

Board of Directors Meeting was held via videoconference, on Friday, February 26, 2021 pursuant to section C.12, of the TRCA's Board of Directors Administrative By-Law. The Acting Chair, Clerk Alisa Mahrova, called the meeting to order at 9:32 a.m.

PRESENT

Jennifer Innis	Chair Elect
Jack Heath	Vice-Chair Elect
Paul Ainslie	Member
Kevin Ashe	Member
Shelley Carroll	Member
Ronald Chopowick	Member
Dipika Damerla (<i>out: 11.37 a.m.</i>)	Member
Joanne Dies	Member
Joe DiPaola (<i>out: 11.25 a.m.</i>)	Member
Jennifer Drake (<i>in: 9:50 a.m.; out: 11:08-11:59 a.m.</i>)	Member
Chris Fonseca	Member
Xiao Han	Member
Gordon Highet	Member
Linda Jackson	Member
Maria Kelleher	Member
Mike Layton	Member
Josh Matlow	Member
Basudeb Mukherjee	Member
Michael Palleschi	Member
James Pasternak	Member
Steve Pellegrini	Member
Anthony Perruzza	Member
Gino Rosati	Member
Don Sinclair	Member
Connie Tang	Member

ABSENT

Paula Fletcher	Member
Rowena Santos	Member
Estair Van Wagner	Member

The Acting Chair recited the Acknowledgement of Indigenous Territory.

**RES.#A1/21 - APPOINTMENTS TO TORONTO AND REGION CONSERVATION
AUTHORITY FOR 2021-2022**

Moved by: Ronald Chopowick
Seconded by: James Pasternak

THAT the list of appointments to the Toronto and Region Conservation Authority's Board of Directors from the Secretary - Treasurer be received.

CARRIED

The Secretary-Treasurer can advise that all the persons listed below have been duly appointed and are entitled to sit as Members of this Board of Directors for the 2021-2022 year, or until their successors are appointed.

**TOWNSHIP OF ADJALA-TOSORONTIO/
TOWN OF MONO**

Mr. Don Sinclair

REGIONAL MUNICIPALITY OF DURHAM

Regional Councillor Kevin Ashe
Regional Councillor Joanne Dies
Regional Councillor Gordon Highet

CITY OF TORONTO

Councillor Paul Ainslie
Councillor Shelley Carroll
Dr. Ronald Chopowick
Dr. Jennifer Drake
Councillor Paula Fletcher
Dr. Xiao Han
Ms. Maria Kelleher
Councillor Mike Layton
Councillor Josh Matlow
Mr. Basudeb Mukherjee
Councillor James Pasternak
Councillor Anthony Perruzza
Ms. Connie Tang
Dr. Estair Van Wagner

REGIONAL MUNICIPALITY OF PEEL

Regional and Local Councillor Dipika Damerla
Regional and Local Councillor Chris Fonseca
Regional Councillor Jennifer Innis
Regional Councillor Michael Palleschi
Regional Councillor Rowena Santos

REGIONAL MUNICIPALITY OF YORK

Mayor David Barrow
Acting Mayor Joe DiPaola (*temporary, while
Mayor Barrow is on a leave of absence*)
Regional Councillor Jack Heath
Regional Councillor Linda Jackson
Mayor Steve Pellegrini
Regional Councillor Gino Rosati

Township of Adjala-Tosorontio/Town of Mono, Region of Durham, Region of York and Region of Peel representatives were appointed in December 2018 for the 2018-2022 term of Council.

At the City Council meeting on December 16, 17 and 18, 2020 the City of Toronto Council

appointed seven City of Toronto Councillors to TRCA's Board of Directors for a term of office from January 1, 2021 to November 14, 2022 and until a successor is appointed. Seven public members were appointed at the July 16, 17 and 18, 2019 City Council meeting for a term of office ending July 16, 2023, and until successors are appointed.

On February 25, 2021 the Region of York appointed Acting Mayor DiPaola to temporarily replace Mayor Barrow on TRCA's Board of Directors, for the duration of his extended leave of absence.

The new *Conservation Authorities Act* section 14 (1.1), stipulating that the Council of a participating municipality shall ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council was proclaimed on February 2, 2021. The Ministry of Environment, Conservation and Parks (MECP) confirmed that the proclamation does not affect the current appointees, who will be able to complete the remaining duration of their appointments.

RES.#A2/21 - MOTION TO AMEND AGENDA

Moved by: Linda Jackson
Seconded by: Paul Ainslie

THAT February 25, 2021 letter from the Minister of Environment, Conservation and Parks be added to the agenda for the February 26, 2021 Board of Directors meeting.

CARRIED

RES.#A3/21 - REQUEST FOR EXCEPTION TO SUBSECTIONS 17 (1.1) AND (1.2) OF THE CONSERVATION AUTHORITIES ACT

Moved by: Linda Jackson
Seconded by: Paul Ainslie

WHEREAS on February 25, 2021, pursuant to clauses 17(1.3) (a) and (b) of the Conservation Authorities Act, the Minister of Environment, Conservation and Parks has granted Toronto and Region Conservation Authority (TRCA) a conditional exception to subsections 17 (1.1) and (1.2) of the *Conservation Authorities Act*;

AND WHEREAS, the exception is granted on a condition that the TRCA authority membership votes on and passes a resolution stating that it supports the February 8, 2021 application from TRCA's Chief Executive Officer (CEO) and the rationale stated in the application;

THEREFORE, LET IT BE RESOLVED THAT the February 25, 2021 correspondence item be received;

THAT the February 8, 2021 application from TRCA's CEO be endorsed;

THAT, under subsection 17(1.3) of the *Conservation Authorities Act*, the Board of Directors request that the Minister of Environment, Conservation and Parks grant TRCA with an exception to subsections 17 (1.1) and (1.2) of the *Conservation Authorities Act*;

AND FURTHER THAT this resolution be forwarded to the Minister of Environment, Conservation and Parks.

CARRIED

RECORDED VOTE

Paul Ainslie	Yes
Kevin Ashe	Yes
Shelley Carroll	Yes
Ronald Chopowick	Yes
Dipika Damerla	Yes
Joanne Dies	Yes
Joe DiPaola	Yes
Jennifer Drake	Absent
Paula Fletcher	Absent
Chris Fonseca	Yes
Xiao Han	Yes
Jack Heath	Yes
Gordon Highet	Yes

Jennifer Innis	Yes
Linda Jackson	Yes
Maria Kelleher	Yes
Mike Layton	Yes
Josh Matlow	Yes
Basudeb Mukherjee	Yes
Michael Palleschi	Yes
James Pasternak	Yes
Steve Pellegrini	Yes
Anthony Perruzza	Yes
Gino Rosati	Yes
Rowena Santos	Absent
Don Sinclair	Yes
Connie Tang	Yes
Estair Van Wagner	Absent

**Ministry of the Environment,
Conservation and Parks**

**Ministère de l'Environnement,
de la Protection de la nature et des Parcs**



Office of the Minister

Bureau du ministre

777 Bay Street, 5th Floor
Toronto ON M7A 2J3
Tel.: 416-314-6790

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416.314.6790

357-2021-555

February 25, 2021

Mr. John MacKenzie
Chief Executive Officer
Toronto and Region Conservation Authority
Email: John.MacKenzie@trca.ca

Dear Mr. MacKenzie,

Thank you for your February 8, 2021 email seeking Minister exceptions under the *Conservation Authorities Act* related to recently proclaimed legislative amendments affecting chair and vice-chair appointments and requiring a percentage of municipal appointments of authority members to be members of council. I understand you also had inquiries regarding my authority to appoint an additional member as a representative of the agricultural sector to a conservation authority.

After carefully considering your application regarding chair and vice-chair appointments, I will grant the Toronto Region Conservation Authority (TRCA) an exception pursuant to my authority under clauses 17(1.3) (a) and (b) of the *Conservation Authorities Act*.

I hereby grant the TRCA with an exception to subsection 17 (1.1) and (1.2) of the *Conservation Authorities Act*. This exception would allow the current chair and vice-chair to be appointed for a total of two more years, and to therefore hold office for more than two consecutive terms. I am also granting an exception to allow the TRCA to re-appoint as chair or vice-chair a member who was appointed by the same participating municipality. This would mean there would be no rotation of the chair and vice-chair amongst participating municipalities at the next annual general meeting or for the next two years for the duration of the re-appointment.

This exception is being granted on the condition that the TRCA authority membership votes on and passes a resolution stating that it supports the February 8, 2021 application from TRCA's CEO and the rationale stated in the application. The authority membership would then be able to vote under subsection 17(1) of the CAA on who to appoint as chair and vice chair of the authority.

I note that the intent of the changes made through Bill 229 to section 17 of the *Conservation Authorities Act* were to encourage the fuller representation and perspective from participating municipalities in a conservation authority. I encourage the TRCA membership to take this into account when considering future appointments to the positions of chair and vice-chair.

Mr. John MacKenzie
Page 2.

I would ask that you share this correspondence with all members of the TRCA. I also ask that you provide me with a copy of the votes of the authority on this matter.

I would also like to thank the City of Toronto and Mono/Adjala-Tosorontio for their applications for my permission to select less than 70 per cent of the TRCA appointees from among the members of municipal council. Since the non-elected members representing both the City of Toronto (seven members) and the Township of Mono/Adjala-Tosorontio (one member alternating between the municipalities for each term) have current terms of appointment that run through 2022 (Mono/Adjala-Tosorontio) and 2023 (City of Toronto) respectively, there is no need for an exception at this time, and these members can continue to serve out their existing terms. Should the participating municipalities wish, they can seek an exception closer to the termination of these appointments.

Finally, I would like to acknowledge and thank you for your suggestion that if the current chair is re-elected and/or remains a member of the TRCA as a Region of Peel representative, the appointment of an additional agricultural representative during the two year term may not be needed. I will take your suggestion into consideration going forward as I consider exercising my discretion to appoint additional members to conservation authorities as representatives of the agricultural sector.

I appreciate the dedication of the TRCA for your continued work and contributions to protecting people and property from natural hazards, the conservation and management of conservation authority-owned lands, and your role in drinking water source protection. I look forward to continuing to work with you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Yurek', with a stylized, cursive script.

Jeff Yurek
Minister of the Environment, Conservation and Parks

c: Jennifer Innis, Chair, TRCA
Michael Tolensky, Chief Financial and Operating Officer, TRCA
Michelle Sirizzotti, Chief of Staff, CEO's Office, TRCA
Alisa Mahrova, Clerk and Manager, Policy, TRCA
Chloe Stuart, Assistant Deputy Minister, Land and Water Division, MECP
Keley Katona, Director, Source Protection Programs Branch, MECP

APPOINTMENT OF SCRUTINEERS

RES.#A4/21 - APPOINTMENT OF SCRUTINEERS

Moved by: Shelley Carroll
Seconded by: Kevin Ashe

THAT Ms. Alisa Mahrova, Clerk and Manager, Policy, TRCA; Mr. Daniel Ruberto, Deputy Clerk and Analyst, Policy, TRCA; Mr. Darryl Gray, Director, Education and Training, TRCA; be appointed as scrutineers for the election of officers of Toronto and Region Conservation Authority's Board of Directors and Executive Committee.

CARRIED

ELECTION OF OFFICERS

CHAIR OF TORONTO AND REGION CONSERVATION AUTHORITY'S BOARD OF DIRECTORS

Jack Heath nominated Jennifer Innis for the Board of Directors Chair position. Jennifer Innis indicated that she would stand for the office.

RES.#A5/21 - MOTION TO CLOSE NOMINATIONS

Moved by: Michael Palleschi
Seconded by: James Pasternak

THAT nominations for the office of Chair of the Toronto and Region Conservation Authority's Board of Directors be closed.

CARRIED

Jennifer Innis was declared elected by acclamation as Chair of Toronto and Region Conservation Authority's Board of Directors.

VICE-CHAIR OF TORONTO AND REGION CONSERVATION AUTHORITY'S BOARD OF DIRECTORS

Joanne Dies nominated Jack Heath for Board of Directors Vice-Chair position. Jack Heath indicated that he would stand for the office.

RES.#A6/21 - MOTION TO CLOSE NOMINATIONS

Moved by: Jennifer Innis
Seconded by: Connie Tang

THAT nominations for the office of Vice-Chair of the Toronto and Region Conservation Authority's Board of Directors be closed.

CARRIED

Jack Heath was declared elected by acclamation as Vice-Chair of Toronto and Region Conservation Authority's Board of Directors.

REGION OF DURHAM REPRESENTATIVES ON THE TORONTO AND REGION CONSERVATION AUTHORITY'S EXECUTIVE COMMITTEE

Kevin Ashe nominated Joanne Dies for the Region of Durham Representative position on the Executive Committee. Joanne Dies indicated that she would stand for office.

Kevin Ashe nominated Gordon Highet for the Region of Durham Representative position on the Executive Committee. Gordon Highet indicated that he would stand for office.

RES.#A7/21- MOTION TO CLOSE NOMINATIONS

Moved by: Kevin Ashe
Seconded by: Ronald Chopowick

THAT nominations for the office of the Region of Durham Representatives on the Toronto and Region Conservation Authority's Executive Committee be closed.

CARRIED

Joanne Dies and Gordon Highet were declared elected by acclamation as the Region of Durham Representatives on the Executive Committee.

REGION OF PEEL REPRESENTATIVE ON THE TORONTO AND REGION CONSERVATION AUTHORITY'S EXECUTIVE COMMITTEE

Chris Fonseca nominated Dipika Damerla for the Region of Peel Representative position on the Executive Committee. Dipika Damerla indicated that she would stand for office.

RES.#A8/21 - MOTION TO CLOSE NOMINATIONS

Moved by: Maria Kelleher
Seconded by: Chris Fonseca

THAT nominations for the office of Region of Peel Representative on the Toronto and Region Conservation Authority's Executive Committee be closed.

CARRIED

Dipika Damerla was declared elected by acclamation as Region of Peel Representative position on the Executive Committee.

REGION OF YORK REPRESENTATIVE ON THE TORONTO AND REGION CONSERVATION AUTHORITY'S EXECUTIVE COMMITTEE

Gino Rosati nominated Linda Jackson for the Region of York Representative position on the Executive Committee. Linda Jackson indicated that she would stand for office.

RES.#A9/21 -

MOTION TO CLOSE NOMINATIONS

Moved by: Paul Ainslie
Seconded by: Jack Heath

THAT nominations for the office of Region of York Representative on the Toronto and Region Conservation Authority's Executive Committee be closed.

CARRIED

Linda Jackson was declared elected by acclamation as the Region of York Representative on the Executive Committee.

**CITY OF TORONTO REPRESENTATIVES ON THE TORONTO AND REGION
CONSERVATION AUTHORITY'S EXECUTIVE COMMITTEE**

James Pasternak nominated Anthony Perruzza for the City of Toronto Representative position on the Executive Committee. Anthony Perruzza indicated that he would stand for office.

Jennifer Innis nominated Paula Fletcher for the City of Toronto Representative position on the Executive Committee. While Paula Fletcher was absent at the meeting, she advised the Chief Executive Officer in writing in advance of the election that she would stand for office as per clause 4(d) of the *Procedures for Election of Officers*.

Jennifer Innis nominated Ronald Chopowick for the City of Toronto Representative position on the Executive Committee. Ronald Chopowick indicated that he would stand for office.

Gordon Highet nominated Jennifer Drake for the City of Toronto Representative position on the Executive Committee. Jennifer Drake indicated that she would stand for office.

Ronald Chopowick nominated Xiao Han for the City of Toronto Representative position on the Executive Committee. Xiao Han indicated that she would stand for office.

Ronald Chopowick nominated Mike Layton for the City of Toronto Representative position on the Executive Committee. Mike Layton indicated that he would not stand for office.

Ronald Chopowick nominated Maria Kelleher for the City of Toronto Representative position on the Executive Committee. Maria Kelleher indicated that she would stand for office.

RES.#A10/21 -

MOTION TO CLOSE NOMINATIONS

Moved by: Michael Palleschi
Seconded by: James Pasternak

THAT nominations for the office of the City of Toronto Representative on the Toronto and Region Conservation Authority's Executive Committee be closed.

CARRIED

Ronald Chopowick, Jennifer Drake, Paula Fletcher, Xiao Han, Maria Kelleher, and Anthony Perruzza, were declared elected by acclamation as City of Toronto Representatives on the Executive Committee.

The Acting Chair concluded the elections and turned the meeting over to Chair Jennifer Innis to conduct the remainder of the meeting.

YEARS OF SERVICE AWARD PRESENTATIONS TO BOARD MEMBERS

John MacKenzie, TRCA's Chief Executive Officer recognized the following Board Members for their service to TRCA:

Silver Pin, recognizing Three Years of Service: Paula Fletcher, City of Toronto

Gold Pin, recognizing Six Years of Service: Jennifer Innis, Region of Peel

Lifetime Pass, recognizing Ten Years of Service: Chris Fonseca, Region of Peel

RES.#A11/21 - MINUTES

Moved by: Linda Jackson
Seconded by: Steve Pellegrini

THAT the Minutes of the Board of Directors Meeting held on January 29, 2021, be approved.

CARRIED

DISCLOSURE OF PECUNIARY INTEREST

- Don Sinclair declared a pecuniary interest in regard to item 12.2 – Toronto and Region Conservation Authority's New Administrative Office Building Project, as his son's firm is involved in the planning function for the project. Mr. Sinclair did not take part in the discussion or vote on the item.
-

PRESENTATIONS

- 9.1.** A presentation by Jed Braithwaite, Manager, Major Contracts, Project Management Office, TRCA, in regard to item 12.2 – Toronto and Region Conservation Authority's New Administrative Building Updates.

RES.#A12/21 - PRESENTATION 6.1

Moved by: James Pasternak
Seconded by: Paul Ainslie

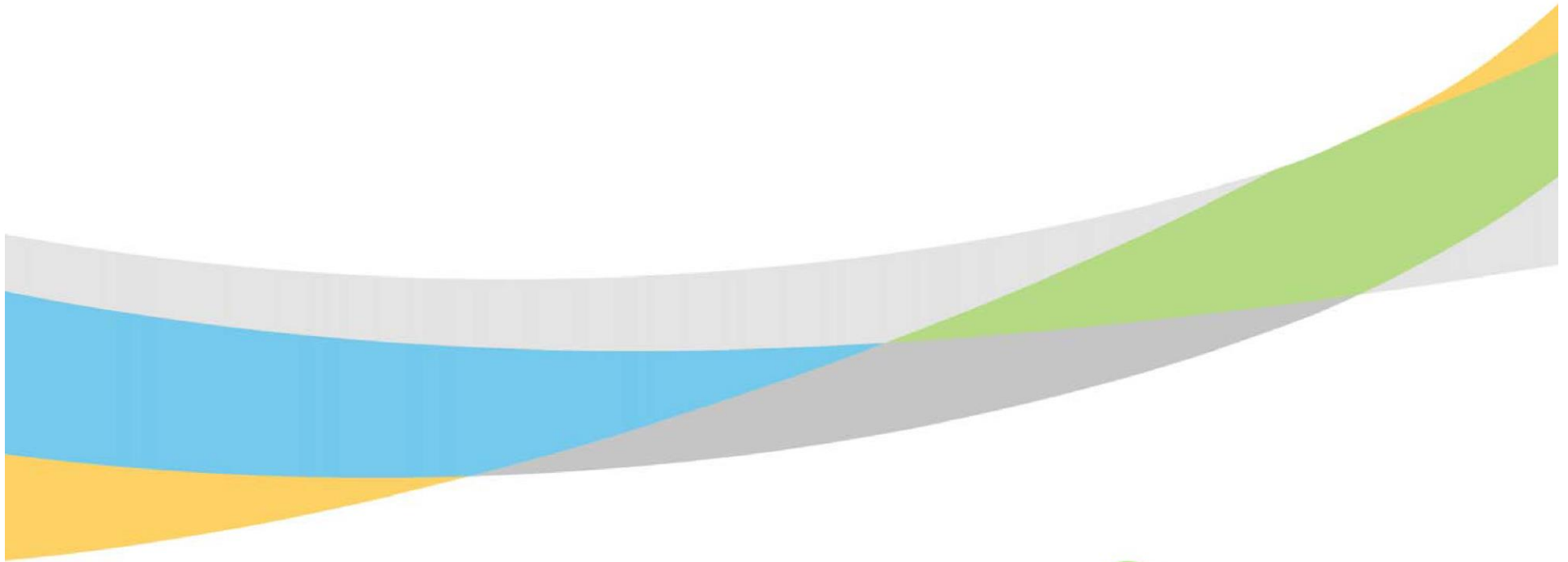
THAT above-noted presentation 6.1 be received.

CARRIED

New Administrative Office Building:

Sustainable and Responsible Design

Presented By: Jed Braithwaite, Manager, Project Management Office



February 26, 2021

Project Description

TRCA prides itself on being a leader in environmental best practices and to that end, works with its municipal partners, businesses, academics and NGOs to demonstrate new technologies and practices. TRCA's new head office is no exception and is designed to be a showcase in environmentally responsible office building design.

The design is a four storey 8,070 m² (86,000 ft²) mass-timber structure. In line with TRCA's mission, the new building is striving for ambitious sustainability and wellness targets, including Toronto Green Standard (TGS) Level 2, LEED Platinum for New Construction, WELL Standard Silver certification, and Canada Green Building's Council's (CaGBC) Zero Carbon Standard. The project has been identified as a future case study by the City of Toronto for TGS Level 2 and is identified as a pilot project as part of CaGBC's Zero Carbon Building Pilot Program.

TRCA's design principles for the building include:

“Wood First” design process

Set the high water mark for development and positively influence the actions of others.

Be a proven, smart investment.

Be a great place to work.

Deliver an operationally efficient building, within the project budget.

Strive for zero carbon status.

The project advances the use of wood in low-rise non-residential buildings via the holistic ‘wood first’ approach used throughout the design process in a region of Canada (Greater Toronto Area) where it will be one of the first of its kind. The design incorporates mass timber, wood stud formed walls, and wood claddings that will also require wood connection details that are unique to the project, and are cost-effective and easily replicated. The ‘wood first’ holistic design approach is critical to meeting the overall sustainability and environment goals of the project.

Site Strategy

Reinforcing the Green Belt - The site for the TRCA headquarters forms a Green Belt linking the Ravine Ecological System and the Urban System of the City of Toronto. The site design serves to emphasize and reinforce this link through restoration measures, embracing of the Urban Woodland, creating multiple gardens around the building for attenuation of rainwater and growing vegetables, the memorial garden, and building strong links with the Black Creek Community.

The design intent is to reinforce the site as a transitional zone between the urban and ravine conditions, creating an opportunity for architecture to engage with the landscape in a different way



View to SE



View to NE

Building Strategy

1. Orientation: The Orientation is gently along the South-west, North East axis; there is no facade facing due North ensuring that the sun will strike all facades of the building. The South facade rotates gently between East and West to maximize Solar gain along the maximum length of the building.

2. Massing: The building steps 'up and back' from the Ravine edge, extending the gentle slope of the ravine into the building providing views of the ravine from all parts of the building while making the building permeable to daylight and natural ventilation

3. Geometry: The triangulated geometry of the building brings daylight and ventilation into the building core with atria and skylights.

4. Shading: the building geometry itself contributes substantially to shading. Shading on the south east and west facing facades is provided by exterior horizontal retractable blinds. This shading reduces the building cooling load and energy use.



View to SE



View to NW

Sustainability Strategy

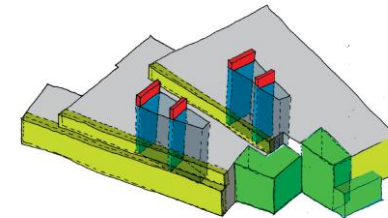
The project has been designed to reach both reduced energy use and GHG emissions. The project team has designed a fully integrated building which includes:

1. Water Walls/Solar Chimneys: The waterwall is an enclosed translucent air duct containing 5 sheets of wire mesh that extend from the ground floor to the roof. Water runs down the surface of the wire mesh tempering air that is distributed through the building and providing humidity. The waterwall / solar chimneys sit at the ends of the two atria. They are the primary exhaust air and supply air for the building. The waterwall is connected to mechanical units located in the adjacent floor slabs with the solar chimneys directly connected to the atria.

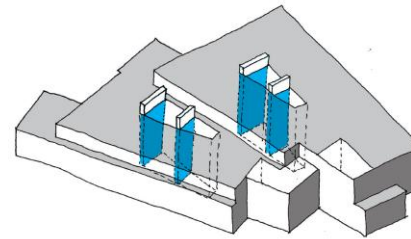
2. Atria: The building floor plates surround a two large atria that assist in the air distribution and provide natural light into the centre of the building.

