use of local spreadsheets and web applications.

RATIONALE

In order to fully address a solution that results in operational efficiencies, staff have developed a proposed solution, the Planning Application Review and Enforcement System (PARES). PARES is intended to support both Conservation Ontario's and TRCA's Building Industry and Land Development Association (BILD) Client Service and Streamlining Initiatives as well as TRCA's updated Strategic Plan objectives. It is proposed that PARES will integrate with municipal enterprise planning solutions in our jurisdiction where available and where feasible. Outputs from PARES will include more accurate and measurable data related to TRCA service deliverables such as, employee productivity, product quality and customer satisfaction.

It is intended that PARES will function as an efficiency-tool that will significantly reduce the current gaps in TRCA's planning process. TRCA is proposing to select and adopt a web-based cloud platform that is designed to improve user experience and reduce inefficiencies by utilizing a "one-stop-shop" to modernize planning and permitting review at TRCA.

Projected benefits include improved employee productivity, product quality, and client satisfaction. Staff will have more opportunity to focus on tasks pertaining directly to the planning and permitting lifecycle, increasing productivity overall. Furthermore, there will be improved data tracking, communication and automation which will help staff track their workloads and allow for the assignment of relevant tasks. PARES will include a review interface for TRCA projects led by other divisions and departments including Restoration & Infrastructure, Parks & Culture, Property & Risk Management, Project Management Office, and Education & Training further improving services for internal business units within TRCA.

The platform will also include a robust toolset designed to improve user experience through its modern interfaces and communication instruments such as, a fully digitized planning and permit submission review approval and enforcement system, improved automation for staff functions, streamlined coordination between staff and other divisions, and an interactive dashboard for real-time staff and client status updates. These improvements will enable staff to focus on quality of deliverables, while improving the stakeholder experience by integrating the ability for users to view comments in real-time.

The planning process for this project involved the use of a broad range of subject matter experts that make up the Steering Committee. Throughout the buildout, the Steering Committee will continue to provide business context, ensure deliverables are met, and will approve any scope changes. An external Guidance Team (including representations from BiLD, municipal and provincial partners) as well as an internal Project Team, including organization-wide representatives from key business units, will provide input, review and testing throughout the process.

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 9 – Measure performance

Strategy 10 – Accelerate innovation

Strategy 11 – Invest in our staff

FINANCIAL DETAILS

The current total estimated cost to purchase and implement the PARES platform is \$1.6M between 2020-2022. The staff support required to guide this process is estimated to be an additional \$175,000 (2021-2022) for a total implementation cost of 1.78M over 2 years. The ongoing maintenance costs for the system including licensing fees, professional services and

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staff support are estimated at approximately \$350,000 per year. The cost breakdown is provided below:

Platform Development, 2020-2022

- Software Purchase and implementation (Platform purchase and configuration, testing and release): **\$1,600,000**
- TRCA staff support: **\$175,000**, 2021-2022

On-going costs, 2021 and future

- Software Licensing fees: **\$200,000 per year**
- Professional Services: **\$50,000 per year**
- TRCA staff support: **\$100,000 per year**

The platform development portion of this initiative is currently unfunded, and upon approval of this report, will be added to TRCA's unfunded priorities list. Staff will continue to work with the Strategic Business Planning and Performance Team to develop a sustainable funding model for the project prior to implementation. The funding model will analyze current budget efficiencies, short-term user fee increases, and will include solicitation of funds from partner municipalities. The ongoing costs totaling \$350,000 per year will be covered through existing user fees as per the approved TRCA fee schedule and service level agreements.

DETAILS OF WORK TO BE DONE

Following the approval of this report, staff will add this project to TRCA's unfunded priorities list. A sustainable funding model will be developed in consultation with the SBPP business unit. Once funding has been secured, staff will report back to the Board of Directors prior to award of a request for proposal for vendor selection.

Report prepared by: Kim Krawczyk, extension 5862

Emails: kim.krawczyk@trca.ca

For Information contact: Beth Williston, extension 5217

Emails: beth.williston@trca.ca

Date: September 28, 2020