3. Pre-Heat Natural Ventilation: The west façade has two layers of glazing that captures heat. The interior glazing has operable windows that staff will be instructed to open at optimum moments to allow the warm air into the building. Utilizing this captured heat will reduce the energy consumption of the building during the shoulder seasons.

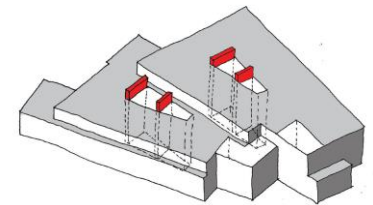
4. Other: The building utilizes an open loop geo-exchange system for efficient heating/cooling supply. Additional heating/cooling is provided by efficient hydronic ceiling panels.



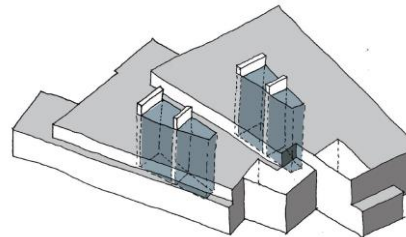
Integrated Environmental Strategy



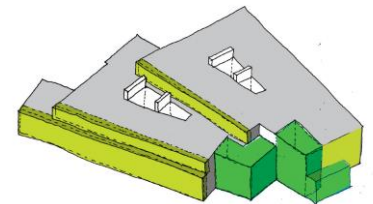
Water Walls



Solar Chimneys



Atria



Pre-Heat Natural Ventilation

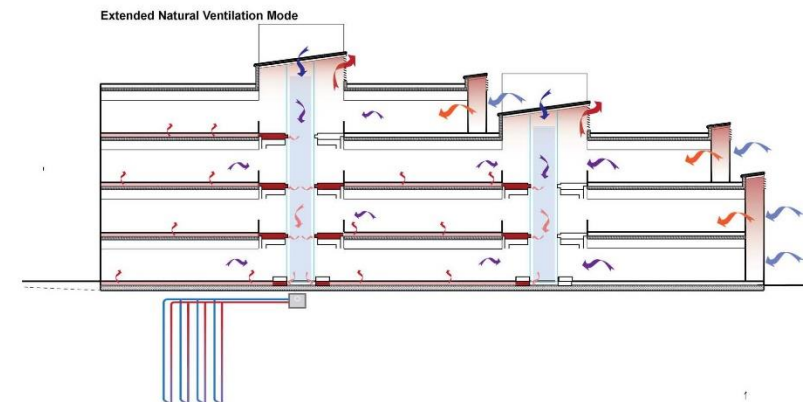
Integrated Building Design and Sustainability

The above features combined with a wood design emphasis has resulted in a building with low GHG emissions. The initial estimate of CO₂e from the building's construction and materials is 1142 metric tons of total potential carbon benefits, 319 metric tons of CO₂ in avoided GHG emissions, and 823 metric tons of CO₂ stored in the wood. This is equivalent to taking 241 cars off the road for a year and the energy to operate 121 homes (estimated from the Canadian Wood Council Carbon Calculator). Further the energy use of the building is impressive and to quote the project energy report, "The design of the new TRCA Headquarters as modeled is shown to have potential to achieve exemplary energy performance generally in line with design targets to be one of the most energy efficient office buildings in North America" (Focal Engineering – TRCA Headquarters TGS DD Stage Energy Report pg 11).

The building is an integrated whole that is an aesthetically sophisticated design while being environmentally and fiscally responsible.



Whole Building Climate Concept
Extended Natural Ventilation Mode



Entrance Sequence



Entrance View From Shoreham Dr.



Entrance Arrival



Entrance



Entrance

Interior Views



View South From Entrance



View West From Third Fl.



Reception

Neighbourhood Plan

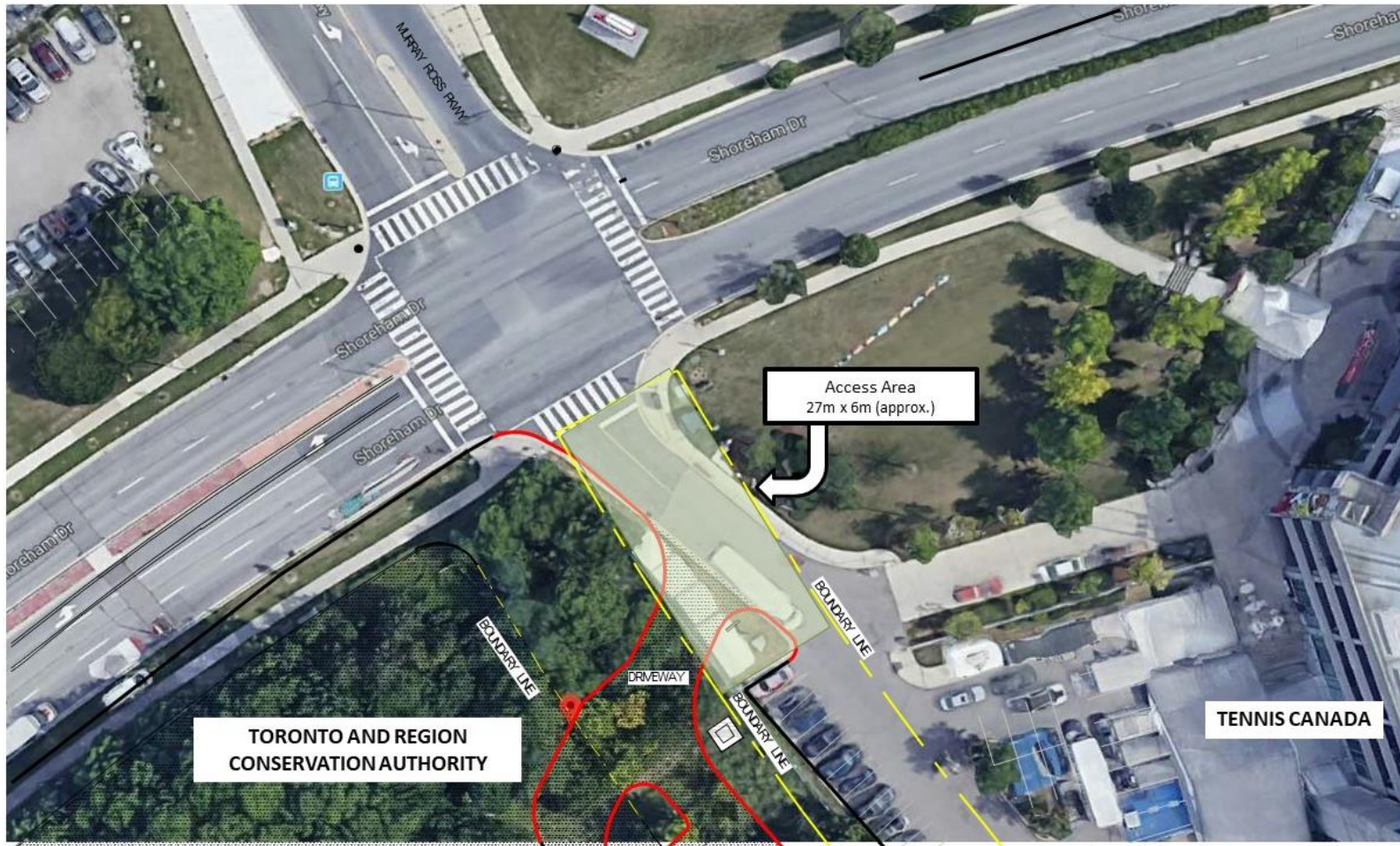


Site Plan

- A. Main Entrance
- B. Secondary Entrance
- C. Site Sign
- D. Drop Off
- E. Large reserved parking bays
- F. Electric Vehicular Charging bays
- G. Goods Delivery
- H. Urban Woodlot Forecourt
- I. Location for Ravine Trail Head
- J. Bicycle Parking
- K. Vegetable Garden
- L. Rain Garden
- M. Terrace
- N. Memorial Garden
- O. Ravine Walk
- P. Vehicular Entrance
- Q. Solar Panels
- R. Green Roof
- S. Roof Garden
- T. Skylight
- U. Solar Chimney



Shared Access with Tennis Canada



First Floor



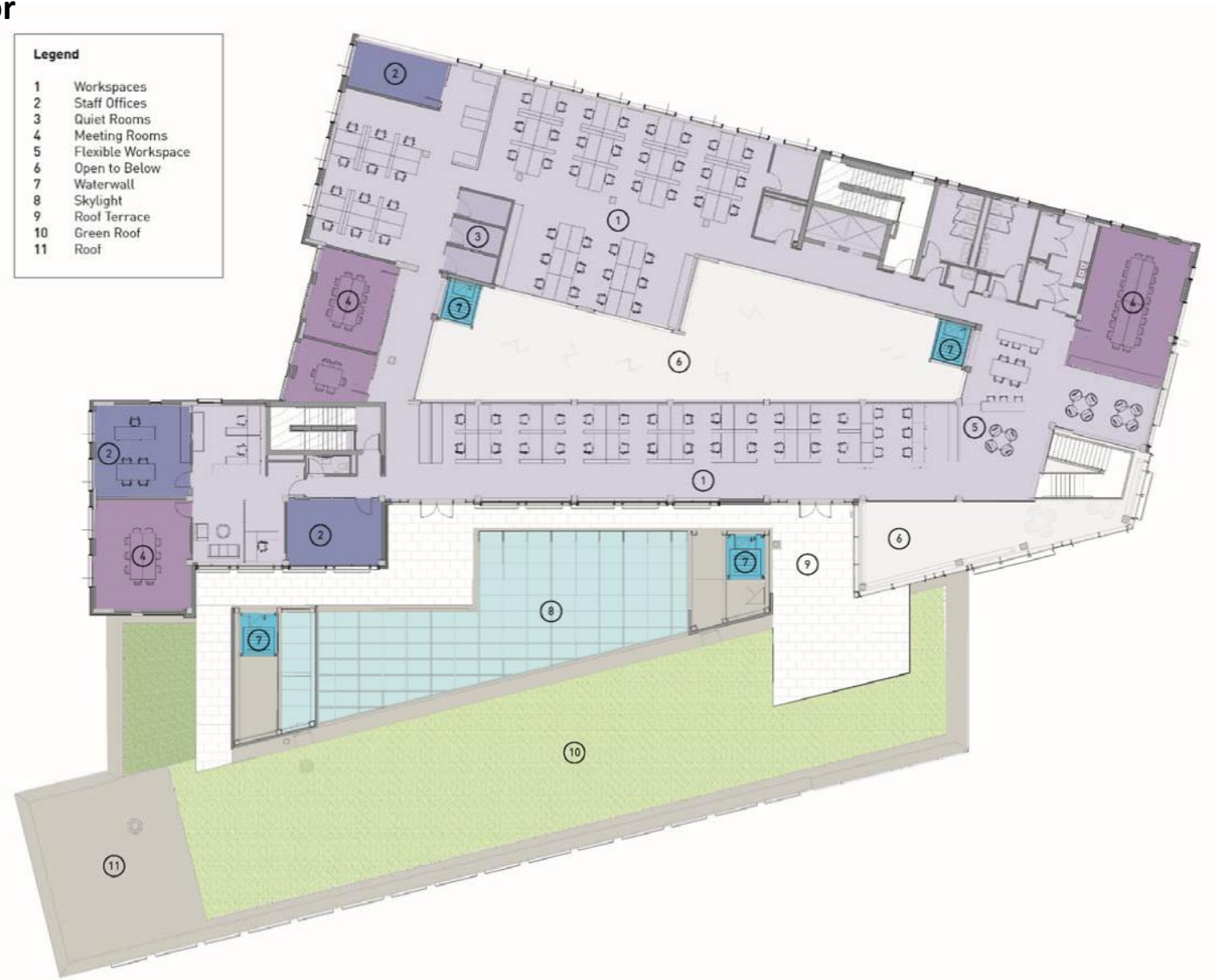
Second Floor

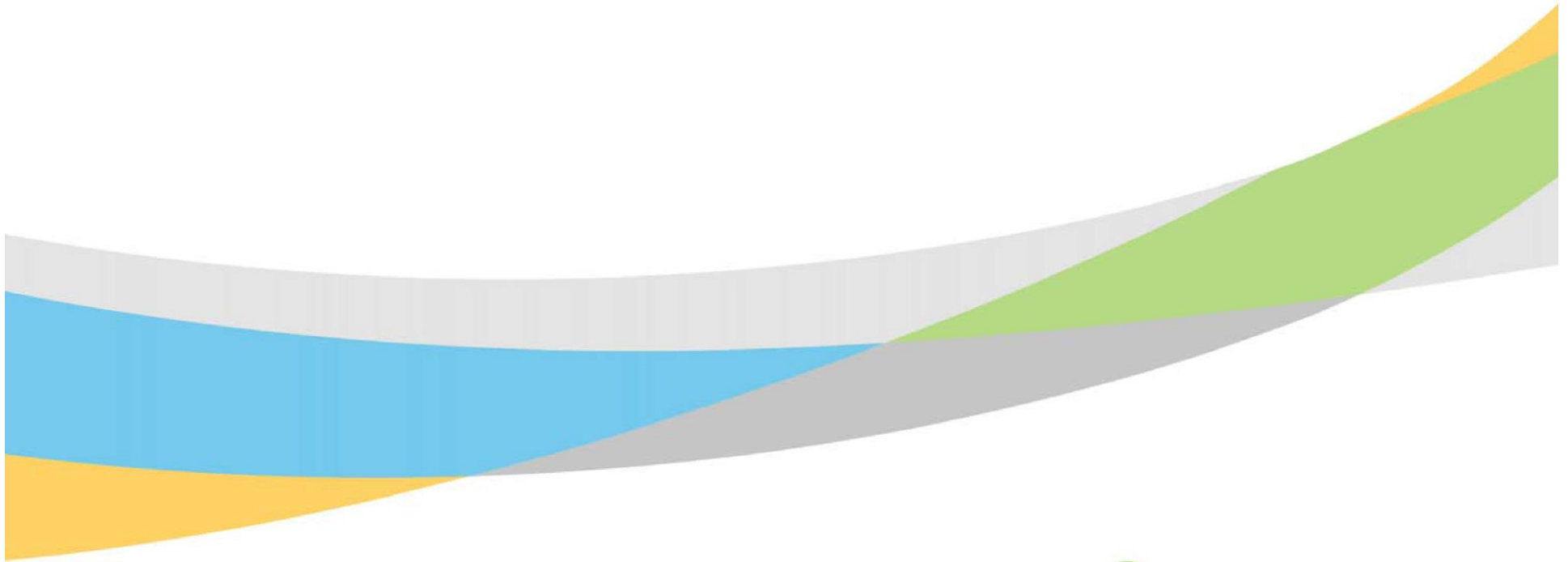


Third Floor



Third Floor





www.trca.ca

Section I – Items for Board of Directors Action

RES.#A13/21 -

APPOINTMENTS TO THE REGIONAL WATERSHED ALLIANCE

Extension of appointment of four Toronto and Region Conservation Authority (TRCA) Board of Directors members, representing TRCA's member municipalities, to the Regional Watershed Alliance (RWA).

Moved by: Paul Ainslie
Seconded by: Jennifer Drake

THAT the following Toronto and Region Conservation Authority Board of Directors member appointments to the Regional Watershed Alliance be extended until November 14, 2022, or until their successors are appointed:

City of Toronto:
Dr. Jennifer Drake
Ms. Maria Kelleher

Regional Municipality of Durham:
Regional Councillor Joanne Dies

Regional Municipality of Peel:
Regional Councillor Jennifer Innis

AND FURTHER THAT Regional Councillor Jack Heath be thanked for his service to the Regional Watershed Alliance.

CARRIED

BACKGROUND AND RATIONALE

The RWA is an advisory board to TRCA's Board of Directors, established in 2017 with a mandate to provide input on TRCA initiatives and advise the Board of Directors on matters of community interest. RWA is comprised of approximately 45 voting members, representing TRCA watershed residents, sector experts and organizations, municipal, provincial, and federal governments, and TRCA's Board of Directors.

Under the RWA Terms of Reference, the Board of Directors is ideally represented by one representative from each of TRCA's appointing municipalities: The City of Toronto, the Regions of Durham, Peel and York, and the Township of Adjala-Tosorontio/Town of Mono. At the Authority Meeting held on October 27, 2017, the Adjala-Tosorontio/Mono position was transferred to the City of Toronto (RES.#A178/17) due to the Town of Mono and the Township of Adjala-Tosorontio being already represented through the municipal appointee positions. This resulted in two City of Toronto Board Member positions.

At the Board of Directors Meeting, held on January 25, 2019, five TRCA Board of Directors members were appointed to the RWA for the 2019-2021 term. A re-appointment of City of Toronto Board Members in July 2019 resulted in a vacancy of one of the City of Toronto representative positions on the RWA, after which Maria Kelleher, a City of Toronto member, was appointed to the RWA at the February 21, 2020 Board of Directors Meeting to fill the vacancy.

Under the RWA Terms of Reference, members are appointed for a 2-year period with a possibility of re-appointment. As the term of TRCA Board of Directors members on the RWA

concludes by the February 26, 2021 Board of Directors Annual General Meeting, staff are seeking approval to extend current Board of Directors member appointments on the RWA until November 14, 2022. The reduced term duration will align appointments with the municipalities' current Terms of Council, improving the efficiency of the re-appointment process in the future.

TRCA staff discussed re-appointments with the affected Board Members. While most members expressed interest in continuing their appointment, Regional Councillor Jack Heath indicated interest in transferring their membership on the RWA to another Board representative. At the moment, his position will remain vacant.

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

TRCA staff will canvas TRCA's Board of Directors to recruit a representative to RWA, preferably from the Region of York, to serve on the Regional Watershed Alliance as per section 4.1 of the RWA Terms of Reference. Staff will also undergo a review of the appointments process and RWA Terms of Reference that is anticipated to be completed by the end of the extended term.

Report prepared by: Daniel Ruberto, extension 6445

Emails: daniel.ruberto@trca.ca

For Information contact: Alisa Mahrova, extension 5381, Victoria Kramkowski, extension 5707

Emails: alisa.mahrova@trca.ca, victoria.kramkowski@trca.ca

Date: February 17, 2021

RES.#A14/21 -

APPROVAL OF THE PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE MEMBERSHIP

To seek Board of Directors approval of the Partners in Project Green Executive Management Committee membership.

Moved by: Paul Ainslie
Seconded by: Jennifer Drake

THAT the appointment of the following members to Partners in Project Green Executive Management Committee for a term from February 26, 2021 to November 14, 2022, or until successors are appointed, be approved:

TRCA (1)

John MacKenzie, Chief Executive Officer

GTAA (1)

Todd Ernst, Director, Aviation Infrastructure, Energy & Environment

Business Leaders (5)

John Coyne, Vice President, Unilever Canada

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

Brad Chittick, President, Hydrogen Business Council

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

Maxx Kochar, Chief Business Officer, Silver Dart Group

Municipal Leaders (4)

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

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

Anthony Perruzza, City of Toronto Councillor, Ward 7

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

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

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

Scott Pegg, Senior Vice President, Infrastructure Ontario

CARRIED

BACKGROUND AND RATIONALE

As per section 2.3 of the Partners in Project Green Executive Management Committee (PPG EMC) Terms of Reference, membership consists of one Greater Toronto Airports Authority (GTAA) member, up to eight Business Community Leaders, one TRCA representative, up to four Municipal Leaders, and up to five advisory non-voting representatives. Section 2.4 further stipulates that members are appointed for a two-year, renewable term by the TRCA Board of Directors.

At the April 26, 2019 meeting, the Board of Directors approved the *Partners in Project Green's Refreshed Strategy 2019-2023*, the revised Partners in Project Green Executive Management Committee Terms of Reference, and the appointment of members to the PPG EMC.

On September 24, 2020, the City of Toronto position on the PPG EMC became vacant. The new member, Councillor Anthony Perruzza was appointed by the City of Toronto Council in December 2020 for the term starting from January 1, 2021 and concluding on November 14, 2022.

The two-year appointment term of the 2019 appointees concludes in 2021 and Councillor Perruzza's appointment requires Board of Directors approval. As such, TRCA staff are seeking Board of Directors approval to continue appointments until the November 14, 2022. Staff are also seeking Board approval to fill the current Municipal Leader vacancy, which represents the City of Toronto, until November 14, 2022. The new terms would allow staff to align appointment terms with municipal Terms of Council and to improve efficiency of future appointments.

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

Report prepared by: Daniel Ruberto, extension 6445, Jeff Robertson, (416) 894-8454

Emails: Daniel.Ruberto@trca.ca, jeff.robertson@trca.ca

For Information contact: Alisa Mahrova, extension 5381, Jeff Robertson, (416) 894-8454

Emails: Alisa.Mahrova@trca.ca, jeff.robertson@trca.ca

Date: February 26, 2021

RES.#A15/21 -

GREENSPACE SECUREMENT AND MANAGEMENT PLAN

Report back to the Board of Directors regarding Greenspace Securement and Management Plan ("GSMP"). The purpose of the GSMP is to document Toronto and Region Conservation Authority's ("TRCA") systematic approach to land securement based on TRCA's Greenspace Acquisition Project, discuss priorities for securement, provide transparent rationale as to why properties are acquired, and identify how those lands will be managed in support of TRCA programs and services.

Moved by: Paul Ainslie
Seconded by: Jennifer Drake

THAT this update on the status of the Greenspace Securement and Management Plan be received;

THAT TRCA approve and adopt the *Greenspace Acquisition Project 2021-2030* planning document for submission for approval by the Ministry of the Environment, Conservation and Parks;

AND FURTHER THAT TRCA request that the Ministry of the Environment, Conservation and Parks approve the *Greenspace Acquisition Project 2021-2030*, pursuant to sections 24 of the *Conservation Authorities Act*, RSO 1990, c C.27.

CARRIED

BACKGROUND

At Board of Directors Meeting held on April 24, 2020, Resolution #A28/20 was approved in part as follows:

...AND FURTHER THAT staff report back to the Board of Directors on a Greenspace Securement and Management Plan in Q4 of 2020.

TRCA has the legislative mandate to provide programs and services designed to further the conservation, restoration, development and management of natural resources, pursuant to section 20 of the *Conservation Authorities Act*, RSO 1990, c C.27 (the "Act"). The criteria for securement within GSMP are derived from TRCA's Greenspace Strategy, Valley and Stream Corridor Management Program, Terrestrial Natural Heritage System Strategy and various integrated watershed management plans. Other criteria for securement include Provincial plans such as the Niagara Escarpment Plan, Oak Ridges Moraine Conservation Plan, Greenbelt Plan and Clean Water Act. TRCA currently manages approximately 16,139ha (39,881 acres) of lands within its jurisdiction (shown ***Attachment 1***), both through ownership and management agreements with various stakeholders.

Through the development of the GSMP, Property and Risk Management staff have collaborated with numerous internal departments to identify criteria for consideration of TRCA management/protection in conjunction with its mandate. The following criteria have been selected for consideration for protection by the TRCA:

1. Flood control, flood vulnerable, erosion control and reservoir project lands, and associated access lands;
2. Valley and stream corridors;
3. Lake Ontario waterfront;
4. Environmentally Significant Areas;
5. Life Science Areas of Natural and Scientific Interest;
6. Wetlands;
7. Kettle lake or wetland features;
8. Highly Vulnerable Aquifers;

9. Carolinian forest;
10. Important woodland/vegetation/habitat linkages;
11. Interior forest areas, and/or lands which contribute to the expansion of interior forest habitats;
12. Riparian habitat zones;
13. Habitat for aquatic and terrestrial species of concern and sensitive species, including those listed under the *Species at Risk Act* and the *Endangered Species Act*;
14. Lands identified for the target system in TRCA's watershed plans and Terrestrial Natural Heritage System Strategy and municipal natural heritage systems;
15. Significant Groundwater Recharge Areas;
16. Landform Conservation Areas Categories 1 and 2 on the Oak Ridges Moraine;
17. Lands identified in the Niagara Escarpment Plan, especially Escarpment Natural Areas and Escarpment Protection Areas;
18. Lands that provide terrestrial and aquatic habitat restoration opportunities, including lands identified as priority for ecosystem restoration;
19. Links for a regional trail system;
20. Links to greenspace systems in neighbouring conservation authorities;
21. Lands that are identified by TRCA in cooperation with its member municipalities and/or the Province of Ontario as being complementary to the TRCA greenspace system;
22. Lands that provide access to lands secured by TRCA;
23. Lands that provide a buffer from surrounding land uses to the aforementioned areas; and
24. Lands to be used in support of conservation efforts.

RATIONALE

Staff have utilized the above criteria in assessing 1,015,267 land parcels within the TRCA jurisdiction, and prioritizing parcels through the creation of a heat map (the "Map"). This involved assembling the criteria layers across the jurisdiction, creating a screening layer to use, refinement of the identified parcels and finally ranking parcels based on each Region's distribution of opportunities and boundaries. The results compile and intersect a series of data layers (listed above) into a Map of potential areas of interest for Greenspace securement for each region in the TRCA jurisdiction (York, Peel, Toronto, Durham, Mono, & Adjala-Tosorontio). The Map indicates, on a priority basis, 16,860 parcels that contain the above criteria. It should be noted that on a preliminary basis, residential zones have been removed from initial consideration. This will be addressed in the sub-parcel analysis. Parcels in red indicate parcels that contain 12+ criteria. As these parcels form the basis of acquisition strategy, they are contained within the confidential memo to avoid prejudicing TRCA acquisition strategy/negotiations including ongoing work for municipal partners.

With the initial Map in place, TRCA will be able to better identify and target priority acquisition areas within each of the watersheds that our jurisdiction encompasses. Property and Risk Management staff will identify priority parcels to create a list of potential acquisitions in each municipality to explore financing opportunities. This process will require 1) investigation and refinement of targeted parcels to identify the sub-parcel elements in need of protection, 2) the formation and application of an acquisition strategy, and 3) coordination with a land management strategy for the ongoing management of lands acquired. Staff will update the acquisition mapping if/when any datasets used in its creation are updated.

Next steps

1) Parcel refinement

The Map provides a high-level screening tool to assist in the focusing areas of acquisition to maximize acquisition efficiency. The Map provides an indication at the parcel level that a specific property may be of interest of protection. Staff will utilize the Map to rigorously review and refine the areas of protection at the sub-parcel level in order to efficiently direct acquisition resources. This may involve further study and/or microecology investigation to identify the minimum land area required to support mandated conservation efforts. In addition, the Map does not include residential parcels in the preliminary screening. Staff will investigate during the refinement process whether portions of adjacent residential parcels should also be identified for protection.

2) Acquisition Strategy

Utilizing the refined Map, staff will prioritize the investigation of lands based on priority at the sub-parcel level. TRCA may utilize *Planning Act* exemptions, such as part lot exemptions under section 50(5), to enact transfers of land. The acquisition analysis will follow the following strategy:

Strategy:

1. Development Process Acquisitions

In reviewing proposed plans for development (e.g., plans of subdivision, rezoning applications, official plan amendments and severances), TRCA determines whether there are areas that should be protected as part of their legislated mandate. These may include valley and stream corridors, Environmentally Significant Areas or waterfront corridors that should be set aside for conveyance at a nominal cost to TRCA, or for acquisition of a limited interest by TRCA. Where planning applicants own land within the target Terrestrial Natural Heritage System, TRCA will, as part of its plan review, recommend that applicants convey their target system lands to the appropriate public agency and have those lands protected through appropriate zoning. The majority of TRCA securements are achieved through the planning process.

2. Tax donations & the Federal Ecological Gifts Program

TRCA encourages donations of land or property rights and often works with The Living City Foundation in pursuing such donations. Under the federal Ecological Gifts Program ("Ecogrant"), owners of land which is certified by the Minister of the Environment as important to the preservation of Canada's environmental heritage receive a favourable federal tax credit for the full value of the land, easement or covenant and a reduction in the taxable capital gain realized upon the disposition of the property when they donate land to TRCA, The Living City Foundation or other organization designated by the Minister. Identification of parcels that could be utilized as donations to TRCA to further assist in private party tax & estate planning processes. TRCA may accept gifts "in fee" or gifts with life estates remainders. The Ecogrant process allows for the carry forward of tax receipts for a maximum of 10 years, while normal tax donations have a maximum carry forward of 5 years.

3. Maximizing TRCA value of existing assets

Owners of land in a valley or stream corridor adjacent to TRCA property may seek to trade their restricted land for parcels of land which are

surplus to TRCA's requirements but have higher development potential and lower ecological value/function. Such trades may increase the available lands secured by TRCA for ecological protection. In addition, TRCA may proactively identify parcels within TRCA's portfolio that have low conservation or ecological value/function but have high development potential. The determination of potential surplus and sale/trade of these parcels may contribute to open market acquisitions. While these transactions traditionally consist of the exchange of fee simple interests, they can consist of any combination of property interests. All of the above actions typically require Board and Ministerial approval.

4. Joint acquisition with member municipalities & other levels of government
TRCA may secure property interests in municipal lands at a nominal cost when they are located within the boundaries of approved TRCA land securement projects. These securements may be through Erosion Risk Management Programs with member municipalities to reduce/eliminate erosion risks within the watershed. Additionally, acquisition through partnership with member municipalities for parkland acquisition and management are available through management agreements and Service Level Agreements.
5. Open Market Acquisitions
TRCA's land securement projects may require acquisitions through arms-length transactions. Arms-length transactions are transactions with a willing buyer and a willing seller. This option is dependent on obtaining funding within program/budget process.
6. Leverage TRCA's ability to sever parcels
TRCA has the ability to sever private parcels of land when land is being acquired for the purposes of flood control, erosion control, bank stabilization, shoreline management works or the preservation of environmentally sensitive lands under the GSMP.
7. Leases, agreements, restrictive covenants, and conservation easements
Areas may be protected through agreements or through TRCA obtaining other property rights/restrictions. These include lands owned by a public agency or non-government organization that are managed or leased by TRCA under an agreement, obtaining easements or restrictive covenants to aid in the protection of natural elements, obtaining rights of first refusal or options on lands that may be desirable in the future to obtain.
8. Expropriation feasibility
Although negotiated acquisition strategies are preferred, TRCA may work with member municipalities where they undertake to expropriate lands where it is required for an approved project, subject to an agreement with that municipality to conduct such work.
9. Provincial/Federal Grants
TRCA continues to identify and apply for grants that benefit the securement and protection of lands.

10. Provincial (Section 39) Funds

Historically, TRCA may have acquired lands utilizing Provincial funds. When TRCA disposes of surplus lands, generally the revenues from the disposition are repayable to the Province. Upon request, TRCA may be allowed to retain the revenues, in trust, within a Capital Reserve Account, for purchase of alternative lands identified under the Greenspace Acquisition Project (GAP) (see **Attachment 3**). Therefore, with Ministerial approval, the Capital Reserve Account is a source of funds that may be utilized in support of the GAP acquisitions.

Since 2011 the Capital Reserve Account has been utilized twice:

- i) In 2015, \$0.474M (17% capital contribution) towards the purchase of the 44.2 ha Dalton property located at 12800 11th Concession Road, Township of King; and
- ii) In 2018, the Minister approved a transfer of \$3.538M to support of the construction of the new TRCA headquarters.

The balance of the Capital Reserve Account is approximately \$1.1M as of December 31st, 2020.

These acquisition strategies may involve both direct and indirect benefit for support of conservation efforts. These strategies will involve planning/forecasting over the long term (50+ years). As a component of expanding TRCA land holdings, the management of our lands must be considered.

3) Land Management Strategy

All properties, regardless of the management category and intensity of public use, require regular and proper inspection, land planning, management and monitoring to ensure that TRCA lands support TRCA programs and services. TRCA must manage its properties to reduce the risk from hazards, deter encroachment from neighbours by erecting fencing and pursuing outreach efforts, discourage vandalism, dumping, poaching and trespassing, and to monitor and protect archaeological sites. TRCA maintains its properties in order to provide a safe environment for the public and aims to enhance its lands so as to improve the visitor experience.

TRCA's land management strategy is diverse across the jurisdiction. TRCA actively manages its properties for conservation purposes, such as flood control reservoirs and channels, riverside erosion control, shoreline protection on the Lake Ontario waterfront, nature-based recreation and education, habitat creation and enhancement projects, cultural heritage resource management, and the planting of millions of trees and shrubs. The public is invited onto some of these lands, both with and without fees. Lands managed by TRCA are managed through TRCA's Land Care Program to the standard approved and funded by the member municipality. Lands under management agreement with member municipalities are managed by said municipality.

TRCA's Land Care Program aims to establish and deliver the best possible land asset management practice, reduce risk to assets and human health and safety from natural or human hazards, deter and mitigate encroachments, promote responsible use of conservation parks and lands, and involve the community in its activities on TRCA lands. Projects under the program ensure that the natural and cultural heritage values for which the lands were brought into public ownership are protected, while still providing safe and responsible visitor experiences where appropriate. The main components of the Land Care Program include land planning, boundary securement, property management, hazard management, and administration.

Land Service Level Strategy

Staff have performed initial classification of the existing TRCA land portfolio into service levels: low, medium, and high based on risk to TRCA. Low service lands do not have improvements or otherwise invite members of the public to utilize said lands, whereas medium service lands have passive uses and minor improvements such as trails, and high service lands are used more actively with additional infrastructure and programming and where an admission fee is often charged. It should be noted that TRCA will need to confirm the service level classification system and its application to TRCA lands and then develop land management rates for the medium and high service level lands to reflect Land Care Program budget requirements, while meeting the impending new *Conservation Act* regulations.

In aggregate, TRCA has approximately 3,460ha (8,550 acres) of low service lands. Low service lands are intended to remain in a naturalized state and include erosion or flood mitigation measures. Regular management of these lands as part of the Land Care Program includes basic inspections of, and response to, property boundary securement conditions and hazards in order to respond to TRCA's basic duty of care responsibilities. These boundary maintenance activities consist of minor encroachment resolutions, work order resolution, garbage removal, neighbour relations management, property identification and regulatory signage, fence and gate installation and maintenance, tree assessments and tree hazard mitigation. These actions include activities that are both proactive and reactive. As such, response and mitigation costs can vary from year to year.

TRCA staff has estimated the aggregate cost to perform these basic land care responsibilities is approximately \$400/ha (\$162/acre) annually (Note that this cost does not include property tax and insurance costs). This amount may fluctuate based on a number of social, environmental and operational factors including weather events, changes in service levels, invasive species destruction, and ease of access from nearby communities.

In addition to the basic duty of care responsibilities, TRCA may add services to the lands to support additional TRCA programs and services. These range from no-fee, passive use trails to fee-supported, active recreation programs and significant built infrastructure. These additional services increase the costs to basic land care costs for said lands and are supported through business and budget planning.

Tax Efficiency Strategy

Tax efficiency and strategy of acquired lands can be optimized through MOU and management level agreements with member municipalities. As a private landowner, TRCA land assets are *prima facie* taxable. If a local municipality, through a management plan, identifies the lands being a class of a "municipal capital facility", said lands can be designated as exempt from land taxes. Staff recommends that all non-income producing lands should be designated as "municipal capital facilities" in order to maximize savings and avoid labour costs, both municipal and TRCA resources, in allocating, assessing, appealing, and transacting land taxes. These taxes form part of the TRCA levy which is paid by, and ultimately back to, the member municipality. This designation would also potentially recognize TRCA land assets as integral part of watersheds that service the municipal members. It is proposed that TRCA income producing properties, remain taxable in normal fashion.

If the lands are not exempt from taxes, TRCA management plans may place the lands under Managed Forest Tax Incentive Program ("MFTIP") or Conservation Land Tax Incentive Program ("CLTIP") depending on their designation. These programs restrict the uses and management of the lands, but reduce the taxes payable. For lands that are not capable of being exempted or reduced in taxes, the TRCA is assessed the full tax liability which is then required to be paid

through the budget process. In aggregate, the low service lands are assessed at the parcel level at approximately \$65/ha (\$26/acre) in taxes.

Land is a foundational piece of TRCA's work. TRCA needs to be able to secure greenspace expeditiously with a defined management approach for these acquisitions to deliver its programs and services in a timely and effective manner. Although fee-simple ownership provides the highest level of protection, other avenues of protection such as conservation easements may provide certain protections, but with lower costs.

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 3 – Rethink greenspace to maximize its value

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

Strategy 7 – Build partnerships and new business models

Strategy 12 – Facilitate a region-wide approach to sustainability

FINANCIAL DETAILS

Lands that are under consideration of acquisition for low-service require approximately \$465/ha (\$188/acre) into perpetuity for ongoing management costs and taxes, annually adjusted to inflation. Any additional services or desired improvements (erosion infrastructure, recreational trails, additional services) will increase this amount.

DETAILS OF WORK TO BE DONE

The newly created heat map requires circulation within TRCA to remove any extraneous parcels that may have been included inadvertently resulting in a refined map.

Determine priority parcels based on heat mapping within each Region to pursue funding opportunities.

Continue to refine land management costs based on the service levels associated with the Land Service Level Strategy's classification system.

Report prepared by: Brandon Hester, extension 5767, Daniel Byskal, extension 6452

Emails: Brandon.hester@trca.ca, Daniel.byskal@trca.ca

For Information contact: Brandon Hester, extension 5767, Daniel Byskal, extension 6452

Emails: Brandon.hester@trca.ca, Daniel.byskal@trca.ca

Date: February 18, 2021

Attachments: 4

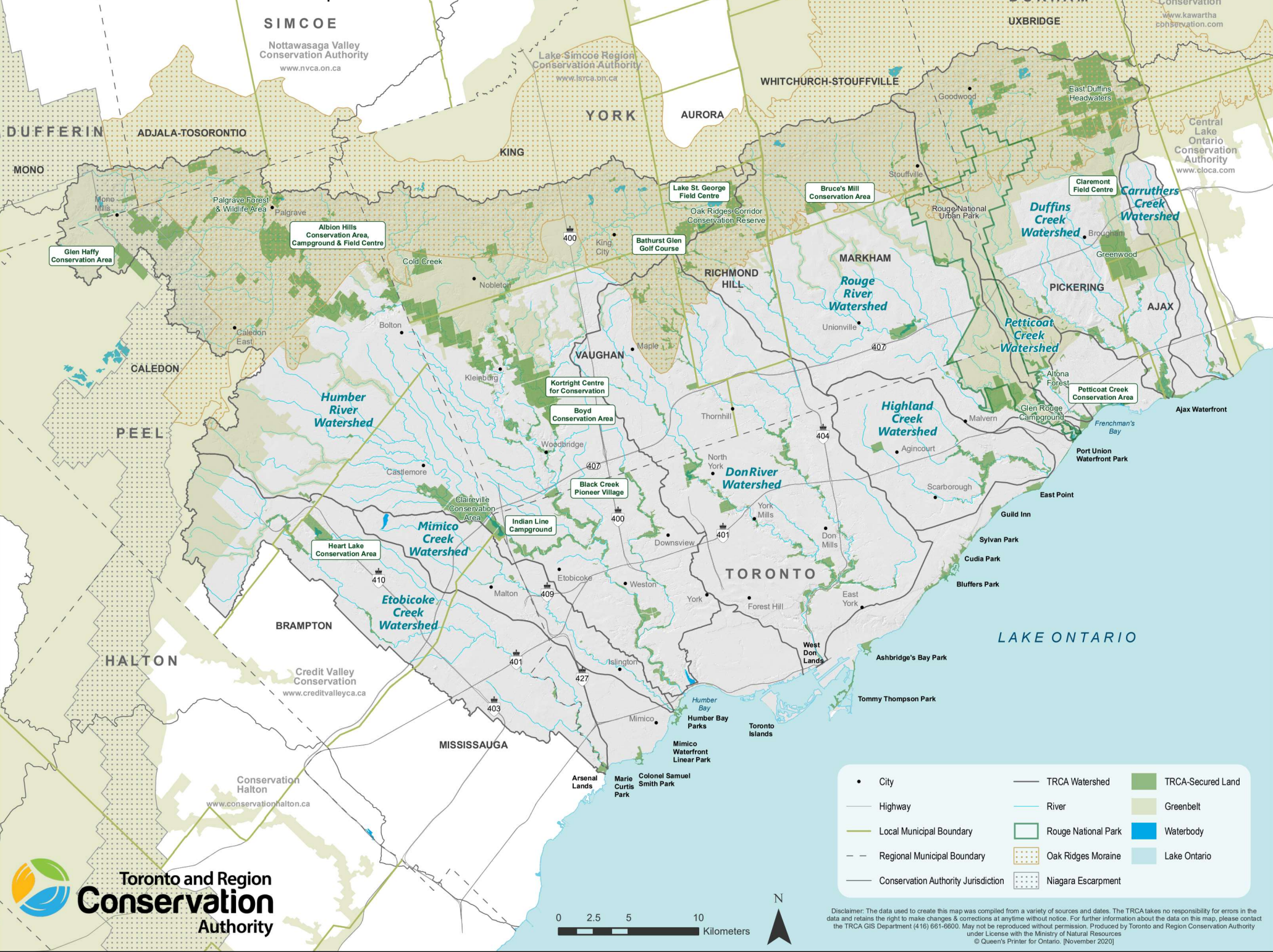
Attachment 1: TRCA Jurisdiction Map 2020

Attachment 2: Provincial Policy for Treatment of CA Generated Revenue (s.39)

Attachment 3: Greenspace Acquisition Project (GAP) 2021-2030

Attachment 4: TRCA Acquisition Map (this is a confidential attachment, which will be circulated to Board Members separately, pursuant to subsection C.4.(2)(l) of TRCA's Board of Directors Administrative By-Law, as the subject matter pertains to 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)

Attachment 1: TRCA Jurisdiction Map 2020



POLICIES AND PROCEDURES FOR THE TREATMENT OF CONSERVATION AUTHORITY GENERATED REVENUE

1.0 BACKGROUND

Over the 50 years since the Conservation Authorities Act was proclaimed, the province has made a substantial financial contribution towards the acquisition of land and the construction of infrastructure associated with the land. Provincial contributions were largely provided through transfer payments from MNR but also include funding from other provincial agencies. Recognition of this provincial contribution must be made if the property is used to generate revenue or if the property is disposed.

In 1983, Management Board approved a policy for the sharing of revenue derived from the management and disposition of Conservation Authority owned property. The Revenue Sharing Policy allowed Conservation Authorities to use the provincial share of revenue from the disposition of property, with the consent of the Minister, on its highest priority project, or to retain the revenue in a reserve, along with the municipal share and any accrued interest, to be used at a future date.

This augmented the Conservation Authorities' ability to undertake capital works programs and was an incentive for Conservation Authorities to effectively manage surplus lands. Since its inception, the Revenue Sharing Policy has allowed the Conservation Authorities to invest more than \$15 million into capital works and land acquisition.

Recent changes to the Conservation Authorities Act and reductions in provincial funding may prompt Conservation Authorities to dispose of property and non-fixed assets to which the province has made a financial contribution. This policy identifies how the provincial share of revenues may be reinvested into program eligible areas or returned to the province. Furthermore, this policy recognizes the generation of revenue resulting from the undertaking of activities on conservation authority owned property and the charging of user fees.

2.0 LEGISLATION

2.1 Section 21 of the Conservation Authorities Act lists the powers which Conservation Authorities have for the purposes of accomplishing their objects.

Subsection 21(m) gives Conservation Authorities the power to make charges for admission to and use of Conservation Authority owned or controlled park or recreational property.

Subsection 21(m.1) gives Conservation Authorities the power to charge fees for services approved by the Minister.

Subsection 21(3) states that the Minister may impose terms and conditions on an approval of a Conservation Authority property disposition, including a condition that the Conservation Authority pay a specified share of the proceeds of the disposition to the Minister.

Section 29(1) of the Conservation Authorities Act allows Conservation Authorities to make regulations applicable to land they own, subject to the approval of the Lieutenant Governor in Council.

Subsection 29(1)(c) deals with prescribing fees for the occupation and use of lands and works, vehicles, boats, recreational facilities and services.

Subsection 29(1)(d) deals with prescribing fees for permits designating privileges in connection with use of the lands.

Section 30(1)(d)(ii) of the Conservation Authorities Act allows Conservation Authorities to make regulations delegating all or any of its powers to the executive committee except the power to raise money. These regulations are subject to the approval of the Minister

3.0 DEFINITIONS

3.1 Minister - Minister of Natural Resources

3.2 Property - Lands and fixed assets for which a provincial grant has been provided.

3.2.1 Land - Any estate, term, easement, right or interest in, to, over or affecting land.

3.2.2 Fixed Assets - Any buildings, permanent structures or works which are fixed to the land. This includes administrative, education and interpretation buildings, recreational facilities, workshops, dams, dykes, constructed channels, weirs, berms and reservoirs.

3.3 Non-Fixed Assets - Any equipment, tools, supplies, furniture or other assets not fixed to the land.

3.4 Revenue - funds, including any interest accrued, generated by Conservation Authorities as a result of direct provincial financial involvement, less costs incurred in generating the revenue.

3.5 Managed/Agreement Forest Lands

3.5.1 Managed Forest Lands are lands owned by Conservation Authorities where forest management is the primary objective of the land holding and where harvesting conforms with a forest management and operations plan approved by a professional forester.

3.5.2 Agreement Forest Lands are lands owned by Conservation Authorities which are managed by MNR further to a memorandum of agreement between the Conservation Authority and MNR.

4.0 METHODS OF REVENUE GENERATION BY CONSERVATION AUTHORITIES

4.1 Undertaking of Activities on Conservation Authority Owned Property - Any activity undertaken on Conservation Authority owned property. This includes collection of gate

receipts, operating concessions, and hydro sales. This also includes all leases of Conservation Authority owned property except oil/gas/gravel extraction leases.

4.2 Harvesting and Sale of Wood from Conservation Authority Owned Managed/Agreement Forest Lands

4.3 Disposition of Conservation Authority Owned Property - Selling, exchanging, granting of easements or otherwise permanently disposing of Conservation Authority owned property. This excludes leases of Conservation Authority owned property but includes oil/gas/gravel extraction leases regardless of the lease term.

4.4 Charging of User Fees - Charging of user fees for services rendered by a Conservation Authority. This includes fees generated through Conservation Authority contracts, review of planning applications, conservation services, legal inquiries, site inspection/visits.

4.5 Disposition of Non-Fixed Assets - Sale or lease of non-fixed assets as defined in Section 3.3.

5.0 POLICY PRINCIPLES

5.1 The province retains an interest in revenue generated on/from properties or from the disposition of Conservation Authority owned property and non-fixed assets for which the province provided a grant. This interest relates to the fact that the Province has invested with the Conservation Authority and should therefore share in any resultant profits.

5.2 Should the province decide to allow a Conservation Authority to retain this revenue, the province has a right to direct how the revenue can be used.

5.3 The province has the right to transfer its share of the revenue to Conservation Authorities.

6.0 POLICY

Subject to the terms and conditions of other pertinent agreements, programs, legislation (i.e., the Niagara Escarpment Land and Stewardship Program):

6.1 Revenue derived through **the undertaking of activities on Conservation Authority owned property** (excluding Managed/Agreement Forest Lands) may be used at the discretion of the Conservation Authority for any Conservation Authority program.

6.2 Revenue derived through the **harvesting and sale of wood from Conservation Authority owned Managed/Agreement Forest lands** may be used at the discretion of the Conservation Authority for any Conservation Authority program. This assumes that

all management, planning and operational costs (including taxes not covered by provincial grant funding) for these lands have been covered.

- 6.3** Revenue generated through the **disposition of Conservation Authority owned property** may be held by a Conservation Authority in a capital reserve for future use on capital projects identified under Section 6.6, subject to advance notification of MNR. The Ministry retains the right to either deny use of provincial reserves as per the notification or to otherwise direct provincial reserves.
- 6.4** Revenue derived through **charging of user fees** may be used at the discretion of the Conservation Authority for any Conservation Authority program.
- 6.5** Revenue generated from the **disposition of non-fixed assets** may be used at the discretion of the authority for any Authority program.
- 6.6** Capital reserves established under this policy, or reserves established prior to this policy which are general in nature (not project specific) and which have a provincial share, can be deployed on high priority Conservation Authority capital projects, the following areas:
- . Acquisition of Provincially Significant Conservation Lands or Managed/Agreement Forest lands
 - . Major maintenance of flood control structures
 - . Acquisition of other ecologically significant lands. This includes valley lands, hazard lands, other wetlands, headwater recharge and discharge areas, forested areas and any other lands which support provincial interests identified within the new provincial policy statements (i.e. hazard/natural heritage). This does not include land where the primary purpose is recreation or the generation of revenue.
 - . Hazard land mapping in support of plan input or regulation programs.
 - . Flood and erosion capital projects and related studies
 - . Watershed/subwatershed management plans which are intermunicipal in scope.

7.0 PROCEDURES

7.1 Administration of a Capital Reserve Account

Capital reserves established under this policy through property dispositions must be in the same proportion as the original purchase between the Province and the Conservation Authority. Reserves are to be deployed to eligible projects at some future date. Any revenue which is held in a reserve must accrue interest at current rates. This interest will automatically form part of the revenue which was originally placed in the reserve.

The Minister retains the right to review any reserve account and to request the return of the provincial share to the Minister of Finance at any time. The Minister may also direct the revenue from Conservation Authority property dispositions, as a condition on an approval.

The expenditure of revenue from a reserve shall be in accordance with the prevailing grant rate at the time of deployment of the reserve. Upon expenditure of part of a reserve, the balance held in a reserve shall be in the same proportion as the original share of revenue between the Province and the Conservation Authority.

Where the provincial share of the revenue held in a reserve is at a higher percentage than the prevailing grant rate which will apply to the new project, only part of the local share of the cost of the new project can come from the reserve. The balance of the local share would have to come from the current levy of the Conservation Authority. This will ensure that both the local and provincial share of the reserve are depleted at the same rate over the same period.

Where a Conservation Authority withdraws the local share of revenue, or part thereof, from the reserve, the corresponding Provincial share will be withdrawn and returned to the Minister of Finance within 30 days.

If a Conservation Authority does not wish to establish a reserve, any revenue derived from the disposition of Conservation Authority owned property is to be shared with the province. The provincial share of the revenues shall be in the same proportion as the original participation in the purchase of the property and shall be forwarded to the Minister of Finance within 30 days.

8.0 REPORTING REQUIREMENTS

Conservation Authorities must report to MNR (Director, Lands and Natural Heritage Branch) annually, by April 1, with respect to all Conservation Authority reserve accounts containing provincial funds. There is an option as to whether the information is presented in the Conservation Authority's audited financial statement or separately to the ministry. Regardless of the vehicle for presentation the following information must be conveyed:

Name of the Reserve, date established, grant rate when established

Previous Year

- . Beginning Balance - January 1 (Provincial/Municipal Share)
- . Additions to a) further revenues b) interest (Provincial/Municipal Share)
- . Actual Expenditures from reserve (Provincial/Municipal share)
- . Closing Balance - December 31 (Provincial/Municipal share)

Current Year Anticipated Expenditures

- . Project Name, Category, Description, Cost, Grant Rate
- . Provincial/Municipal Share to be withdrawn from reserve



Greenspace Acquisition Project 2021-2030

Prepared by Property and Risk Management Business Unit

November 2020

Table of Contents

List of Boxes	ii
List of Figures	ii
List of Tables	ii
Land Acknowledgement.....	iii
Toronto and Region Conservation Authority Resolution	iii
Executive Summary.....	iv
1 Introduction.....	1
1.1 Greenspace Securement	2
1.2 Policy and Planning Context	3
1.2.1 Province of Ontario.....	4
1.2.2 Toronto and Region Conservation Authority.....	4
1.3 Land Management	5
2 Property Selection	6
2.1 Criteria for Securement	6
2.2 Factors for Securement	7
3 Securement Types and Tools.....	8
3.1 Types of Ownership.....	8
3.2 Securement Toolbox.....	8
4 Financial Support	10
4.1 Greenspace Securement Costs	10
4.2 Funding Sources	10
5 Conclusions.....	11
5.1 Priorities	12

5.2 Performance..... 12

6 References14

List of Boxes

Box 1.1 TRCA policies, projects, plans and programs that support greenspace acquisition

List of Maps

Map 1.1: TRCA-secured property

List of Tables

Table 1.1 TRCA greenspace by watershed, as of November 30, 2020

Table 1.2: TRCA greenspace by municipality, as of November 30, 2020

Table 1.3: TRCA greenspace ownership types

Table 1.4: TRCA greenspace securement tools

Table 1.5: Greenspace securement funding options

Table 1.6: Greenspace securement performance measures

Land Acknowledgement

Toronto and Region Conservation Authority (TRCA) acknowledges that the Greenspace Acquisition Project is being undertaken within the traditional territory of the Anishinaabe, including the Mississaugas of the Credit First Nation and the Williams Treaty Nations, the Haudenosaunee, Huron-Wendat, and Métis nations. As stewards of land and water resources within the Greater Toronto Area, TRCA appreciates and recognizes the history and diversity of the land, as well as our shared values and interests, and is respectful of working in this territory.

Toronto and Region Conservation Authority Resolution

At Meeting #3/20 of the TRCA Board of Directors held on April 24, 2020 the following was adopted by Resolution #A28/20.

“That the Greenspace Acquisition Project for 2021-2030 be approved;

“THAT the Greenspace Acquisition Project for 2021-2030, as provided in this report be approved;

THAT the Minister of the Environment, Conservation and Parks be requested to approve the project pursuant to Section 24 of the Conservation Authorities Act;

THAT authorized TRCA officials be directed to take any necessary action to implement the Greenspace Acquisition Project 2021-2030;

AND FURTHER THAT staff report back to the Board of Directors on a Greenspace Securement and Management Plan in Q4 of 2020.”

Executive Summary

The Conservation Authorities Act (R.S.O. 1990, c. C.27) as amended provides conservation authorities the power to acquire by purchase, lease or otherwise and to expropriate any land that it may require for the purpose of providing programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals, in the area over which it has jurisdiction. Toronto and Region Conservation Authority (TRCA) benefits from a long history of greenspace securement, beginning with purchases in the late 1940s, and will continue to secure greenspaces to support its programs and services. TRCA has 16,250 hectares of greenspace secured throughout its watershed communities as of December 31, 2019, representing 6.5% of the total land area in TRCA's jurisdiction.

The Greenspace Acquisition Project for 2021-2030 (GAP) provides background information about and implementation tools for the securement of greenspace by TRCA. The GAP builds on previous TRCA land securement projects and incorporates the latest directions provided in TRCA's Five Year Update to Building The Living City 2013-2022 Strategic Plan and provincial land use plans. This document reviews the types of ownership and the tools used by TRCA to secure greenspace and identifies the securement criteria and factors that will be used between 2021 and 2030.

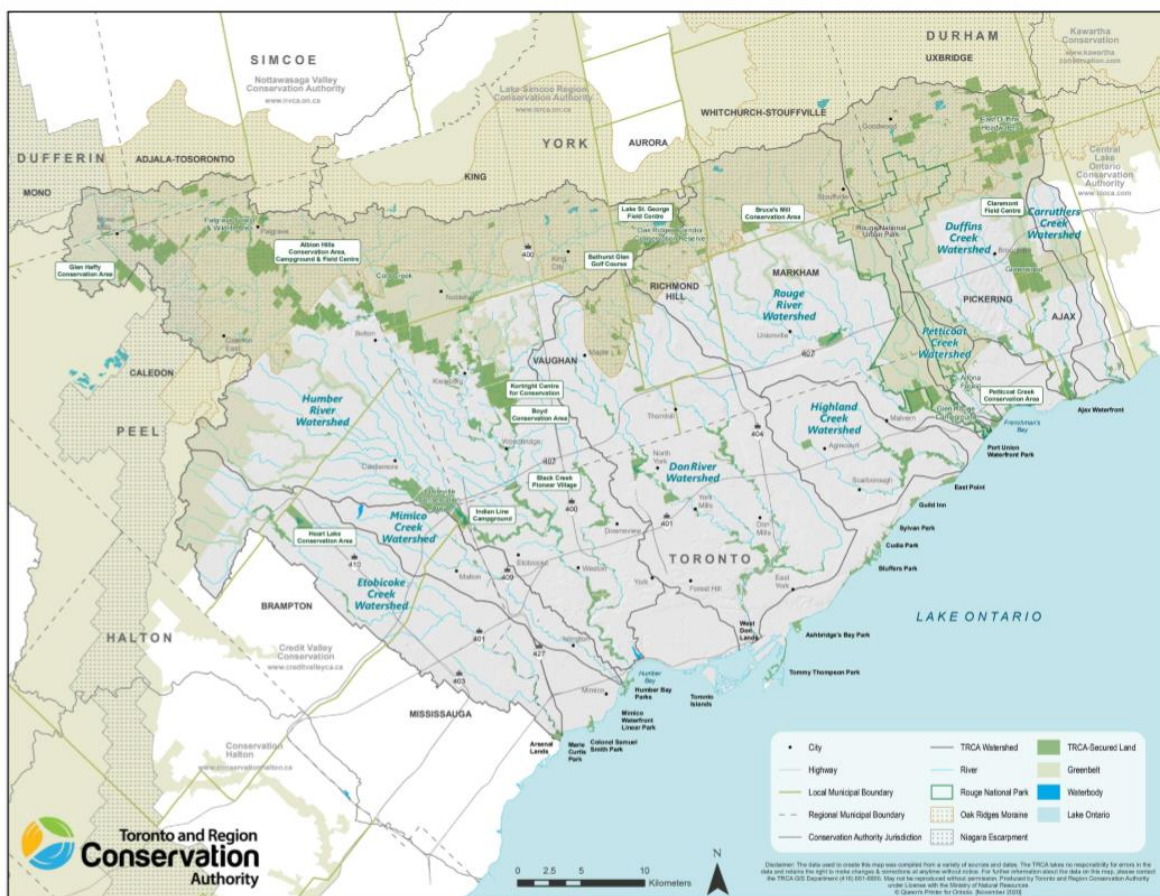
Securements are based primarily on identifying and assessing land opportunities that may arise in the real estate market. Therefore, the project is limited by the unpredictable nature of this market. TRCA also relies on gratuitous dedication of greenspace to public bodies through the planning process as a mechanism to secure greenspace. TRCA has set a securement target of 800 hectares over the 10-year duration of the GAP based on experience in recent years. Achieving the securement target will require funding from multiple sources, including capital levy from participating municipalities, land sale revenue from the Province of Ontario, donations and fundraising from non-government organizations, and project-specific securement funding from the Government of Canada and local municipalities, in addition to the gratuitous dedication of greenspace to TRCA through the land use planning process.

1 INTRODUCTION

Toronto and Region Conservation Authority (TRCA) was created to safeguard and enhance the health and well-being of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides in Canada's largest city region. TRCA's vast jurisdiction, as seen in Map 1.1, comprises the following nine watersheds, plus their collective Lake Ontario waterfront shorelines:

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

Map 1.1: TRCA-secured property, as of November 30, 2020



The conservation, enhancement and integration of natural areas on the landscape is becoming increasingly important given the impacts of urban development and intensification and the compounding effects of climate change. More than 3.5 million people live within TRCA-managed watersheds and many others work in and visit destinations across our jurisdiction. The population within TRCA's jurisdiction is expected to grow significantly in the years to come so TRCA's greenspaces are an invaluable resource for the safety, resilience and well-being of human and natural communities in our growing region.

1.1 Greenspace Securement

The context for TRCA's work is complex and continuously evolving. A permanently secure system of publicly owned greenspace that is integrated into the city environment supports a healthy city region by contributing to clean air, clean water, a sound natural heritage system, and natural areas and open space for its people. TRCA has secured 16,250 hectares (ha) throughout its watershed communities (see Tables 1.1 and 1.2), in order to deliver projects and programs that support our legislated mandate and the organization's strategic direction.

Table 1.1 TRCA greenspace by watershed, as of November 30, 2020

Watershed	Hectares	Acres	% Change since 2014
Carruthers Creek	70	173	6.1%
Don River	1,176	2,906	2.0%
Duffins Creek	3,360	8,303	0.5%
Etobicoke Creek	394	973	1.3%
Highland Creek	400	988	0.3%
Humber River	7,925	19,582	1.1%
Lake Ontario Waterfront	1,371	3,388	-0.2%
Mimico Creek	49	121	2.1%
Petticoat Creek	305	755	-0.3%
Rouge River	1,059	2,618	-65.9%*
TOTAL	16,109	39,807	

*(Lands divested to Parks Canada for the creation of the Rouge National Urban Park)

Table 1.2: TRCA greenspace by municipality, as of November 30, 2020

Municipality	Hectares	Acres	% Change since 2014
Adjala-Tosorontio	143	354	2.9%
Durham	3,964	9,796	-2.1%
Mono	54	133	0.0%
Peel	4,129	10,204	0.0%
Toronto	3,721	9,194	-23.9%*
York	4,290	10,601	-11.3%*
TOTAL	16,301	40,282	

*(Lands divested to Parks Canada for the creation of the Rouge National Urban Park)

Greenspace securement relies on various tools including the following (see Section 3 for more details):

- Regulation and planning, including provincial policy, official plans and zoning.
- Stewardship, including voluntary action, which can be encouraged by incentives and education.
- Acquisition of full or partial interest, by means such as fee simple, covenant, easement, lease or agreement.

Acquisition is often the most financially costly approach to securing greenspace and is therefore used where the public interest cannot be achieved effectively through planning, regulation or voluntary measures such as stewardship. TRCA policies and programs such as Ontario Regulation 166/06, The Living City Policies for Planning and Development in the Watersheds of the Toronto and Region Conservation Authority (TRCA, 2014) and watershed plans address regulation, planning and stewardship. Land use regulation and planning and private land stewardship are important tools for greenspace securement. However, they have their weaknesses: municipal and provincial land use regulations and plans are susceptible to policy revisions and cannot guarantee protection in perpetuity, and private land stewardship offers no certainty that owners will practice careful stewardship, or that voluntary stewardship will be continued by future owners.

1.2 Policy and Planning Context

Greenspace securement helps TRCA further the conservation, restoration, development and management of natural resources in its watersheds in order to achieve The Living City vision. TRCA's objects, powers and responsibilities are rooted in the *Conservation Authorities Act*, memorandums of understanding with the Province and partner municipalities, and in TRCA's strategic plan.

1.2.1 Province of Ontario

1.2.1.1 Conservation Authorities Act

The Province of Ontario established the *Conservation Authorities Act* in 1946. Section 20 of the Act states that the objects of an authority are: “to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals.” Conservation authorities can secure greenspace in order to provide these programs and services, as provided in Section 21(1) of the Act, which states:

For the purposes of accomplishing its objects, an authority has power,

- c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired.

This power has allowed TRCA to secure thousands of hectares of greenspace throughout its watersheds in order to protect environmentally significant heritage lands, regenerate and rehabilitate degraded areas, provide relief from flood and erosion hazard, and offer publicly accessible outdoor recreation and education activities that are compatible with the greenspace.

1.2.1.2 Land Use Planning

Gratuitous dedication through the land use planning process is the primary mechanism by which TRCA secures greenspace. The responsibility for land use planning in Ontario is shared between the Province and municipalities. The Province sets the legislation, policies and direction for land use planning through the *Planning Act* and the Provincial Policy Statement. In certain parts of the Ontario such as in TRCA’s watersheds, provincial plans provide more detailed and geographically specific policies to meet certain objectives, such as managing growth and protecting agricultural lands and the natural heritage system. TRCA’s watersheds fall under the Province’s Central Pickering Development Plan, Greenbelt Plan, Growth Plan for the Greater Golden Horseshoe, Niagara Escarpment Plan, Oak Ridges Moraine Conservation Plan, and Parkway Belt West Plan.

TRCA assists its municipal partners in implementing provincial policy and provincial plans through the land use planning process, while also administering our regulation (that can affect land use planning matters), under Section 28 of the *Conservation Authorities Act*. In these roles, TRCA and municipalities have the shared objectives, as directed by the Province, to set greenspaces aside from development to protect and restore the environment and to protect life and property from natural hazards. Typically, these greenspaces do not form part of the developable area, are zoned for environmental protection by the municipality, and are dedicated into public ownership, either to the municipality or to TRCA.

1.2.2 Toronto and Region Conservation Authority

TRCA’s greenspace securement initiatives have been in place since conservation authorities in the area were first established with the Etobicoke and Mimico Conservation Authority in 1946. Additionally, TRCA plans focusing on greenspace acquisition were developed starting in the mid-1980s, with the Hazard and Conservation Land Acquisition Project within the Municipality of Metropolitan Toronto. While various policies, plans and projects continue to be of influence (see Box 1.1), TRCA’s current greenspace acquisition program is grounded in TRCA’s vision and strategic plan.

TRCA policies, projects, plans and programs that support greenspace acquisition

- CTC Source Protection Plan
- Integrated Restoration Prioritization Project
- Integrated watershed plans
- Technical Guidelines for Flood Hazard Mapping
- Terrestrial Natural Heritage System Strategy
- The Living City Policies for Development in the Watersheds of the Toronto and Region Conservation Authority
- Trail Strategy for the Greater Toronto Region

Box 1.1 TRCA policies, projects, plans and programs that support greenspace acquisition

1.2.2.1 The Living City Vision

The quality of life on Earth is being created in rapidly expanding city regions. TRCA's vision is for a new kind of community — The Living City — where human settlement can flourish forever as part of nature's beauty and diversity. Greenspaces are often vital to TRCA's projects and programs that protect, conserve and restore natural resources and that develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners. TRCA will continue the vital work of protecting the integrity and health of the rivers and creeks in the jurisdiction, developing a system of green and natural spaces that sustains local ecosystems, and advancing sustainable practices that will improve people's lives within our growing region.

1.2.2.2 Five-Year Update to Building The Living City: 2013-2022 Strategic Plan

TRCA's Building The Living City: 2013-2022 Strategic Plan (2013) was founded on the reaffirmation of the organization's commitment to the ideals on which Conservation Authorities were founded over. TRCA reflected on learnings in the first five years of this strategic plan and started to move towards longer term bolder objectives in its strategic plan update (2018). Strategic objective #3 (rethink greenspace to maximize its value) reinforces TRCA's need to sustain, improve, expand and program the system of protected greenspace in order to meet the needs of communities while protecting natural heritage. Securement of greenspaces is one of TRCA's tools that can be used to achieve this objective, and the amount of greenspace secured is a performance measure that reflects TRCA's ability to change behavior towards healthy lifestyles, and for managing risk to people and property.

1.3 Land Management

TRCA manages its properties for conservation purposes, such as flood control reservoirs and channels, riverside erosion control, shoreline protection on the Lake Ontario waterfront, habitat creation and enhancement projects, parks and trails, cultural heritage resource management, and the planting of millions of trees and shrubs. This can

take the form of conservation parks, education field centres, resource management tracts, conservation reserves, forest and wildlife area and other conservation lands. These greenspaces can then be subject to management agreements, special agreements and rentals or other limited interest acquisitions.

All greenspaces require regular and proper inspection, planning, management and monitoring to ensure that they continue to contribute to reducing risk to people and property and to improve the visitor experience that contributes to healthy lifestyles. TRCA applies different standards of care based on the operational classification associated with the type of greenspace that it owns or manages.

2 PROPERTY SELECTION

TRCA is focusing its efforts on securing greenspaces that support TRCA's vision for The Living City and delivery of TRCA's Five-Year Update to Building The Living City: 2013-2022 Strategic Plan.

2.1 Criteria for Securement

The greenspace system in the Toronto Region is extensive and its securement is influenced by provincial and municipal policies and plans, as well as those of TRCA. The valley and stream corridors, Lake Ontario waterfront, Niagara Escarpment and Oak Ridges Moraine are large scale regional natural features within the TRCA jurisdiction. The major river valleys, waterfront, Niagara Escarpment and Oak Ridges Moraine also serve as corridors where further securement will allow the completion of a regional trail network.

TRCA has established its criteria for greenspaces to be secured based on Section 20 of the *Conservation Authorities Act* as well as through working with its partner municipalities to deliver agreed upon projects in support of its vision and strategic plan.

- Flood control, flood vulnerable, erosion control and reservoir project lands, and associated access lands.
- Valley and stream corridors
- Lake Ontario waterfront
- Environmentally Significant Areas
- Life Science Areas of Natural and Scientific Interest
- Wetlands
- Kettle features
- Highly Vulnerable Aquifers
- Carolinian forest
- Important woodland/vegetation/habitat linkages
- Interior forest areas, and/or lands which contribute to the expansion of interior forest habitats
- Riparian habitat zones
- Habitat for aquatic and terrestrial species of concern and sensitive species, including those listed under *Species at Risk Act* and *Endangered Species Act*
- Lands identified for the target system in TRCA's watershed plans and TNHSS and municipal natural heritage systems
- Significant Groundwater Recharge Areas
- Landform Conservation Areas Categories 1 and 2 on the Oak Ridges Moraine

- Lands identified in the Niagara Escarpment Plan, especially Escarpment Natural Areas and Escarpment Protection Areas
- Lands that provide terrestrial and aquatic habitat restoration opportunities, including lands identified as priority for ecosystem restoration
- Links for a regional trail system
- Links to greenspace systems in neighbouring conservation authorities
- Lands that are identified by TRCA in cooperation with its member municipalities and/or the Province of Ontario as being complementary to the TRCA greenspace system
- Lands that provide access to lands secured by TRCA
- Lands that provide a buffer from surrounding land uses to the aforementioned areas.

2.2 Factors for Securement

Each candidate property will be evaluated on its suitability for securement according to the following factors:

- The significance of the lands to the greenspace system.
- The nature and immediacy of the threat to the greenspace (such as vacant lots of record in natural areas which have existing development rights).
- The degree of flood and erosion risk.
- The need for the greenspace to support TRCA projects and programs.
- The relationship of a specific property to those already in public ownership (e.g., securing greenspaces around existing TRCA properties results in large areas that are better buffered from surrounding land uses and support greater protection of people and property).
- The availability of access to the property.
- The ability to achieve an equitable geographic distribution of greenspace.
- The ability of TRCA or other agencies to conserve and maintain the greenspace.
- The availability of alternatives to securement, such as stewardship or regulation.
- The willingness of the owner to enter negotiations.
- The costs and availability of funding for both securement and long-term management.

2.3 Legislated Mandate and Purpose of Conservation Authorities

Toronto and Region Conservation Authority, by its objectives and purpose as provided by the Conservation Authorities Act R.S.O. 1990, Chapter 27 (Government of Ontario, 1990a), as amended, is authorized to secure land and interest in land.

As permitted by the Conservation Authorities Act, the GAP's aim is to secure property, whether by fee simple, leasehold, easement, covenant, or stewardship agreements in hazard, conservation and environmentally significant lands in order to protect against unwise use which would affect the lands' ability to perform its natural functions and to conserve the lands for the benefit of the people within TRCA's watersheds. Under the GAP, whenever any land or any use or right therein is secured, it is being secured with a view to furthering the objects of the authority under legislative purposes provided pursuant to the Conservation Authorities Act, applicable provincial policies & plans,

and/or integration with member municipalities planning/programming/service initiatives, including but not limited to: flood control, erosion control, bank stabilization, shoreline management works or the preservation of environmentally sensitive lands.

3 SECUREMENT TYPES AND TOOLS

Greenspace securement can be achieved by various means and through different types of securement. The following sections provide an overview of the different types of ownership and the variety of tools that TRCA uses to secure greenspaces.

3.1 Types of Ownership

There are several kinds of ownership of property rights. Each has costs and benefits so the appropriate type of ownership to ensure the protection of the features or functions of the greenspace is determined based on the quality and significance of its resources. TRCA secures full property rights through fee simple and limited interests through easements, covenants, leases or agreements (see Table 3.1).

Table 3.1: TRCA greenspace ownership types

Ownership Type	Description	Effectiveness
Fee Simple	Purchase of the total interest in a property.	Most effective way to protect greenspaces because the owner has full property rights.
Conservation Easement	Specific or limited rights of use granted by an owner and registered on title.	Provide protection of a resource or resources on a piece of property.
Access Easement	Specific or limited rights of use granted by an owner and registered on title.	Provide for the ability to develop trail networks and public access, as well as construction and maintenance of hazard mitigation and green infrastructure works.
Covenant	Restrictions from undertaking specific activities on all or a portion of a property are registered on title.	Provides for protection of a resource or restriction of the filling of lands and/or the building of structures.
Agreement	Legal documents, such as leases and management agreements.	Effectiveness varies according to agreement type

3.2 Securement Toolbox

TRCA uses several tools for securing property rights, including the planning process, arms-length transaction, donation, exchange, municipal land, expropriation, extended tenancy, right of first refusal, joint ownership, purchase

and resale, and agreement (see Table 3.2). TRCA may utilize legislative exemptions, such as part lot exemptions under section 50(5) of the Planning Act, to enable transfers of land. These tools may be used alone or in combination.

Table 3.2: TRCA greenspace securement tools

Securement Tool	Description
Planning Process	In reviewing proposed plans for development circulated by municipalities (e.g., plans of subdivision, rezoning applications, official plan amendments and severances), TRCA determines whether the subject property contains lands subject to natural hazards and/or lands with natural features and functions that should be set aside for conveyance at a nominal cost to TRCA, or for acquisition of a limited interest by TRCA. TRCA notes such determinations in its comments to the municipal approval authority and makes recommendations for the lands to be designated and zoned for environmental protection and placed into public ownership as conditions of approval. In addition, lands for municipally requested projects can be identified and secured into public ownership through the land use planning process. Most TRCA securements are achieved through the planning process.
Fee Simple	Fee simple securements are transactions with a willing buyer and a willing seller. Most purchases under TRCA's land securement projects are made through fee simple transactions.
Donation	TRCA encourages donations of land or property rights. Under the federal Ecological Gifts Program, owners of land which is certified as ecologically sensitive by the Minister of the Environment and Climate Change can ensure that the land's biodiversity and environmental heritage are conserved in perpetuity through donation. Additional financial benefits to land donors include a favourable tax credit reducing federal tax payable, no taxable capital gains and an ability to carryforward the claiming of donation for a period of up to ten years. Corporate land donors may deduct the amount of the land donation directly from taxable income, in lieu of a tax credit available to individual land donors.
Exchange	Owners of land in a valley or stream corridor adjacent to TRCA property sometimes trade that land for parcels of land which is surplus to TRCA's requirements. While these transactions traditionally consist of the exchange of fee simple interests, they can consist of any combination of property interests. Some exchanges bring funds which can be used to secure additional conservation lands.
Municipal Land	TRCA may secure property interests in municipal lands at a nominal cost when they are located within the boundaries of approved TRCA securement projects.
Expropriation	TRCA may work with member municipalities through their initiatives to expropriate land or an interest in land where required for an approved project or member municipalities planning/programming/service initiatives.
Extended Tenancy	An owner donates or sells land but retains entitlement to use the land for a period after the transfer. Such extended use may or may not involve payment from that owner, e.g., for rental of a house on the land
Right of First Refusal	If a landowner indicates a desire to sell land sometime in the future, a legally binding agreement can be written to provide TRCA with the opportunity to match a future purchase offer on the property before it is sold.

Joint Ownership	A partnership between TRCA and one or more other organizations to co-own a property.
Purchase and Resale	Purchase of an entire property to meet the needs of a project or ecological purpose and then severing and reselling a section that is not required for the purpose.
Agreement Land	Lands owned by a public agency or non-government organization that are managed or lease by TRCA under an agreement.

4 FINANCIAL SUPPORT

There are two costs associated with the securement of greenspace – initial securement costs and long-term management costs. This section focuses on funding of initial securement.

4.1 Greenspace Securement Costs

Costs associated with the securement of greenspace include, but are not limited to, purchase price, legal, appraisal, survey and environmental audit fees, demolition and property clean up, fencing and site securement, land transfer tax and outstanding realty taxes, sales taxes, interest charges, and administration fees.

Determining the amount of funding required in a single year can be difficult as there are several factors that affect funding requirements, including:

- The number of priority properties that are available at any one time.
- The securement tool used to secure the property (e.g., the cost of securing properties through the development process is minimal while the cost of securing property zoned for high-rise residential can be in the multi-million-dollar range).
- The influence on value and price by the location of the property within TRCA's jurisdiction.

4.2 Funding Sources

To address the challenge of determining funding requirements, the funding is split into two components. The first component is base funding to cover the costs related to obtaining property rights through securement tools such as the planning process, donations, easements and land exchanges. These costs include items such as those noted in Section 4.1: Greenspace Securement Costs, except for purchase price, and other basic costs associated with securement. This base funding is included as part of TRCA's annual capital levy request and would be secured from TRCA's participating municipal partners.

The second component of the funding for the greenspace acquisition is secured on a property-by-property basis. Funding for purchases come from one or more of the following funding sources: federal, provincial, regional and municipal governments, foundations, private and corporate donations, and non-government organizations. TRCA's greenspace securement funding sources are listed in Table 4.1.

Table 4.1: Greenspace securement funding options

Source	Contribution
Participating Municipalities	Capital levy
	Securement funding programs
First Nations and Métis	Traditional knowledge
Federal Government	Securement funding programs
Provincial Government	Land disposition revenue & Securement funding programs
Local Municipalities	Securement funding programs
Non-government Organizations	Securement funding programs
	Donations
	Fundraising
	Knowledge and information
Section 39 Funds	Funds derived from recovered grant revenues from sale of surplus lands, previously provided out of the money appropriated therefor by the Legislature, that meet the provincial requirements (both under provincial policy and the Planning Act).

5 CONCLUSIONS

The extensive ravine network and greenspace system of the Toronto region, which provides linkages through communities and nature experiences within minutes of Toronto's downtown and Urban Growth Centres throughout the jurisdiction, is key to the region's appeal and prosperity. Evidence from around the world increasingly demonstrates a clear connection between greenspace and the health and well-being of communities. As the population of the region continues to grow rapidly, TRCA needs to sustain, improve, expand, and program the system of protected greenspace in order to meet the needs of communities while protecting natural heritage. This will help TRCA address the opportunities and challenges of incorporating legislative and policy updates, mitigating risks associated with population growth intensification, severe weather events and aging infrastructure, making existing and new communities more livable, and creating more capacity through collective impact.

TRCA securement provides strong and more permanent protection of land as greenspace than land use designations that may be subject to change through the *Planning Act*. As such, TRCA will continue to secure greenspace with the tools identified in Section 3.2: Securement Toolbox.

5.1 Priorities

TRCA will continue to focus its securement efforts on securing greenspaces required for the projects and programs that will help TRCA manage risk to people and property and change behavior towards healthy lifestyles, as identified in TRCA's updated strategic plan. This will include:

- Securing greenspaces to extend and complete the natural system and public ownership along the river valleys and Lake Ontario shoreline.
- Securing continuous greenspace corridors to allow for a regional trail system and enhance biodiversity.
- Securing greenspace adjacent to or in proximity to existing TRCA properties, to support the natural system and public benefit.
- Securing lots of record that are in the flood plain or in hydrologically important areas.
- Securing areas for source water protection, as they are identified.

TRCA would benefit from a Greenspace Securement Master Plan wherein a strategic vision for a TRCA greenspace system that supports TRCA's strategic plan is established and the lands, resources and other activities required to deliver this vision are identified, evaluated and prioritized based on the criteria established in the master plan. It is recommended that such a master plan be developed by the end of 2022 so that it aligns with TRCA's next strategic plan. This master plan would also establish performance metrics and targets based on the prioritized securement strategy.

5.2 Performance

Performance speaks to how well something is being accomplished. The amount of greenspace secured is identified as a performance measure in TRCA's [Five-Year Update to Building The Living City: 2013-2022 Strategic Plan](#) to reflect TRCA's ability to change behavior towards healthy lifestyles and to manage risk to people and property. As we move forward with the delivery of the Greenspace Acquisition Project, TRCA will track its progress by reporting on performance measures aligned with TRCA's strategic plan to facilitate consistent reporting across corporate strategic initiatives (see Table 5.1). Baselines and targets will be used to demonstrate TRCA progress towards completing objectives and to report on our collective impact.

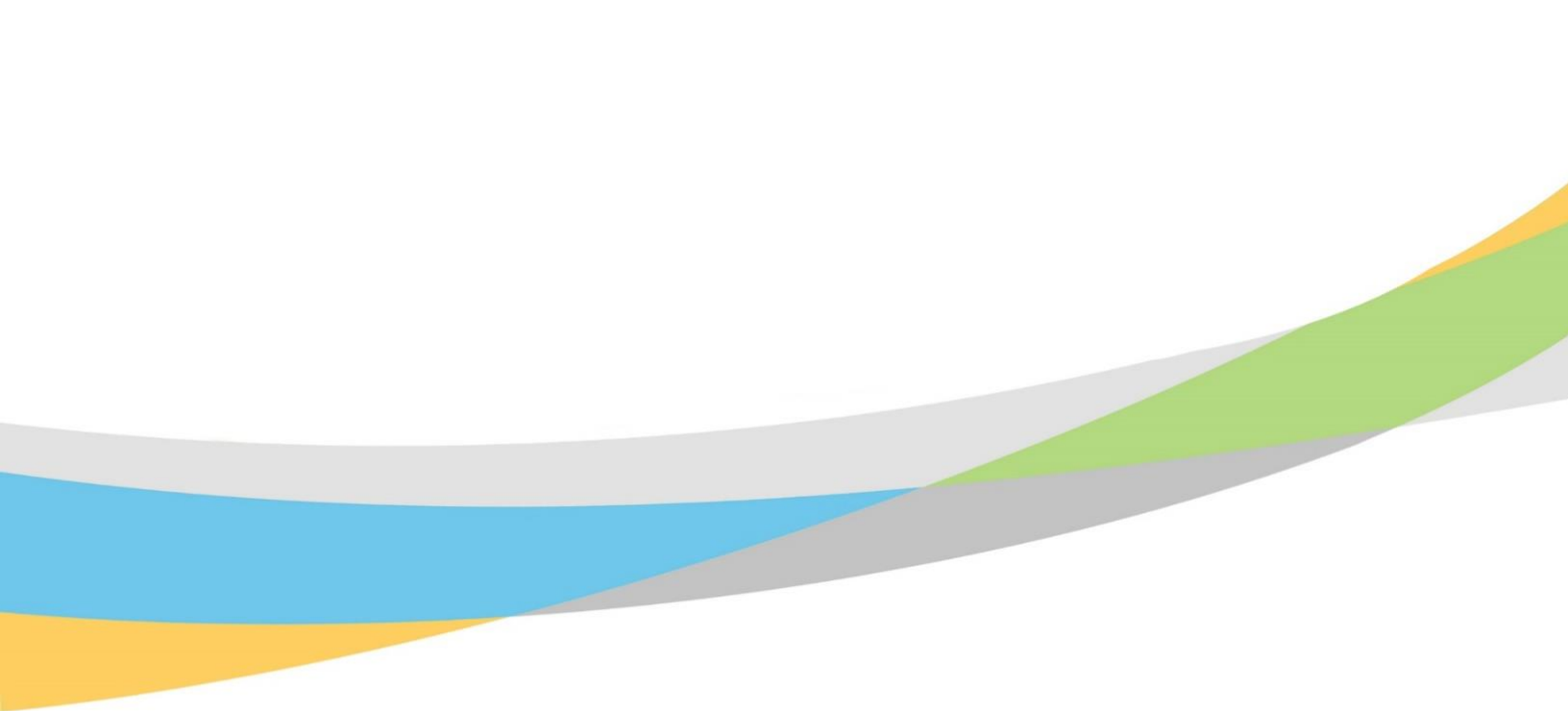
Securements are based primarily on identify and assessing land opportunities that may arise in the real estate market. Therefore, this project is limited by the unpredictable nature of this market. TRCA has set a securement target of 800 hectares over the 10-year duration of the GAP based on experience in recent years. This will require funding from multiple sources, including capital levy from participating municipalities, land sale revenue from the Province of Ontario, donations and fundraising from non-government organizations, and project-specific securement funding from the Government of Canada and local municipalities.

Table 5.1: Greenspace securement performance measures

Output/Metric	Performance Measure	Key Performance Indicators	Baseline	Target
# of hectares currently held within the jurisdiction	% of total hectares acquired based on target (Greenspace Acquisition Project or Greenspace Securement Master Plan)	Healthy Lifestyle People and Property	16,250 hectares (as of December 3, 2019)	17,050 of hectares at the end of this project
# of hectares acquired annually	% of total hectares acquired based on target (Greenspace Acquisition Project or Greenspace Securement Master Plan)	Healthy Lifestyle People and Property	172 hectares/year (based on 2008-2018 acquisitions)	80 hectares/year

6 REFERENCES

- CTC Source Protection Committee. 2019. Approved Source Protection Plan: CTC Source Protection Region. < https://ctcswp.ca/app/uploads/2019/10/RPT_20190325_Amended_CTCSPF_FNL.pdf>. Accessed on December 5, 2019.
- Environmental Water Resources Group Ltd. 2017. Technical Guidelines for Flood Hazard Mapping. < <https://trca.ca/app/uploads/2018/10/Technical-Guidelines-For-Flood-Hazard-Mapping-March-2017-Final.pdf>> Accessed on December 5, 2019.
- Government of Ontario. 2014. Provincial Policy Statement. < <https://www.ontario.ca/document/provincial-policy-statement-2014>>. Accessed on November 22, 2019.
- Government of Ontario. 2019. Clean Water Act S.O. 2006, c. 22. <<https://www.ontario.ca/laws/statute/06c22?search=Clean+water+act>>. Accessed November 22, 2019.
- Government of Ontario. 2019. Conservation Authorities Act R.S.O. 1990, c. C.27. < <https://www.ontario.ca/laws/statute/90c27>>. Accessed November 22, 2019.
- Government of Ontario. 2019. Planning Act R.S.O. 1990, c. P.13. < <https://www.ontario.ca/laws/statute/90p13>>. Accessed November 22, 2019.
- Ontario Ministry of Municipal Affairs. 2017. Greenbelt Plan. Toronto, ON: Queen's Printer for Ontario.
- Ontario Ministry of Municipal Affairs. 2017. Oak Ridges Moraine Conservation Plan. Toronto, ON: Queen's Printer for Ontario.
- Ontario Ministry of Municipal Affairs and Housing. 2017. A Place to Grow: Growth Plan for the Greater Golden Horseshoe. Toronto, ON: Queen's Printer for Ontario.
- Ontario Ministry of Natural Resources and Forestry. 2017. Niagara Escarpment Plan. Toronto, ON: Queen's Printer for Ontario.
- Toronto and Region Conservation Authority. 2007. Terrestrial Natural Heritage System Strategy. Downsview, ON: Toronto and Region Conservation Authority.
- Toronto and Region Conservation Authority. 2013. The Living City Policies for Planning and Development in the Watersheds of the Toronto and Region Conservation Authority. Downsview, ON: Toronto and Region Conservation Authority.
- Toronto and Region Conservation Authority. 2013. Building The Living City: 2013-2022 Strategic Plan. Downsview, ON: Toronto and Region Conservation Authority.
- Toronto and Region Conservation Authority. 2018. Five-Year Update to Building The Living City: 2013-2022 Strategic Plan. Downsview, ON: Toronto and Region Conservation Authority.
- Toronto and Region Conservation Authority. 2019. Trail Strategy for the Greater Toronto Region. Downsview, ON: Toronto and Region Conservation Authority.



www.trca.ca



RES.#A16/21 -

TRCA AGRICULTURAL PROGRAMS AND FUTURE DIRECTIONS

Report on TRCA agricultural related program achievements, programs and future directions.

Moved by: Jack Heath
Seconded by: Xiao Han

WHEREAS Building The Living City, Toronto and Region Conservation Authority's (TRCA) 2013 Strategic Plan, identified: Green the Toronto region's economy, Rethink greenspace to maximize its value, Foster sustainable citizenship, and Build partnerships and new business models as key actions to achieve regional sustainability within TRCA's watersheds;

WHEREAS TRCA's The Living City Policies promote the benefits of agriculture to the planning and development of sustainable communities.

WHEREAS TRCA has been administering agricultural leases on its properties since the 1950s and continues to manage productive agricultural lands.

WHEREAS over the past 13 years, TRCA's Urban Agriculture Program has successfully developed four urban farms and partnerships which showcase innovation in urban agriculture and serve as a model for regional sustainability across the globe;

WHEREAS TRCA Agricultural Outreach and Support programs also continue to support strategic partnerships and/or collaborations that help protect, restore and/or create opportunities to implement environmental improvement projects and Best Management Practices.

WHEREAS TRCA Agricultural Education and Training projects provide an opportunity to engage communities through educational programming, special events and outreach to increase awareness about the importance of growing local food and food security;

WHEREAS TRCA's agricultural projects deliver on multiple objectives, including those identified as priorities by federal, provincial and municipal governments, such as climate action, grey and green infrastructure renewal, human health, building community capacity and resilience, and the strategic objectives of the watershed plans;

THEREFORE, LET IT BE RESOLVED THAT the TRCA agricultural projects and programs, as outlined in the staff report, be endorsed;

AND FURTHER THAT TRCA staff work with partner municipalities through the process of developing Memorandums of Understanding and Service Level Agreements to capture any fee for service agricultural work conducted by TRCA in support of the implementation of agricultural related programs and activities across TRCA's jurisdiction.

CARRIED

BACKGROUND

Toronto and Region Conservation Authority (TRCA) has a longstanding agricultural history that includes managing its own agricultural lands, educating the public on local food and associated environmental benefits, and offering programs and services to support agricultural producers in adopting Best Management Practices (BMPs) related to land and water management.

TRCA's agricultural history dates back to the 1950s when TRCA began acquiring land for flood and erosion control. This resulted in an inventory of productive agricultural lands, some of which were leased on an annual basis for agricultural use. TRCA has also been working with the agricultural community since the adoption of the 1980 TRCA Watershed Plan which provided recommendations around managing non-point source water pollution. This was followed by the launch of the Rural Clean Water Program (RCWP) in 1997, a comprehensive program which provides technical assistance and funding incentives for agricultural landowners to implement agricultural BMPs on their land. In 2005, TRCA supported the formation of the Greater Toronto Agricultural Action Plan Committee, which later evolved into the Golden Horseshoe Food and Farming Alliance (GHFFA) in 2011, a unique partnership involving the four regional municipalities of Halton, Peel, York and Durham, the four Greater Toronto Area Federations of Agriculture, the Ontario Ministry of Agriculture, Food and Rural Affairs, Agriculture and Agri-Food Canada, along with other agencies and the food sector. TRCA provided secretariat support to the GHFFA from 2011 to 2018. The GHFFA played a prominent role as an organization committed to working on and advancing food and farming issues and addressing gaps to ensure a thriving and integrated food and farming cluster both in the Greater Golden Horseshoe and beyond. Some of the work that the GHFFA has been involved with includes responding to government policy initiatives related to food and farming across the Golden Horseshoe as a collective voice, developing resources such as the Agri – Food Asset Map Project, and public education and outreach.

Collaboration with Municipal Partners

Many of TRCA's partner municipalities have supported TRCA agricultural initiatives. The City of Toronto originally operated the site immediately west of Black Creek Pioneer Village, currently known as the Black Creek Community Farm. From 2003 – 2011 the City of Toronto operated this site as the Toronto Urban Farm, a youth training farm that engaged youth from the Jane and Finch community. In addition, the Regions of Peel and York have supported the Rural Clean Water Program since 2006 and 1995, respectively, as well as other agricultural initiatives, such as their Urban Agriculture program. Currently, TRCA has been working with the City of Vaughan and Brampton on various urban agricultural initiatives.

At [Board of Directors Meeting #6/20](#) held on September 25, 2020, staff were authorized to continue working with partner municipalities to develop and execute MOUs and SLAs for fee for service work and for services that could be considered non-mandatory under the *Conservation Authorities Act*. Related discussions with partner municipalities have included interest in various agriculture-related services.

Sustainable Near-Urban Agriculture Policy

Up until 2008, agriculture was regarded as an interim use of TRCA lands, with the long-term goal being that the lands be reforested or used for other purposes. Over the years, TRCA farm rentals declined due to restoration works on the same lands, urbanization, land fragmentation and congested roadways. Furthermore, short-term leases deterred farmers from making capital investments and from implementing BMPs, despite many BMPs being practical and/or affordable approaches to conserving soil and water resources on a farm without sacrificing productivity.

Recognizing that agricultural lands are a natural resource of major importance and that farmers and agricultural organizations are valuable contributors to the environment, community and economy, in 2008, TRCA adopted a Sustainable Near-Urban Agriculture Policy ("the Policy") for its agricultural lands. The Policy recognizes TRCA's commitment for agriculture to be a legitimate and long-term use for some of its lands, the importance of conserving TRCA's

agricultural land base by enabling long-term lease frameworks and encouraging investment and stewardship of its lands. Both urban and conventional farms are covered by this Policy. Specific to agriculture in an urban agriculture setting, the Policy also encourages TRCA to develop new partnerships and introduce innovative farming models, including the production of diverse crops to promote the growth of local food for the Toronto region while incorporating Best Management Practices (BMPs) and complementing other TRCA programs and priorities (i.e., ecological restoration of impaired natural features). At the same time, there is a growing interest in the public consciousness about local food and growing food in an urban setting; this includes new farmers looking to access affordable lands to farm. The Policy facilitated the development of the four urban farms on TRCA lands and also TRCA's Urban Agriculture Program, which provides support and services to the four urban farms.

TRCA's The Living City Policies reference the Policy, stating that TRCA will continue to engage in partnerships and programs in near-urban agriculture on TRCA-owned lands, in compliance with TRCA's Sustainable Near-Urban Agriculture Policy for lands owned and managed by TRCA. Implementing this policy is integral to meeting The Living City Policies' goal of promoting the benefits of near-urban agriculture to the planning and development of sustainable communities.

TRCA Agricultural Lands

TRCA presently has 17 agricultural properties, which includes 13 conventional farms and four urban farms. Of the 247 hectares combined, the conventional farms cover 227 hectares and the urban farms cover 20 hectares. Based on the Canada Land Inventory, the soil quality classes 1-6 are all represented on TRCA agricultural lands. However, of the 247 hectares, 80 hectares are designated as Prime Agricultural Lands (class 1-3). Conventional agriculture practices generally occur outside urban areas and refer to larger production of field crops such as corn, soybeans and hay, as well as livestock operations. Urban agriculture refers to production of food in, and close to, cities using models that produce high value market crops (e.g., garlic, cucumbers, tomatoes); these typically occur on smaller sized properties and are more labour and resource intensive compared to conventional farming. The four urban farms on TRCA properties are: Albion Hills Community Farm in Caledon; Black Creek Community Farm in Toronto; The Living City Farm at the Kortright Centre in Vaughan; and McVean Farm at Claireville Conservation Park in Brampton. Each conventional farm is managed by an individual, while each urban farm is managed by a partner organization or private farm entity. All actively farmed properties are under a lease agreement with TRCA.

Current TRCA Agricultural Programs and Initiatives:

The following section summarizes the various roles, responsibilities and services provided by TRCA in relation to TRCA's agricultural properties and tenants. It also summarizes programs and services that TRCA offers other agricultural properties and audiences interested in agriculture-related programming.

1. Land Management and Lease Administration

TRCA has been administering farm lease agreements for TRCA owned and managed property since the 1950s. Mainly, these leases have been for conventional farm purposes to support the growing of conventional field crops. To date, TRCA has 17 active farm leases with four of these leases being urban agricultural leases. These leases are located in the following municipalities: Brampton (2), Caledon (6), Vaughan (4), King (1), Markham (1), Toronto (1), Pickering (2). The urban agriculture leases in most cases are longer term leases (i.e., five-year fixed, five-year rolling) as urban agricultural operations typically require more costly infrastructure investments on the land compared to conventional operations. A longer lease

term provides the farmer with the certainty of having access to the land for a longer period of time in order to justify investments on the land. The term for conventional leases are annual, however, conventional farm tenants have the option to apply for longer term leases should they wish to. Any lease beyond a five-year term would require TRCA to obtain approval from the Minister of Environment, Conservation and Parks. The Property and Risk Management Business Unit has been responsible for negotiating and administering the leases and have been supported by Government and Community Relations for the development and administration of the urban agriculture leases.

In addition, Property and Risk Management provides ongoing operational support to agricultural tenants for property related matters such as building and infrastructure maintenance and repairs, as well as the development and implementation of Environmental Farm Plans (EFPs). For farm leases located within Conservation Areas or Parks, (i.e., Albion Hills and Kortright), Parks and Culture, as well as Education and Training staff have been assisting with some of the day-to-day operations and management of the lands (i.e., clean-ups, maintenance of laneways, coordinating volunteer events related to farm activities, mowing, managing public uses adjacent to the leased properties, etc.).

Environmental Farm Plans (EFPs)

TRCA recognizes that farmers are important stewards of our environment and works with farmers to implement BMPs recommended through the EFP process. The EFP is an assessment voluntarily prepared by farm operators (in this case TRCA staff) to increase their environmental awareness in up to 23 different areas on the farm. Through the EFP process, TRCA works with farmers to highlight the farm's environmental strengths, identify areas of environmental concern, and set realistic action plans with timelines to improve environmental conditions.

The *Property and Risk Management* and *Restoration and Resource Management* Business Units at TRCA collaborate on the development of EFPs. The EFPs are developed in consultation with agricultural tenants to align farming practices with relevant BMPs for agriculture and to ensure restoration activities and agriculture practices are coordinated to enhance farm operations, manage soils, and benefit the natural environment.

Each of TRCA's farm properties has a completed and approved an EFP which is renewed every five years as required by the Ontario Soil and Crop Improvement Association, the body that administers the EFP program. TRCA uses these plans to ensure the lands are managed appropriately and to assist with the selection of BMP projects to be implemented. The EFP can also be used in conjunction with cost-share programs to begin implementing action plans (most cost-share programs, including TRCA's Rural Clean Water Program, require a farm operator to have an EFP in order to be eligible for funding). For example, EFP funding was secured to construct the manure storage facility at the Claireville Ranch property.

Best Management Practice Projects:

Using the Restoration Opportunities Planning (ROP) assessment process and referencing the EFP's, Restoration Services staff have identified areas for ecological restoration that could be integrated into standard farming practices. Project implementation is prioritized based on the level of impairment that is being mitigated and the degree to which the BMP would benefit the Natural Heritage System. Projects completed to date include:

- Establishment of grassed waterways, and other drainage management solutions, such as installing formalized crossings and removal of degraded drainage tiles;

- Wetland restoration in marginal areas to collect and treat surface water before entering the watercourse;
- On-line pond removal, stream restoration and erosion protection;
- Planting riparian and terrestrial buffers using native tree and shrubs;
- Installation of exclusion fencing to protect headwater drainage features, watercourses or wetlands from livestock;
- Hedgerow plantings;
- Strategic invasive species management such as mowing, removals, and herbicide applications;
- Hazard tree removals and maintenance;
- Essential habitat structure installation (i.e., songbird boxes, owl boxes, hibernacula, perching poles); and
- Custom services such as site prep, tilling, seeding, cover cropping, and general plot maintenance such as garbage clean ups.

2. Urban Agriculture

The Sustainable Near – Urban Agriculture Policy facilitated the development of the four urban farms on TRCA lands, as well as TRCA's Urban Agriculture Program, which provides support and services to the four urban farms. TRCA's Urban Agriculture Program has been managed by the Government and Community Relations Business Unit since 2008 and is currently being transitioned to the Property and Risk Management Unit. Over the years, TRCA has developed long term partnerships with farmers and farm-related organizations to develop urban farms on TRCA-owned lands, which enables new farm entrants and seasoned farmers to access land for farming within urban areas. In addition, these farms have also helped to address food security concerns and provide safe recreational activities, especially during the COVID-19 pandemic, by providing local access to fresh local produce, including in priority neighbourhoods.

To further support urban agriculture initiatives on its lands, TRCA introduced long-term lease tenures, specifically five-year rolling or fixed leases, depending on the partnership. Through the TRCA Urban Agriculture Program, TRCA, with support of municipal partners and grants, also provides financial and in-kind support to farm partners to achieve mutually beneficial farm outcomes. Supports made available to the urban farms through the Urban Agriculture Program have included:

- Infrastructure improvements at farm sites to support operational needs of the farms (i.e., greenhouse, access to water, hydro servicing, fencing, farm buildings);
- Planning and approvals for infrastructure projects;
- Strategic planning;
- Events and programing;
- Secretariat support (i.e., GHFFA);
- Marketing and communications;
- Internal TRCA coordination on matters related to urban agriculture and the farm sites;
- Collaboration with other TRCA programs and services;
- Partnership development;
- Organic certification; and
- Federal, provincial, municipal policy review related to food and agriculture.

The Government and Community Relations Business Unit has been supported by Property and Risk Management, along with other Business Units at TRCA, to develop new partnerships,

including support with processes such as Request for Proposals and Expressions of Interest. While the Urban Agriculture Program is being transitioned to Property and Risk Management, Government and Community Relations will continue to provide strategic planning support to the urban farms, support partnership and business development while providing input to federal, provincial and municipal policy initiatives related to food and agriculture.

Community and Allotment Gardens

Community and allotment gardens are an important means to empower communities to grow their own food and contribute towards sustainability. Furthermore, in light of the current COVID-19 pandemic, community gardens have been recognized as an important essential service for continuing Ontario's food supply. Although TRCA is not directly involved with the operation of community gardens on its properties, some of TRCA's urban farms currently have community gardens on site which are operated by the farm tenant. These sites include: Black Creek Community Farm and Albion Hills Community Farm.

TRCA has also been working on the Meadoway project, which is transforming the Gatineau Hydro Corridor in Scarborough into a vibrant 16-kilometre stretch of urban greenspace and meadowlands that will become one of Canada's largest linear urban parks. There are three allotment gardens locations within The Meadoway project study area, each permitted through the City of Toronto. Each Allotment Garden is located within the footprint of the Gatineau hydro corridor and is adjacent to The Meadoway multi-use trail network.

3. Agricultural Outreach and Support:

Rouge National Urban Park

For years TRCA has worked closely with farmers to implement best management practices and restoration projects in what is now called the Rouge National Urban Park (RNUP) which is administered and managed by Parks Canada. A prime strategy of the RNUP Management Plan (2019) is to collaborate with the farming community to maintain and restore ecological integrity through improvements to natural habitat, soil, and water conservation activities to achieve ecological and agricultural gains. Through a continued partnership with Parks Canada, TRCA implements projects in the RNUP that aim to benefit both the farmer and the environment. Agricultural properties are assessed for their restoration potential and prioritized using TRCA's Integrated Restoration Prioritization (IRP) tool to identify areas of impairment that would provide significant benefit to the natural system if restored.

TRCA works with Parks Canada and the tenant farmers to find restoration solutions that can be integrated into a Best Management Practice scenario. Examples of how restoration efforts have and will continue to result in farmland enhancement include: improving farming conditions by increasing naturalized drainage and water filtration through the creation of vegetated swales, improving farm crossings while incorporating culverts that facilitate aquatic species movement, and restoring the native species composition of hedgerows and associated vegetation buffers that act as wind breaks and prevent loss of soil, and providing habitat for pollinators which benefit nature and are necessary for crop pollination

Rural Clean Water Program (RCWP)

The RCWP is a voluntary, confidential, agriculturally-based program that offers technical assistance and financial incentives to farm and rural non-farm landowners to assist them with implementing land use BMP projects that address: rural water quality; environmental enhancement and sustainability; and climate change mitigation and adaptation. The program is available to eligible farm and rural non-farm applicants residing within York or Peel Region within TRCA's jurisdiction.

Between 2005 and 2019, the RCWP has worked with 130 individual farm businesses to implement 222 on-farm environmental improvement projects such as fencing to separate livestock from environmental features, constructing wetlands, well decommissioning, in-field erosion control and constructing safer manure storage facilities. Outreach activities include attending events in an effort to promote and encourage participation in the program (i.e., Central Ontario Agricultural Conference, the Ontario Woodlot Association Conference, the Peel Plowing Match, the Peel and York Federation of Agriculture Annual Meetings and the Peel and York Soil and Crop Annual Meetings), as well as hosting workshops and preparing agri-environmentally related articles for media (e.g., newspapers).

4. Education and Training

TRCA Educational Facilities

TRCA Educational Facilities at Kortright and Albion Hills have been involved with developing agriculturally related curriculum-linked educational programming, tours and events in collaboration with farm tenants at The Living City Farm and the Albion Hills Community Farm. In addition, initiatives including a children's garden and adult training workshops related to gardening have also been offered at Kortright in collaboration with the farm tenant.

Sustainable Neighbourhood Action Program (SNAP)

SNAP applies a neighbourhood-based approach to sustainable urban renewal and climate action and considers urban agricultural priorities as part of each neighbourhood action planning project. The production of local food, supported with rainwater harvesting and increased food security, are often among the set of sustainability objectives identified that guide the development of the neighbourhood action plans. Resulting implementation projects and programs, delivered in partnership with many local community partners on both public and private land, have included such initiatives as: balcony gardening; community garden installations; backyard agriculture and backyard sharing; urban orchards and surplus harvest sharing; food preservation; and skills training and capacity building for local residents to support ongoing garden and orchard management as a social enterprise. Each SNAP project is designed to achieve numerous co-benefits and as a result, associated urban agriculture projects have also generated environmental outcomes, such as rainwater retention, GHG reduction, waste reduction urban forest (through fruit tree planting and citizen-based restoration), ecological restoration, and socio-economic benefits, such as active living, improved nutrition, cost savings on grocery bills and increased connections for community resilience.

Partners in Project Green (PPG)

In 2012, Partners in Project Green (PPG), in collaboration with the Urban Agriculture Program, piloted a local food procurement initiative with food services at the International Centre (a member of PPG at the time) and farmers at the McVean Farm. This initiative enabled sourcing of fresh local produce from the McVean Farm to the International Centre. PPG developed and published a case study focused on the International Centre's local and sustainable procurement program, which is available on the PPG website.

Since that time, PPG has continued to work with businesses interested in reducing food-related waste and pursuing local food procurement. Most recently, PPG published a related article and hosted a webinar on the topic entitled "Innovative Business Solutions to Combat Food Waste and Insecurity."

Sustainable Technologies Evaluation Program (STEP)

The Sustainable Technologies Evaluation Program (STEP) provides testing services and advice to support broader adoption of sustainable technologies and practices primarily in urban and near urban settings. STEP has been providing support to the Living City Farm at the Kortright Centre for Conservation in developing best practices, such as solar water pumping for irrigation and greenhouse retrofits.

Black Creek Pioneer Village (BCPV)

Black Creek Pioneer Village (BCPV) has partnered with the Black Creek Community Farm to develop and deliver a curriculum-based education program for elementary school students. This program provided predominantly urban students with an opportunity to have a hands-on experience in both a garden and heritage kitchen, gaining a deeper understanding of how vegetables are grown, prepared, cooked and consumed.

RATIONALE

TRCA's interests in agricultural land and practices revolves around the need to responsibly manage our own lands while considering the best use for those lands, as well as support agricultural producers and landowners in implementing BMPs and other improvements that contribute to watershed health. TRCA also has an interest in engaging various audiences in the different uses of our properties, including urban agriculture.

Moving forward, subject to municipal or government support, TRCA will continue to support agriculture on its properties, where appropriate, and align its work in agriculture and urban agriculture with partners, in order to improve the health of our watersheds and communities and make the best use of TRCA properties. The following sections outline the key roles and responsibilities of the relevant business units at TRCA as they pertain to TRCA's agriculture and urban agriculture work going forward.

In addition, the type of agricultural program offerings and services offered to TRCA municipal partners and Parks Canada for RNUP through the MOU/SLA process, can be tailored to meet the unique needs of each municipality.

1. Land Management and Lease Administration

The leasing of conventional farm properties has been a successful use of certain TRCA lands from a financial perspective and it is recommended that where these lands have already been identified for this use, that this practice continue, assuming that other TRCA priorities do not supersede the use of lands for conventional farming. The internal TRCA procedures for transitioning agricultural lands to other uses, such as restoration, will be addressed through the forthcoming review of TRCA's Sustainable Near Urban Agricultural Policy.

Property and Risk Management

Property and Risk Management will continue to be responsible for the administration of all farm leases, including both conventional and urban agricultural leases. The transition of any agricultural lands for uses other than agriculture (i.e., restoration, fill or other TRCA projects) will also be managed by Property and Risk Management.

Farm Restoration Plans

Agricultural lands can be assessed for restoration priority using the Integrated Restoration Prioritization (IRP) tool to determine the extent to which restoration is needed within a sub-catchment reach based scale. The goal of the IRP is to identify areas of impairment and to

understand what might be driving that impairment. This assessment can help to inform the future use scenario for agricultural lands. The IRP uses environmental data gathered through TRCA's Regional Watershed Monitoring Program to identify impairments on the landscape (e.g., poor water quality), as well as terrestrial natural heritage data (e.g., priority natural corridor areas), to identify where restoration efforts will have the most beneficial impact on the natural system if restored. This information combined with site level restoration opportunities assessment (ROP) can identify priority restoration actions within priority restoration areas.

This tool, while considering the potential of the agricultural lands for productivity, partnerships and farm business models can also be utilized on existing agricultural fields, as well as new land acquisitions to help inform future uses of the land and determine agriculture should continue as the best use for the subject property. In the future, TRCA Restoration and Resource Management will work with Property and Risk Management to update Restoration Plans for existing agricultural lands. Restoration opportunities will be implemented as opportunities, priorities and funds arise.

2. Urban Agriculture

The four current urban farm sites will remain a priority for TRCA and moving forward, TRCA will continue to develop these sites with infrastructure, expanded programming, community engagement and outreach through collaboration with farm tenants, TRCA programs and external partnerships. New urban farm sites will not be developed at this time due to staffing resources and capacity.

As the importance of local food is increasingly being recognized for both food security and climate change mitigation benefits, many municipalities are also exploring and implementing their own urban agriculture projects and operations and may require guidance in setting up operations. It is recommended that due to TRCA's experience in this field that TRCA staff can provide this guidance and support to interested municipalities. This work can be undertaken on a fee for service basis and this potential role for TRCA has been raised in the Memorandum of Understanding discussions that TRCA is having with municipalities.

Property and Risk Management

Property and Risk Management will now be responsible for managing TRCA's Urban Agriculture Program, formerly managed by Government and Community Relations staff. This transition will help to optimize greater operational support for our urban farms and partners, while continuing to administer lease agreements within the Property and Risk Management Business Unit. Current urban agriculture farm tenants have been informed of this transition and made aware of the revised roles and responsibilities of applicable business units.

As part of managing the Urban Agriculture Program, Property and Risk Management will provide the following services to urban agriculture tenants:

- Act as main point of contact for TRCA;
- Operational and on-site support;
- Approvals and coordination with other TRCA Business Units (i.e., Restoration and Resource Management, Education and Training, etc.);
- Infrastructure development;
- Requests for financial support; and
- Inquires related to marketing, communications and media

Government and Community Relations

Government and Community Relations staff have been working with Property and Risk Management on implementing a Transition Plan for the Urban Agriculture Program to help ensure a smooth transition, while providing ongoing support to our valued farm partners.

Government and Community Relations will continue to provide support to the Urban Agriculture Program by being involved in strategic projects which may be of corporate interest from a government and community relations perspective. These projects or activities may include:

- Partnership and business development related to the urban farms, agricultural outreach and support, agricultural education and training related programs, and potential guidance and supports needed by municipalities or other organizations in setting up their own urban agriculture operations and projects;
- Acting as an advisor to internal, municipal or community groups and committees related to urban agriculture;
- Supporting the development of master plan and strategic planning processes for the urban farms; and
- Reviewing and providing comments on federal, provincial and municipal policy initiatives related to agriculture and food.

3. Agricultural Outreach and Support:

TRCA's work related to agricultural outreach and support work directly supports TRCA's efforts to improve watershed health. This work has been popular with both landowners and supporting municipalities and is expected to continue.

Restoration and Resource Management

The Restoration and Resource Management group at TRCA will continue to implement complementary restoration work and natural resource guidance to support agricultural BMPs at TRCA's urban and conventional farms, as indicated above, in addition to administering the RCWP and other complementary programs.

Throughout 2020, RCWP staff developed a report titled 'Agricultural Trends in the Toronto and Region Conservation Authority's Jurisdiction'. The purpose of the report was to identify agricultural trends within the jurisdiction and to predict what the agricultural landscape in the jurisdiction might look like by 2031 and post 2031. To predict future trends in agricultural lands within TRCA's jurisdiction, TRCA collected municipal Official Plan and provincial data which identified committed development lands up to the year 2031. Other open data available from municipal and provincial governments was used as well (excluding lands in the greenbelt corridor). A final draft of the report is currently under review; the final report is expected to be available in March 2021 and will inform TRCA's future work related to the RCWP moving forward.

4. Education and Training

TRCA's agriculture-related education and training will continue to focus on engaging outside audiences – including schools, the community and businesses – at the interface between agriculture, food, and environmental sustainability. Relevant business units will focus on the audiences in which they specialize. Where relevant and desired, Education and Training division staff will also work with TRCA's Urban Agriculture sites to deliver engaging events and initiatives.

Education and Training

TRCA's urban agriculture work presents an opportunity to educate our program participants, students and broader community about the importance of local food, sustainable agricultural practices and engaging them directly in sustainable local food processes. The Education and Training Division through its various programs, (i.e., SNAP, PPG, STEP, etc.) and educational sites will continue to collaborate with urban agricultural tenants on developing and delivering educational programming and events as opportunities arise.

In addition, TRCA Educational facilities will continue to source local food from local sources and TRCA urban farms, as appropriate. Food miles for meals served at educational facilities will also be tracked.

Education and Training will also explore new and interactive ways to engage local communities. Some potential examples include:

- In-person and virtual cooking events with participation from the urban farms;
- Delivery of farm talks, inviting guest speakers and experts in the local food and agricultural sector to speak;
- Provide opportunities at relevant events and festivals for visitor engagement with the farm and farmers to promote sustainable agriculture and increase food sales;
- Provide space for promotional literature of the farms and related events in high traffic areas, such as the Kortright Visitor Centre;
- Provide local agricultural businesses with best practice materials and resources through the PPG program and consortia, enabling local agricultural businesses to operate more sustainably in the areas of energy performance, water stewardship, waste management, and community engagement;
- Build partnerships and capacity in local organizations and leaders to deliver urban agriculture projects, in cooperation with other related TRCA programming, in relevant SNAP neighbourhoods;
- Piloting sustainable technology demonstrations at urban farm sites, which help to maximize operations at these farm sites, reduce greenhouse gas emissions, promote water conservation, and showcase environmental benefits to the public.

Black Creek Pioneer Village

BCPV will continue to continue to engage learners of all ages in local food production through:

- In-person school programs developed and delivered in partnership with Black Creek Community Farm;
- Presentation of herb and vegetables gardens along with orchards growing food from heirloom seeds;
- Demonstration of cooking from produce grown on site; and
- Educational programming for families and students highlighting local food production and preparation.

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 3 – Rethink greenspace to maximize its value

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

TRCA agricultural programs are funded through various Toronto, York, Peel and Durham capital and operating accounts, as well as from certain revenue sources.

The following table summarizes the sources of funding for agriculture related TRCA programming.

Funding Source	Funding Amount
Toronto Capital	\$6,330
Peel	\$270,947.13
York Capital	\$83,568.10
Operating	\$77,178
Special Projects	\$491,070
TOTAL	\$929,093.23

DETAILS OF WORK TO BE DONE

- TRCA to engage in discussions with regional and local municipal partners through the MOU/SLA process, highlighting TRCA agricultural programs as one of the potential programs offered.
- Property and Risk Management to work with Government and Community Relations on completing any outstanding items associated with the Urban Agriculture Transition Plan.
- Education Training and Outreach Division to explore new programming opportunities in collaboration with the urban farms.
- TRCA to review Sustainable Near-Urban Agriculture Policy in 2021.

Report prepared by: Sonia Dhir, extension 5291

Emails: Sonia.Dhir@trca.ca

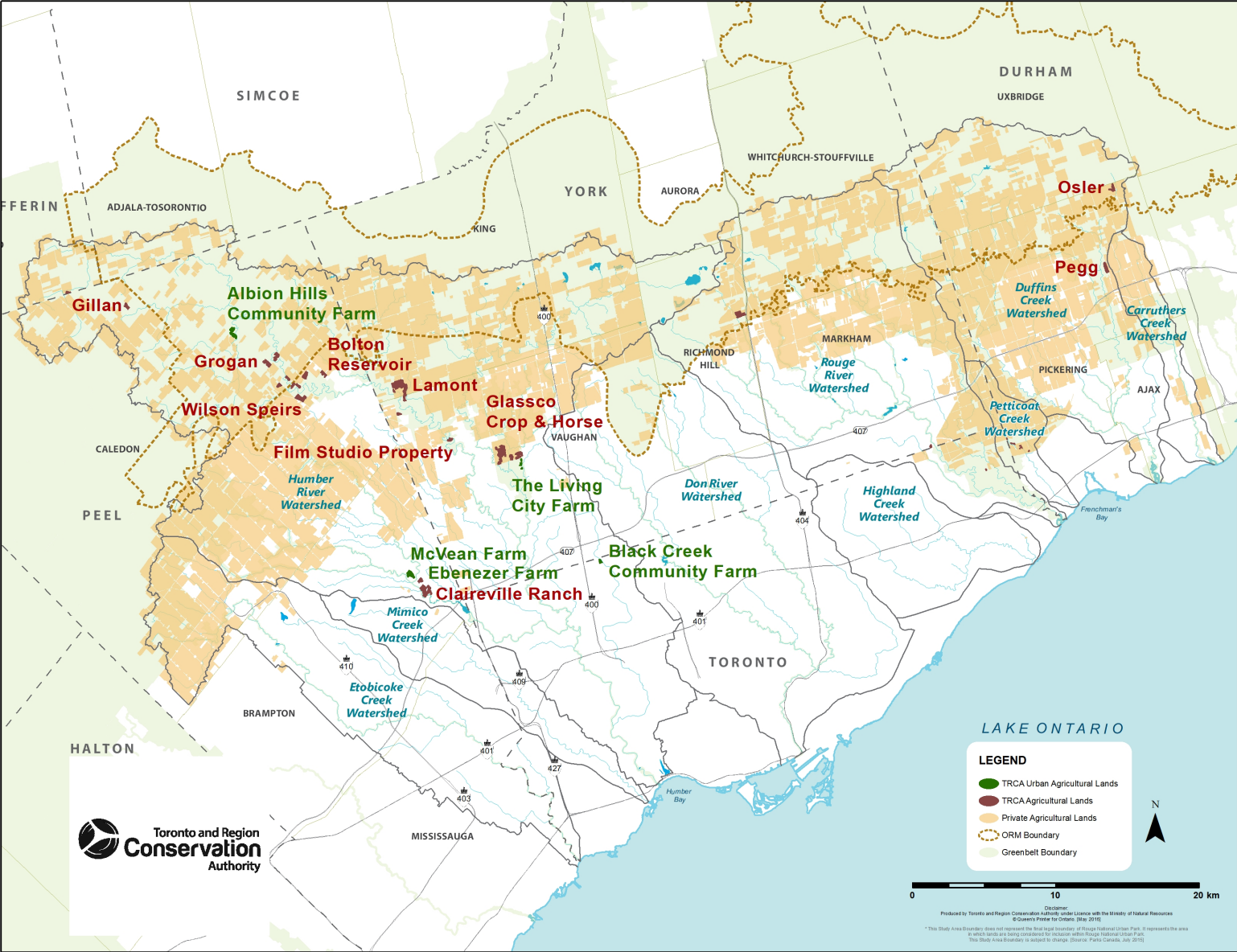
For Information contact: Sonia Dhir, extension 5291, Victoria Kramkowski, extension 5707

Emails: Sonia.Dhir@trca.ca, Victoria.Kramkowski@trca.ca

Date: January 13, 2021

Attachments: 1

Attachment 1: Map of TRCA Agricultural Properties



RES.#A17/21 -

OUTDOOR EDUCATION TASK FORCE FINAL REPORT

The Outdoor Education Task Force has completed its eighteen (18) month term and has prepared for submission the Strategic Vision Statement and Recommendations as per the Terms of Reference. Board of Directors approval and endorsement of the Outdoor Education Task Force Strategic Vision Statement and Recommendations.

Moved by: Paul Ainslie
Seconded by: Jennifer Drake

WHEREAS at its Meeting #6/18 held on July 20, 2018, Toronto and Region Conservation Authority Board of Directors approved the establishment of an Outdoor Education Task Force comprised of elected officials from local school boards and TRCA's Board of Directors;

AND WHEREAS the Outdoor Education Task Force has been convened to study, develop and recommend strategic future directions related to natural science, conservation and environmental out-of-classroom learning in the Toronto region;

AND WHEREAS at Meeting #5/20 held on January 25, 2020, the Outdoor Education Task Force endorsed the final report, Vision Statement and Strategic Recommendations, as amended, for submission to Toronto and Region Conservation Authority Board of Directors;

THEREFORE, LET IT BE RESOLVED THAT the final report of the Outdoor Education Task Force be received;

THAT the Vision Statement, as amended at the January 25, 2021 Outdoor Education Task Force meeting, be endorsed;

THAT the following recommendations of the Outdoor Education Task Force be approved for action:

Recommendation #1: Establish Shared Governance Model – Natural Science and Education Committee as a Subcommittee of Toronto and Region Conservation Authority's Board of Directors

Recommendation #2: Establish Consistent Access and Curricular Standards Across TRCA and School Boards

Recommendation #3: Establish a Unified Performance Measurement System

Recommendation #4: Advance Shared-Ownership and Access Models That Enhance and Sustain an Overall Out-Of-Classroom Learning System

Recommendation #5: Develop a Long-Term Equitable Access Financial Plan

THAT the approved Vision Statement and Strategic Recommendations be circulated to area Boards of Trustees for consideration and endorsement;

AND FURTHER THAT TRCA staff be requested to present to participating Boards of

Trustees, the Province of Ontario and other stakeholders, organizations or community partners the final Vision Statement and Strategic Recommendations of the Outdoor Education Task Force.

CARRIED

BACKGROUND

The Outdoor Education Task Force (OETF) was established at Meeting #6/18 on July 20, 2018 by Toronto and Region Conservation Authority (TRCA) Board of Directors with an eighteen (18) month mandate to study, develop, and recommend strategic future directions related to out-of-classroom learning related to natural science, conservation and the environment in the Greater Toronto Area (GTA), specifically including Peel, York and Durham Regions and the City of Toronto.

The OETF is comprised of Trustees appointed from area school boards and members of TRCA's Board of Directors, including the following:

- *Durham Catholic District School Board: Trustee Morgan Ste. Marie*
- *York Region District School Board: Trustee Cynthia Cordova*
- *York Catholic District School Board: Trustee Jennifer Wigston*
- *Peel District School Board: Trustee Will Davies*
- *Dufferin-Peel Catholic District School Board: Trustee Frank Di Cosola*
- *Toronto District School Board: Trustee Anu Sriskandarajah*
- *Toronto Catholic District School Board: Trustee Garry Tanuan*
- *Conseil scolaire catholique MonAvenir: Chair Melinda Chartrand*
- *TRCA (City of Brampton): Regional Councillor Rowena Santos*
- *TRCA (City of Toronto): Basu Mukherjee*

At OETF Meeting #1/19 held on October 17, 2019, the OETF approved a workplan that included the following:

- Develop a framework for the long-term provision of out-of-classroom learning experiences related to natural science, conservation and the environment that meets the needs of the student population to the year 2040;
- Provide recommendations to strengthen and enable partnerships and collaboration between public sector agencies that maximize the use and value of public assets and infrastructure;
- Provide expertise and recommendations on strengthening experiential connections between the urban and natural environments, with consideration for the impact of urban intensification on student access to greenspace and natural systems;
- Provide recommendations related to long-term financial sustainability, including, but not limited to:
 - Government funding programs;
 - Private grants, fundraising and endowments;
 - Alternative business models (co-operatives, social enterprises, etc.);
 - Other funding models.

During its term, the OETF met six (6) times, participating in three (3) facilitated workshops facilitated by I-THINK and was informed by ongoing research and information provided by TRCA staff, staff from participating school boards and OETF members. The three facilitated workshops focused on specific areas of strategic priority and provided an opportunity for OETF members to discuss emerging trends, data, student and school needs as well as overall

opportunities for the out-of-classroom learning system. The facilitated workshops included:

- Workshop 1: Values and Destination Visioning
- Workshop 2: Models and Mechanisms
- Workshop 3: Recommendations, Framework and Policy Statements

Through the work of the OETF, the following themes emerged, which formed the basis for the Vision Statement (**Attachment 1**) and the Recommendations.

1. TRCA plays an integral role in providing leadership to the out-of-classroom learning system as it relates to natural science, conservation and the environment;
2. The student voice should be at the forefront of decision making, ensuring inclusion and equitable access;
3. Achieving success in reimagining the out-of-classroom learning system is predicated on collaborative action, with TRCA seen as fulfilling the role of convenor in bringing together the range of stakeholders necessary to establish a supportive infrastructure of learning as well as perform a secretariat function;
4. Establishing performance measures and standards for the delivery of out-of-classroom learning is essential, including curricular expectations and indicators of success, as well as instituting foundational principles of equitable access and inclusion;
5. Improved student and community learning related to natural science, conservation and the environment requires multiple interventions, multiple entry points, and multiple pathways, including participating in out-of-classroom experiences such as field trips but also integration of all aspects of student life – in school, out-of-school, and in the home – to change knowledge, attitudes and behaviour.

At Meeting #5/20 held on January 25, 2021 and conducted via video conference, the Outdoor Education Task Force endorsed amended RES.#OETF17/20 that follows in part:

THEREFORE, LET IT BE RESOLVED THAT the Vision Statement be endorsed, as amended at the January 25, 2021 Outdoor Education Task Force meeting;

THAT the following recommendations of the Outdoor Education Task Force be approved, as amended, for submission to Toronto and Region Conservation Authority Board of Directors:

Recommendation #1: Establish Shared Governance Model – Natural Science and Education Committee as a Subcommittee of Toronto and Region Conservation Authority's Board of Directors

Recommendation #2: Establish Consistent Access and Curricular Standards Across TRCA and School Boards

Recommendation #3: Establish a Unified Performance Measurement System

Recommendation #4: Advance Shared-Ownership and Access Models That Enhance and Sustain an Overall Out-Of-Classroom Learning System

Recommendation #5: Develop a Long-Term Equitable Access Financial Plan

THAT the approved Vision Statement and Strategic Recommendations be circulated to

area Boards of Trustees for consideration and endorsement;

THAT TRCA staff be requested to present to participating Boards of Trustees, the Province of Ontario and other stakeholders, organizations or community partners the final Vision Statement and Strategic Recommendations of the Outdoor Education Task Force;

AND FURTHER THAT the final report of the Outdoor Education Task Force be submitted to TRCA's Board of Directors for recommended adoption and action as necessary.

The Vision Statement itself was the result of a series of collaborative workshops facilitated by IThink and provides a unifying commitment to advance the development of a renewed out-of-classroom learning system that supports improved access to educational experiences related to natural science, conservation and the environment. The enclosed Vision Statement represents a collective aspirational goal to help guide collaboration amongst TRCA and area school boards to advance our shared objectives related to out-of-classroom learning.

The Vision Statement, as developed and endorsed by the OETF, is as follows:

We envision a future where:

The students of Ontario have consistent access to quality outdoor education.

Educators have the confidence and self-efficacy to make environmental stewardship a pillar of their classroom pedagogy.

Trustees, in partnership with parents and guardians, and in cooperation with TRCA, advocate for system change in how funds are allocated for outdoor education. Advocacy is targeted towards an ecosystem of funders, like the Ontario Ministry of Education, school boards, organizations like the OPSBA, OSTA-AECO, OCSTA, AFOCSC, and industry, with the goal of consistent funding to support long-term planning and a breadth of actions that will ensure flexibility for classrooms and whole boards in their delivery of outdoor education.

Community comes together to create a system of support ensuring impactful out-of-classroom learning related to natural science, conservation and the environment.

Environmental stewardship is rooted in a global, interconnected understanding that is introspective: building an appreciation for Indigenous knowledge and communities, and understanding the role of colonialism on our understanding, behaviours and relationship with the land, and nurturing the global competencies to develop solutions to local, global, and intercultural issues related to environmental sustainability.

Generations of environmental stewards are fostered, sparked, nourished and sustained with outdoor education experiences; contributing to a citizenry with a life-long appreciation for nature and land, and the agencies required to take actions to ensure a viable future for ourselves and the environment.

Along with the realization of the above vision, it was recognized that for a successful

reimagining of out-of-classroom experiences and the system necessary to support it, no single organization can, *or should*, assume full responsibility for its management, rather collaborative action amongst all public agencies, including school boards, conservation authorities and the Province of Ontario, as well as other agencies and organizations, is *required* to build a renewed system that supports student learning related to natural science, conservation and the environment. This acknowledgement of *required collaboration* forms the backbone of the following recommended elements of an Out-of-Classroom Learning Framework.

RATIONALE

Given the above Vision Statement, based on input from, and discussions with, the OETF and stakeholders, and ongoing research on best practices, TRCA staff prepared and circulated detailed recommended actions for endorsement by the OETF. These recommendations form the basis for future action and operationalization of the Vision Statement to advance shared goals and objectives related to improve out-of-classroom learning opportunities. Elemental to these recommendations is the recognition that even stronger and more formalized collaboration amongst public agencies, such as school boards, conservation authorities and multiple Ministries at the Province of Ontario, is required. The strong collaboration amongst the OETF has provided a basis from which to further build and strengthen these partnerships.

The following detailed recommendations were endorsed by the OETF at Meeting #5/20 held on January 25, 2021:

Recommendation #1: Establish Shared Governance Model – Natural Science and Education Committee as a Sub-Committee of TRCA Board of Directors

The OETF has highlighted the important role of shared governance in building a collaborative system that integrates collective decision-making and mutual accountability into the overall supporting infrastructure of out-of-classroom learning related to natural science, conservation and the environment. To this end, it is recommended that a standing committee of TRCA's Board of Directors be established with members appointed from area school boards, TRCA, the Ministry of Education and other leading science-based and education organizations, including post-secondary institutions and government agencies, such as Parks Canada (Rouge National Urban Park) and Toronto Zoo, where appropriate.

The role of the *Natural Science and Education Committee* is proposed to provide oversight and leadership to the system that supports out-of-classroom learning related to natural science, conservation and the environment within school boards, conservation authorities and other key stakeholders. The primary focus of Natural Science and Education Committee would be to support the operationalization of the recommendations and framework emanating from the OETF, while strengthening the overall connection between the science of conservation and environmental management and the formal and non-formal education systems.

Consideration should be given to integrating the youth voice into the Natural Science and Education Committee, including a clarifying definition of "youth". Options may include:

- Student Trustee appointment(s)
- Appointment of representative(s) from TRCA's Youth Council
- General call for applications for appointment

With approval of this recommendation, TRCA staff are prepared to develop a draft, detailed *Terms of Reference* for the Natural Science and Education Committee for consideration by TRCA's Board of Directors.

Recommendation #2: Establish Access and Curricular Standards Across TRCA and School Boards

An early discussion point of the OETF was the recognition of inconsistency across school boards in the ability and capacity to deliver, or access, out-of-classroom learning related to natural science, conservation and the environment for students that meet curricular expectations. It was also identified that principles of inclusion and equity of access were integral to the strengthening of the out-of-classroom learning system and programs. To this end, it is recommended that standards be established that provide for a minimum base for out-of-classroom learning experiences related to natural science, conservation and the environment for students, and that these essential experiences be curriculum-linked via a scope and sequence and reflect the OETF expectations related to equitable inclusion and student-centred perspectives.

Several boards have adopted policies for access to out-of-classroom learning experiences based on curriculum and grade, which serves as a starting point for the development of overall standards. For example, YRDSB enables through policy the provision of outdoor education experiences for grades 2, 4 and 7 at YRDSB operated day centres. Within the scope of the Natural Science and Education Committee, a key activity will be to build on existing supportive policies and provide recommendations on a set of standards for the Greater Toronto Area that foster the framework for a multi-stakeholder approach to policy development for student access to out-of-classroom learning with sufficient flexibility to allow unique school board approaches to be in place. To this end, while providing general oversight and support for the continued advancement and monitoring of standards and policies from a curricular and equitable access perspective, the Natural Science and Education Committee will function as a convenor of organizations to support continued policy development that meets the needs of local school boards within the broader system.

Additionally, OETF members acknowledged the importance of harmonizing policy and risk management practices to both ensure the overall safety of students accessing out-of-classroom learning related to natural science, conservation and the environment, as well as facilitating the ease of access for these experiences. Recognizing the diverse range of policies and procedures within school boards, it is recommended that further exploration be given to adopting existing standards or developing new uniform standards, to ensure consistency, accountability and transparency in the overall risk management and excursion approval framework.

Recommendation #3: Establish a Unified Performance Measurement System

Given the transformative nature of the recommendations related to the Outdoor Education Task Force, performance measurement is central to monitoring and reporting on progress relative to the broader framework supporting out-of-classroom learning related to natural science, conservation and the environment. Additionally, while there is an abundance of support for the benefits of outdoor education, there is limited empirical data as it pertains to the efficacy of outdoor education in the broadest sense, and more specifically, out-of-classroom learning related to natural science, conservation and the environment. For this reason, it is recommended that multiple streams of performance measures (quantitative and qualitative) be established for regular reporting, trend tracking and planning for participating agencies through the proposed Natural Science and Education Committee via TRCA's Board of Directors. Measures and streams may include:

- General function and performance of out-of-classroom learning system, including the following potential sub-streams:
 - Total number of students participating in out-of-classroom learning experiences

- Total number of learner hours of students participating in out-of-classroom experiences
- Distribution of out-of-classroom learning experiences by students by school board based on student population
- Total number of agreements established for the shared provision of out-of-classroom learning experiences, including for both facility-based use and local greenspace access
- Curricular and learning outcomes measurement:
 - Assessment and reporting of environmental knowledge
- Financial performance and investment levels:
 - Provincial funding allocation by student by school boards
 - Additional funding by student by school boards
 - Funding by student by agencies, including conservation authorities
 - Leveraged, or non-school/non-student, revenue as a percentage of total operating budget, by facility and at an aggregate level
- Longitudinal studies on the impact of experiences within school years as well as post-graduation
- Perception of personal and community health and wellness as it relates to experiences in out-of-classroom learning

Recommendation #4: Advance Shared-Ownership and Access Models That Enhance and Sustain Overall Out-Of-Classroom Learning System

To realize Recommendation #2 related to standards for access, a fundamental re-imagining of the overall ownership and administration of out-of-classroom learning is required. Historic models of board-owned assets being utilized exclusively by students from one particular school board should be adapted to reflect current and more recent practices related to shared use and shared access of schools and community facilities. Additionally, stronger linkages between local schools and local greenspace systems for curated or facilitated and teacher-led, out-of-classroom learning experiences will require improved integration between schools, school boards, conservation authorities and local municipalities. It is recommended that multi-partite agreements between area school boards, conservation authorities, partner agencies and municipalities be established that view the system as a whole, rather than as discrete parts, enabling improved and optimized use of both local education centres and greenspace systems.

Under S.197 of the *Education Act* (RSO 1990), school boards are enabled to enter into agreements with conservation authorities for the use of lands, buildings, and personnel for the purposes of providing natural science, conservation, or other out-of-classroom programs. Additionally, S.197 also contains provisions for two or more school boards to enter in to agreements for the shared use and delivery of natural science programs and other out-of-classroom learning programs. It is through this legislation that the current system of natural science schools, outdoor education centres, environmental education centres and conservation field centres that facilitate student out-of-classroom learning has developed, and from which future agreements for the continued and expanded delivery of out-of-classroom learning experiences will emanate. This legislation provides the framework for shared ownership and shared delivery models that leverage the value of public assets, including buildings, personnel, and greenspace.

TRCA and local school boards have a strong history of shared use of facilities and greenspace for out-of-classroom learning experiences related to natural science, conservation and the environment specifically, as well as community use of assets and resources, such as schools,

facilities and services, through multi-partite agreements. This shared history forms the foundation for a renewed approach to collaboration that optimizes use of public assets, including education centres, personnel and local greenspace, in a way that is centred on the student experience.

Taking an approach that allows for shared ownership or administrative models provides for balanced, equitable access across school boards, while improving the financial sustainability of the overall system. Further to this, TRCA, along with school boards and other partners, have excellent experience leveraging the value of existing facilities to create multi-use assets that improve overall use and performance of facilities, both programmatically and financially, as seen with schools, outdoor education centres and other public spaces. This experience in creating community hubs should be leveraged in reimagining how outdoor education centres are programmed and sustained into the future.

Examples of TRCA multi-partite agreements that enable out-of-classroom learning related to natural science, conservation and the environment include:

- Lake St. George Field Centre: Historically operated by TRCA under a multi-partite agreement with TDSB, TCDSB and YRDSB. (Humber River Watershed, York Region)
- Burlington Outdoor Education Centre: Owned and operated by YRDSB, with an agreement for use of adjacent greenspace owned by TRCA. (Humber River Watershed, York Region)
- Etobicoke Outdoor Education Centre: Owned and operated by TDSB, within TRCA's Albion Hills Conservation Area, adjacent to TRCA's Albion Hills Field Centre, under a 40-year land lease with TRCA. Under the agreement, TRCA also provides food service for TDSB students. (Humber River Watershed, Peel Region)

Examples of school board multi-partite agreements that enable efficient use of space and resources:

- City Place: Umbrella agreement for the creation of two elementary schools (TCDSB and TDSB) with City of Toronto adjacent to Canoe Landing Park and Canoe Landing Recreation Centre.
- Student Transportation Services of York Region: Amalgamated student transportation services for YRDSB and YCDSB. Governed by a separate standing committee of both boards.
- Flato Markham Theatre: Joint use agreement between City of Markham and YRDSB for use of Flato Markham Theatre as part of the Unionville Secondary School/Markham Civic Centre master plan. Includes provision for use of theatre, as well as a cost sharing mechanism related to heating and cooling and grounds maintenance.

Recommendation #5: Develop Long-Term Equitable Access Financial Plan

Stable, dedicated funding linked to a cohesive, coordinated plan for the provision of out-of-classroom learning related to natural science, conservation and the environment is critical to achieving the overall vision of the OETF. As per Recommendation #2, equitable and consistent access across all school boards is a key aspect of future collaborative work amongst stakeholder organizations, including school boards and conservation authorities. Furthermore, stable, strategically targeted funding with clear shared objectives pertaining to use will allow optimization of existing public assets, while protecting the current system from further loss of resources, such as closures. Funding for the purposes of supporting a resilient out-of-classroom

learning system can be grouped into three categories:

1. Per student funding for out-of-classroom experiences at school board, conservation authority or other learning centres;
2. Capacity-building and professional development for teachers to support improved learning related to natural science, conservation and the environment in local communities;
3. Capital funding to ensure the long-term viability of existing and new learning centres, with a particular emphasis on removing barriers and improving accessibility while advancing goals related to climate change mitigation and green buildings;

For the 2020/2021 school year, the Province of Ontario provided an Outdoor Education Allocation of \$17.7 million to school boards based on the following calculation:

- \$5,000 per school board + (\$8.51 x Average Daily Enrollment)

Based on early research conducted and reported at Outdoor Education Task Force Meeting #1/20 held on January 20, 2020, the use of this allocation is inconsistent, largely as a result of varying policy environments related to outdoor education between school boards, though school boards use the funds for similar purposes, including fees for field trip costs, transportation costs, teacher release time costs, student and teacher safety training for specific disciplines or courses and others. Additionally, several school boards provide top-up funding for certain elements of their outdoor education program, however, this enhanced funding is not consistent across school boards.

As noted in Recommendation #4, the legislative opportunity under the Education Act for establishing mechanisms for the provision of out-of-classroom learning can leverage existing funding levels while streamlining access for students; with a diverse range of providers available for schools to access for learning experiences, a more coordinated approach across the sector would enhance opportunities for students while also ensuring strong value for both the school boards and Province of Ontario in use of public funding. Additionally, by providing standards and a more robust and harmonized policy environment across school boards, as per Recommendation #2, uniform use of the Outdoor Education Allocation by school boards would increase clarity and consistency between and across jurisdictions.

While a base level of funding that supports the strategic delivery of student experiences linked to overall standards is integral to the overall effectiveness of a region-wide approach to out-of-classroom learning, it is important to acknowledge the additional sources of funding that support student experiences, including user fees, community fundraising, school board and conservation authority fundraising and foundations, as well as others. To this end, it is recommended that the Natural Science and Education Committee, upon establishment, convene a working group to develop a detailed financial roadmap of existing funding models, including a gap and opportunity analysis for improved and consistent public and private funding to be communicated to TRCA Board of Directors, school boards and the Province of Ontario. Congruent to the roadmap, the working group should undertake an assessment of current cost structures for school board- and conservation authority-operated public learning assets to better understand the overall cost of delivery for the system to better match long-term costs with actual funding.

Conclusion

While Ontario, and more specifically the Greater Toronto Area, has a relatively sophisticated and robust out-of-classroom learning system to support student experiences related to natural science, conservation and the environment, the lack of a cohesive framework for the continued advancement of this segment of the learning system creates a long-term risk. As per the approved Terms of Reference and Workplan for the OETF, the above Vision Statement and Strategic Recommendations provide a framework for the advancement of the overall shared objectives of meeting the current and future out-of-classroom learning needs related to natural science, conservation and the environment for students to the year 2040.

The work of the OETF as outlined in the terms of reference is now complete, however, ongoing advocacy for the above framework will be required in order to fully realize the above Vision Statement and Strategic Recommendations.

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 3 – Rethink greenspace to maximize its value

Strategy 5 – Foster sustainable citizenship

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

TRCA's 2020 budget for school-based education programs and activities was \$5.1 million, with \$3.77M (74%) generated through user fees, grants and other revenue and the remaining \$1.33M (26%) supported through municipal funding for special programs, such as Peel EcoSchools, Watershed on Wheels, Water Festivals and others.

The operational costs for administration of the Natural Science and Education Committee is estimated to be \$30,000 per year, primarily funded through operating account 365-01.

DETAILS OF WORK TO BE DONE

Upon endorsement and approval, staff will begin development of a Terms of Reference for the Natural Science and Education Committee. Staff would report back to the Board of Directors on the Terms of Reference for the Natural Science and Education Committee at the June 2021 meeting with a target inaugural meeting taking place in November 2021.

Furthermore, upon endorsement of the Vision Statement and Recommendation, staff will work with Trustee members of the OETF to make arrangements to provide presentations on the work of the OETF, and request adoption by area school boards of the OETF Vision Statement and Recommendations. It is projected that presentations to participating Boards of Trustees would commence in April of 2021 and be complete by September of 2021, pending school board agendas and meeting dates.

Report prepared by: Darryl Gray, (416) 791-0327

Emails: darryl.gray@trca.ca

For Information contact: Darryl Gray, (416) 791-0327

Emails: darryl.gray@trca.ca

Date: February 2, 2021

Attachments: 1

Attachment 1: Outdoor Education Task Force Vision Statement

January 25, 2021

Toronto and Region Conservation Authority Outdoor Education Task Force

Final Statement

In 2019, Toronto and Region Conservation Authority (TRCA) convened the Outdoor Education Task Force (Task Force) to develop a framework for the long-term provision of out-of-classroom learning experiences related to natural science, conservation and the environment that meets the needs of the student population to the year 2040.

As part of a series of working group activities, the Task Force was asked to imagine a future where outdoor education is accessible to all and hold an important role in students' learning experience; a future where outdoor education is held to the highest standard of what it means to learn outside of the classroom and brings to life natural science, conservation and the environment. The Task Force proposed the enclosed Vision Statement to guide the work of TRCA, school boards and other partners in bringing a renewed framework and Task Force recommended actions to life.

It is also worth noting that we are having these conversations in a transformative time as Covid-19 has changed our daily habits and disrupted how we learn, work and live. The global pandemic brought into sharp focus the importance of access to the outdoors for our individual and collective well-being. In our context of K - 12 education, it has also highlighted some misconceptions about what outdoor education¹ is.

¹ The terms environmental education (EE), outdoor education (OE), and outdoor experiential education (OEE) have often been used interchangeably and have lost their distinction in common language usage. While we are using the term outdoor education throughout this framework, it is our intention to shift the language *to out-of-classroom learning* to better represent the full inclusiveness of the learning experiences we are promoting: natural science, conservation, and environmental.

We envision a future where...

The students of Ontario have consistent access to quality outdoor education. Educators have the confidence and self-efficacy to make environmental stewardship a pillar of their classroom pedagogy.

Trustees, in partnership with parents and guardians, and in cooperation with TRCA, advocate for system change in how funds are allocated for outdoor education. Advocacy is targeted towards an ecosystem of funders, like the Ontario Ministry of Education, School Boards, and organizations like the OPSBA, OSTA-AECO, OCSTA, AFOCSC, and industry, with the goal of consistent funding to support long-term planning and a breadth of actions that will ensure flexibility for classrooms and whole school boards in their delivery of outdoor education.

Community comes together to create a system of support ensuring impactful out-of-classroom learning related to natural science, conservation and the environment.

Environmental stewardship is rooted in a global, interconnected understanding that is introspective: building an appreciation for Indigenous knowledge and communities, and understanding the role of colonialism on our understanding, behaviours and relationship with the land, and nurturing the global competencies to develop solutions to local, global, and intercultural issues related to environmental sustainability.

Generations of environmental stewards are fostered, sparked, nourished and sustained with outdoor education experiences; contributing to a citizenry with a life-long appreciation for nature and land, and the agencies required to take actions that ensure a viable future for ourselves and the environment.

Where TRCA, working with our partners, is the...

Catalyst that brings stakeholders together to foster environmental stewardship that is rooted in equity and anti-oppression and makes access to out-of-classroom learning related to natural science, conservation and the environment a reality for all students living in TRCA and school board communities.

Convener of important conversations and facilitator of taking actions that will link school boards to school boards, organizations with school boards and school boards to organizations and to TRCA - based on valuable input from council members, community liaisons and educators. This work shifts the culture of the education community - with students, parents, guardians,

classroom educators, administrators and central staff - to one that champions the importance of outdoor education.

With our school board partners, TRCA can bring this vision to life by...

Stepping into a leadership role

As TRCA we have a leadership role to play. A history of doing good, impactful work has made us a leader in conservation and outdoor education grounded in science. We will leverage our power to influence how the outdoor education community fosters environmental stewardship rooted in equity, anti-oppression and cultural appreciation while striving for continuous improvement and stakeholder engagement.

Leading with student voice

If outdoor education is going to be equitable, anti-oppressive and reflective of student identities, students must lead the way in imagining, influencing and informing possibilities. As an organization with power, we will centre the identities and lived experiences with students to be accountable in our work.

Convening and building the collaboration ecosystem

Shifting culture requires stakeholders to collaborate. TRCA is the connector for groups, creating the wrap-around support for educators, students and communities to engage in outdoor education. It is this collective that will build momentum to advocate for system change in funding for outdoor education and creating the budget flexibility needed to allow individual schools and school boards to engage in outdoor education. As collaboration grows in the system, new partnerships will emerge, for example the school boards sharing land for out of classroom learning experiences.

Setting the standard for outdoor education programming, together.

As a collective - with students, school boards, educators and organizations-, we will identify the guiding principles that outdoor education should be designed with. It is these principles that will set the standard for experiences that are safe, rooted in equity and anti-oppression; accessible to all and affirming to student identities, regardless of socioeconomic and geographic proximity. Collectively we will set standards and guidelines that recognize the risks associated with outdoor education to create outdoor experiences that are accessible, enjoyable, and safe. Equity guiding principles will be jointly created with this collective to use in designing outdoor education experiences and

promoting environmental stewardship. This is how we build capacity in community to look for quality experiences in outdoor education.

Co-creating the entry points

TRCA supports students, educators, school boards, senior staff and community organizations in bringing outdoor education experiences to life. There is no single right way to start developing as an environmental steward. The TRCA and organizations will leverage their unique assets including land, educators, technology and community, to create experiences. TRCA will collaborate with organizations and educators to co-design outdoor education experiences that are rooted in cultural knowledge and appreciation and embedded within inquiry-based learning that amplifies the learning and experiences.

Section III – Items for the Information of the Board

RES.#A18/21 - PROCLAMATION OF GOVERNANCE AND ADMINISTRATIVE AMENDMENTS TO THE CONSERVATION AUTHORITIES ACT

To provide an update on recent provincial proclamation of the governance and administrative amendments to the [Conservation Authorities Act](#) (Act).

Moved by: Chris Fonseca
Seconded by: Ronald Chopowick

THAT this information report be received;

THAT, under section 17(1.3) of the *Conservation Authorities Act*, the Board of Directors request that the Minister of Environment, Conservation and Parks grant permission to Toronto and Region Conservation Authority (TRCA) to continue to elect the Chair and Vice-Chair for a term of two (2) years and to allow to elect the Chair and Vice-Chair representing the same municipality as the outgoing Chair and Vice-Chair;

AND FURTHER THAT, should the Minister grant the requested exception, it is to apply retroactively to the results of the February 26, 2021 Chair and Vice-Chair elections.

RES.#A19/21 - AMENDEMENT TO THE MAIN MOTION

Moved by: Chris Fonseca
Seconded by: Ronald Chopowick

THAT the second and third paragraph of the main motion be removed.

THE AMENDMENT WAS:

CARRIED

THE RESULTANT MOTION READS AS FOLLOWS:

THAT this information report be received.

CARRIED

BACKGROUND AND RATIONALE

On November 5, 2020, the Province of Ontario introduced *Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures)*, 2020. Schedule 6 of Bill 229 proposed a number of amendments to the *Conservation Authorities Act* and the *Planning Act*, discussed in detail in the November 13, 2020 Board report (amended Res.#A176/20) and presentation (Res.#A175/20) and further during the January 29, 2021 Board of Directors Education session. Bill 229 received Royal Assent on December 8, 2020. New section 28.0.1 associated with the requirements for conservation authorities to issue permits where development has been authorized by a Minister's Zoning Order (MZO) was proclaimed upon the passing of the legislation and is discussed in greater detail in a separate February 26, 2021 Board report. Additionally, following Royal Assent, a number of governance, permitting and enforcement amendments were to be proclaimed at a later date.

On February 5, 2021, the Ministry of Environment, Conservation and Parks (MECP) informed all conservation authorities that a number of amendments to the Act, largely related to governance, administration and accountability, were proclaimed on February 2, 2021. Table 1 summarizes these amendments and their implications to TRCA.

Table 1: Conservation Authorities Act Amendments Proclaimed on February 2, 2021

Provisions Proclaimed on February 2, 2021	Implications for TRCA
<p>Section 14 (1.1): Council of a participating municipality shall ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council.</p> <p>Section 14 (1.2) Exception: Minister may grant permission to a municipality to select less than 70 per cent of its appointees to an authority from among the members of the municipal council, subject to such conditions or restrictions as the Minister considers appropriate.</p>	<p>No immediate action is required to address the changes. Current Board of Directors members will be able to complete the remaining duration of their appointments. During the next appointment cycle, municipalities would have to either comply with the 70 per cent requirement or may apply to the Minister requesting an exception to it. The City of Toronto and the Town of Mono/ Township of Adjala-Tosorontio, the only TRCA municipalities that appoint members of the public, have expressed an interest in applying for an exception in the future.</p>
<p>Section 14(2.2): CAs are required to make public and provide to the Minister copies of municipal member agreements in respect to the total number of municipally appointed members.</p>	<p>On June 27, 1984 the Authority requested (Res.#71/84) that the Ministry of Natural Resources reduce it's membership to 31 to streamline its operations. January 1, 1986 Order of Council No.2127/85 formally changed membership to 31. The current composition of the Board of Directors resulted from the Province opting out from the authority membership on January 10, 1996, decreasing the membership by 3 to the current 28.</p> <p>Advice provided to another CA from MECP indicates that no action is required <i>"if the Region and CA have not changed the number of members that has been established through the population formula under the CAA or under a past Order in Council"</i>.</p> <p>However, in an abundance of caution, TRCA staff will provide MECP with the relevant records and a letter, outlining how TRCA complies with this requirement.</p>
<p>Section 14(4): Minister's power to appoint a member from the agricultural sector with limitations added to the member's voting rights.</p>	<p>Not applicable at this time. The appointment may happen in the future and is at the discretion of the Minister. If and when this occurs it will require an update to the Board of Directors Administrative By-Law.</p>
<p>Section 17 1.1): Limiting the term of the chair or vice-chair to one year with a maximum of two consecutive terms.</p> <p>Section 17(1.2): Requirement to rotate chair and vice-chair positions among CA's participating municipalities.</p> <p>Section 17(1.3) Exception: Minister may grant an exception to the above-mentioned sections, which would allow a chair/vice-chair to hold office for more</p>	<p>Currently, under TRCA's Board of Directors Administrative By-Law, the Chair and Vice-Chair are elected for a two-year term.</p> <p>Due to the scope and complexity of work undertaken by TRCA which requires extended briefing time, TRCA staff will seek Board of Directors approval to seek Minister's permission to apply for an exception under section 17 (1.3) to continue to elect the Chair and Vice-Chair for a term of two (2) years and to allow elections of the Chair and Vice-Chair from the same municipality as the outgoing Chair and Vice-Chair.</p>

than two one year terms, or a member to succeed an outgoing chair, vice-chair, appointed from the same participating municipality.	The Board of Directors Administrative By-Law would need to be updated to reflect the changes.
Sections 15 (2.1) and Sections 15 (2.2): Authority will make agendas and minutes available to public within specific time parameters.	No impact, as TRCA is already compliant.
Section 21(1): Minor amendments to the 'powers of authorities': integrating the CA power to "cause research to be done" with the CA power to "study and investigate the watershed" in order to support the programs and services the CA delivers.	No impact.
Section 21(1): To require consent of the occupant or owner of the land before a CA staff can enter the land for the purpose of a CA project (such as land surveying).	No impact.
Subsections under sections 23.1 and 23.2: Enable the Minister to issue a binding directive to a CA following an investigation and enable the province, upon recommendation by the Minister, to appoint a temporary administrator to assume control of a CA's operations following an investigation or the issuance of a binding directive, if the directive is not followed. Immunity is provided for the administrator.	Not applicable at this time.
Section 38(1): Conservation authorities will transition to the use of generally accepted accounting principles for local government and ensure that key conservation authority documents are made available to the public.	No impact, as TRCA is already compliant.
Remove the power of a CA to expropriate land.	Where expropriation of land for a CA project is required, the expropriation would need to be undertaken or authorized through agreement by a municipal partner.

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

There are no financial implications associated with this report.

DETAILS OF WORK TO BE DONE

TRCA staff will prepare and circulate the request for an exception letter to the Minister, Environment, Conservation and Parks.

Report prepared by: Alisa Mahrova, extension 5381

Emails: alisa.mahrova@trca.ca

For Information contact: Alisa Mahrova, extension 5381

Emails: alisa.mahrova@trca.ca

Date: February 18, 2021

RES.#A20/21 -

**2020 TORONTO AND REGION CONSERVATION AUTHORITY (TRCA)
ANNUAL REPORT – CONSERVATION MATTERS**

Presentation of the 2020 TRCA annual report *Conservation Matters* summarizing key accomplishments in accordance with TRCA's approved 2018 Strategic Plan Five-Year Update.

Moved by: Steve Pellegrini
Seconded by: Maria Kelleher

THAT the 2020 Toronto and Region Conservation Authority annual report be received.
CARRIED

BACKGROUND

Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan, was endorsed at Authority Meeting #3/13 held on April 26, 2013. The plan outlined how TRCA would help realize The Living City Vision in its watersheds by protecting healthy rivers and shorelines, preserving greenspace and biodiversity, and contributing to the building of sustainable communities. The Five-Year Strategic Plan Update was endorsed at the Board of Directors Meeting #8/18 held on October 26, 2018. The updated Strategic Plan reflects the changing environment, industry trends, staff and stakeholder input while incorporating a framework of performance metrics which help to evaluate and report on TRCA's progress towards achieving the Strategic Plan Priorities. The updated Strategic Plan identified that the Annual Report would be linked to the projected outcomes and priorities of the Strategic Plan as part of the methodology to evaluate our success in achieving them.

RATIONALE

TRCA's 2020 annual report *Conservation Matters* is organized according to each strategic priority within the Strategic Plan to improve the evaluation and reporting process towards achieving these desired outcomes. Connecting the yearly accomplishments directly to the Strategic Plan allows for a clearer understanding of how TRCA is contributing, on an annual basis, towards the 10-year desired outcomes and projected accomplishments. The Annual Report also includes an outline of the major challenges that TRCA will need to overcome to continue making progress.

Conservation Matters, the title and theme of this year's annual report, showcases the vital role that TRCA plays in protecting the region's infrastructure, community, and the environment against the increasing impacts of climate change. In the face of growing challenges, TRCA will be required to continue adapting business models to mitigate the financial impacts of the COVID-19 pandemic, while also updating the permitting regulation, and planning and development processes in consultation with the Province and our partners as the revised *Conservation Authorities Act R.S.O.1990, c. C.27* and regulations are enacted.

To further increase the transparency of TRCA's annual achievements, TRCA's online version is interactive and user friendly, including a new video which has been created to highlight the critical role TRCA plays in restoration and flood mitigation within our jurisdiction ([available at the link](#)). Users can also download a PDF of the document, for a more traditional viewing.

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 11 – Invest in our staff

DETAILS OF WORK TO BE DONE

Future annual reports will continue to be developed in a manner that focuses on reporting on the actual outcomes as compared to the Strategic Plan intended outcomes. This will enable TRCA to increase accountability and improve performance, allowing the Senior Leadership Team and Board of Directors to make informed evidence-based decisions.

Report prepared by: Jenifer Moravek, extension 5659

Emails: jenifer.moravek@trca.ca

For Information contact: Michael Tolensky, extension 5965

Emails: michael.tolensky@trca.ca

Date: January 20, 2021

Attachments: 1

Attachment 1: 2020 Annual Report – *Conservation Matters*

Conservation Matters

2020 **ANNUAL REPORT**





Message from the Chair, Board of Directors and Chief Executive Officer

In a year like no other, 2020 highlighted the vital role that Toronto and Region Conservation Authority (TRCA) fulfills for our communities within the Greater Toronto Area (GTA) and demonstrated how conservation matters.

Amid the COVID-19 global health pandemic that caused major disruptions to our residents, businesses, and government partners, TRCA continued to seamlessly deliver our essential services and community supported programs. Across our jurisdiction TRCA maintained the pace of delivery for flood and erosion prevention works, trails, and restoration projects. Using niche machinery including our watercraft, drones, updated LiDAR and GIS data, our teams continued our work to monitor the natural environment, protect and upgrade aging infrastructure, while constructing new trail linkages to meet the growing recreation and active transportation demands within our communities. At the same time, TRCA’s inter-disciplinary experts on our permit review teams supported our economy while mitigating and protecting the natural environment through the issuance of over 1,000 permits for development and infrastructure projects. By developing and enforcing strict COVID-19 safety protocols and leveraging recent information technology investments, TRCA demonstrated its ability to continue critical work, both remotely and in the field, resulting in strengthened relationships with partner municipalities, government agencies and industry.

From March onwards, COVID-19 directives prompted residents to visit our conservation lands at an unprecedented rate and TRCA’s greenspaces provided residents with a safe and enjoyable way to safely explore their communities and connect with nature. As more Ontarians looked close to home for their vacation and recreation needs, TRCA’s parks and trails were busier than ever. In addition, when the province restricted in-person learning, without missing a beat, our education programmers adapted to virtual delivery in response to changing learning needs to provide much needed online educational opportunities. Thanks to the tireless and award winning efforts of our staff, we were delighted to see GTA residents embrace their role as watershed stewards and engage in safe and meaningful activities including smaller scale community plantings, virtual information sharing forums, and online events all while adhering to government directives.

TRCA also worked successfully with our municipal partners to secure significant funds in the form of federal Disaster Mitigation Adaptation Fund support to address infrastructure needs including necessary works in Toronto’s Rockcliffe community and for the Downtown Brampton Flood Protection project. This vital federal support was matched with municipal funding to create a combined \$145 million dollar investment in these two projects alone which will allow TRCA and its partners to move forward on detailed design and implementation.

In the fall, when the provincial government introduced sweeping changes to both the *Conservation Authorities Act* (CA Act) and *Planning Act* in Bill 229, TRCA vocally endorsed the changes related to transparency and accountability, but did everything in its power to advise the Province on our pragmatic concerns regarding governance, planning, permitting and enforcement. Through our efforts, some of our concerns, including ensuring our continued role in land use planning around natural hazards,

flexibility to deliver programs supported by government partners, and clearer enforcement provisions were successfully addressed. However, the final legislation raises unprecedented challenges particularly with new measures that require conservation authorities to issue CA Act permits for development projects if they have previously received a *Planning Act* Minister’s Zoning Order (MZO) approval.

While new MZO provisions in the CA Act make our work to protect our watersheds more challenging, TRCA will continue to operate in a manner that reflects the best available science and professional standards in our permit reviews. In addition, through our role on the Province’s Working Group on CA Act regulations we will share our best practices and advice to help shape the future regulations.

TRCA is thankful to partner municipalities, in addition to our vast network of residents, businesses, professional associations, not-for-profit organizations and other stakeholders throughout our jurisdiction for their unwavering encouragement and support of our actions and our collaborative approach. The outpouring of support last year demonstrated that the people of Ontario understand the important impact of our conservation initiatives. It is in this spirit of togetherness that TRCA will continue to work with our partners and stakeholders to promote responsible development that will protect our important greenspaces, watersheds, and the Lake Ontario shoreline as we work together to build more sustainable and resilient communities.

As in past years, TRCA’s 2020 Annual Report showcases our important work and highlights our successes. In the following pages you will find a wealth of evidence about the important role we play in our communities. TRCA remains committed as ever to protecting lives and property, preserving, and restoring our region’s natural heritage, and providing safe and healthy programs and activities in our communities.

Through our partnerships, award winning programs and projects such as the Meadoway, the Sustainable Neighbourhood Action Program, Monarch Nation and others, TRCA remains at the forefront of change in applying our science based approach and best practices to protect and restore natural systems and to reduce our ecological impact. With the support of our partners and stakeholders, we look forward to continuing to demonstrate how TRCA’s important work matters in protecting our communities and our shared natural environment.



John MacKenzie
Chief Executive Officer

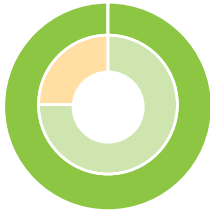


Jennifer Innis
Chair, TRCA Board of Directors

Progress on Strategic Accomplishments (2018-2022)

In November 2018, TRCA's Board of Directors approved a Five-Year Update to Building the Living City 2013-2022 Strategic Plan with the addition of measures and outcomes. The following outlines TRCA's progress in 2019 (inside) and 2020 (outside) on achieving strategic plan objectives.

1 - Green the Toronto region's economy



7 - Build partnerships and new business models



2 - Manage our regional water resources for current and future generations



8 - Gather and share the best sustainability knowledge



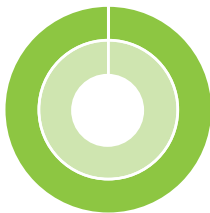
3 - Rethink greenspace to maximize its value



9 - Measure performance



4 - Create complete communities that integrate nature and the built environment



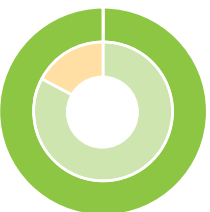
10 - Accelerate innovation



5 - Foster sustainable citizenship



11 - Invest in our staff



6 - Tell the story of the Toronto region



12 - Facilitate a region-wide approach to sustainability



Project/Program is started and on track Project/Program has an issue identified Project/Program has not yet commenced

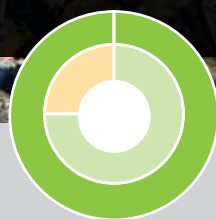


1

Green the Toronto region's economy



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



PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Be at the forefront of providing input into the development of provincial and municipal policies and guidelines relating to land use and environmental planning and sustainable development related to TRCA's core objectives.

Expand TRCA's fee-for-service work for governmental, private sector and not-for-profit stakeholders, to facilitate the efficient delivery of green infrastructure and sustainability projects in areas of TRCA expertise.

Seize opportunities for integrating more sustainable technologies and sustainable development certifications in the design and construction of new development and in retrofits of existing communities in the jurisdiction.

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

■ Project/Program is started and on track ■ Project/Program has an issue identified ■ Project/Program has not yet commenced

● 2019 progress status ● 2020 progress status

Technologies Evaluated

13 technologies were evaluated by the Sustainable Technologies Evaluation Program (STEP) including bioswales constructed as part of the City of Markham's Green Road Pilot Project and a smart control dual fuel heat pump installed at the Archetype Sustainable House. This technology promises enhanced energy efficiency and significantly lower carbon emissions than comparable conventional systems.

Sustainable Communities

STEP completed an assessment of barriers and opportunities associated with micro-housing in the GTA, shedding light on an important strategy for addressing housing affordability and the need for intensification in Toronto and other Canadian cities. Findings were subsequently disseminated through **3** knowledge sharing events attended by **130** participants.

Green and Natural Infrastructure

TRCA partnered with The Friends of the Greenbelt Foundation and Ryerson University on a research project examining the role trees play in building climate change resilience. This research found that increasing tree canopy by **80%** can reduce extreme heat by 2°C and make it feel up to 11°C cooler.

Sustainable Neighbourhood Action Program (SNAP)

Secured **32** new partnerships totaling over **80** active partnerships to help deliver neighbourhood-based solutions for urban renewal and climate action. **3** new SNAP action plans completed or initiated this year making a total of **7** active SNAPs underway. **8** green infrastructure projects implemented on public and private land including: **320** trees planted; **1,000** shrubs; **400** native plants; and **100 m²** pavement removed, plus **84** microgreen balcony garden kits distributed. Engaged **878** participants in **32** workshops and events.

Provincial Policy

Responded to **23** Environmental Registry of Ontario postings, in addition to working with the Province and other stakeholders on responses to the proposed amendments to the *Conservation Authorities Act under Bill 229, Schedule 6*.

Private Erosion Hazards

317 private property hazard sites were inspected as part of TRCA's Erosion Risk Management Program, a **7%** increase over 2019.

Sustainable Community Award – National Recognition

TRCA and **9** participating partner municipalities have been recognized by the Federation of Canadian Municipalities (FCM) with an Honourable Mention for SNAP. SNAP initiatives include home retrofits for climate preparedness, infrastructure renewal projects that incorporate greater environmental functions, and urban agriculture installations, to name just a few.

Supporting our Regional Partners

STEP supported the Region of Peel in their efforts to enhance LID implementation and operation by working in partnership with Credit Valley Conservation (CVC) to develop **10** standard operating procedures for LID/stormwater practices and identifying and implementing LID retrofits as part of the Peel State of Good Repair project.

Through Partners in Project Green participants and SNAP neighborhood residents, over **100** projects and **600** sustainability actions were implemented achieving:



1,720

plants and trees planted



37,000

kilograms of material diverted from landfills



380

million litres of water use offset



28

million ekWh reduced



3,900

tonnes eCO2 avoided

2 Manage our regional water resources for current and future generations



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

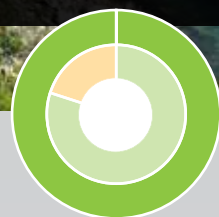
Develop a bold work plan that includes TRCA's Erosion and Hazard Mitigation Strategy comprising over \$500 million in projects to address known erosion, flooding and required infrastructure upgrades at over 250 sites.

Work with municipal partners to implement flood remediation, erosion monitoring, maintenance work, stormwater system retrofits, low impact developments, green infrastructure, and water quality and habitat restoration projects to realize more sustainable developments (e.g. The Port Lands, Vaughan Metropolitan Centre, Brampton Riverwalk, Markham Centre).

Engage with local communities to increase awareness about issues facing water resources and their importance to the health and well-being of the jurisdiction.

Monitor the health of the watersheds through the Regional Watershed Monitoring Program and through work with academic institutions.

Reduce flood risks and protect communities through continuous improvements to TRCA's flood forecasting and warning program.



Highland Creek Salmon Festival

TRCA moved forward with a virtual Salmon Festival this year engaging **2,011** Facebook users, **420** Instagram and **8,079** YouTube viewers.

Management of Invasive Species

SEA LAMPREY

966 invasive Sea Lamprey were caught and removed from **2** traps in partnership with Fisheries and Oceans Canada. The number of Sea Lamprey captured in the Humber trap in 2020 was significantly lower than previous years. This may be due to water temperatures this spring, higher lake levels or the attractiveness of other rivers for spawning Sea Lamprey. Regardless of the cause - this is good news!

ASIAN CARP

112 sites were sampled through the Asian Carp Early Detection program in Frenchman's Bay, Duffins Creek, Rouge River and Humber River Coastal Marshes. **80** sites at the Toronto Islands were added in 2020, representing a **40%** increase in sampling effort over 2019. No Asian Carp were found - this is good news! This project is being completed in partnership with Fisheries and Oceans Canada through their Aquatic Invasive Species Program.

Floodline Mapping

Over **250** map sheets and **5** new hydraulic models were completed as part of the flood plain mapping updates for the Mimico Creek, Highland Creek, Duffins Creek, and the remainder of the Rouge and Don River watersheds.

Source Water Protection

Over **5,500** drinking water threats have been resolved to date in the Credit Valley, Toronto and Region, and Central Lake Ontario (CTC) Source Protection Region.

Erosion Risk Management Program

Erosion Risk Management staff inspected **4,678** hazard sites or erosion control structures. **2,088 m** of valley and shoreline have been stabilized at **16** high priority sites.

Stormwater Management

In partnership with the City of Toronto, **2,501 m³** of sediment removed at **5** stormwater management ponds.

Ecosystem and Climate Science

TRCA provided expertise over **50** separate times in the form of presentations at conferences, stakeholder groups, and other knowledge sharing events.



Ashbridges Bay

TRCA, in partnership with the City of Toronto (Toronto Water), is undertaking the Ashbridges Bay Treatment Plant Landform Project, which is located on the north shore of Lake Ontario, east of Tommy Thompson Park. The purpose of the project is to protect infrastructure and to address the existing navigation risk caused by sediment accumulation at the harbour entrance of Coatsworth Cut while considering approved projects and waterfront planning initiatives in the area, manage shoreline erosion along the northeast shore of Tommy Thompson Park, and provide enhancements to aquatic habitat.

There are three distinct elements to the project:

- **16.4 ha** landform protected by an armourstone headland-cobble beach system and rip rap revetment;
- **710 m** long central breakwater; and
- **100 m** long east breakwater.

Construction began in January 2020, and crews have been working tirelessly through unfavorable weather conditions. By adopting TRCA COVID-19 field measures, crews have made great progress despite the limitations of a global pandemic in order to complete the Cell 1 and Cell 2 confinement berms. In early 2021, crews will focus on constructing the armourstone headlands that will provide protection for the outer confinement berms. Construction of the central breakwater is currently scheduled to begin in July 2021.

3 Rethink greenspace to maximize its value

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Achieve the most appropriate use of TRCA's inventory of lands and facilities while respecting cultural heritage and environmental values.

Invest in aging infrastructure across TRCA's Conservation Areas and public spaces in order to provide safe, accessible, and functional facilities to the public.

Secure, restore, and where appropriate, provide more accessible greenspace as part of the technical review of proposed projects and plans.

Update TRCA's Terrestrial Natural Heritage System Strategy, the Regional Trail System Strategy, TRCA's Living City Policies and their associated technical guidelines to inform reviews of projects and the timely execution of projects.

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

Project/Program is started and on track Project/Program has an issue identified Project/Program has not yet commenced

2019 progress status 2020 progress status

Trail Users

121,021 visitors were recorded at key TRCA locations across the jurisdiction, a **35%** increase over 2019. **2** new trail counters were installed in 2020, which recorded **193,533** additional visitors.

Carruthers Creek Watershed Plan

Despite in person Public Open Houses being put on hold due to the COVID-19 pandemic, TRCA received and responded to many comments from stakeholders on the draft Carruthers Creek Watershed Plan. Staff also delivered **3** virtual presentations to promote the findings of the plan.

Tree Planting

Planted **41,389** trees and shrubs to create **21.46 ha** of new forest on privately owned land.

Invasive Species Management Strategy

Endorsed by Board of Directors, establishing priority actions to effectively and efficiently manage invasive species. In 2020, **87 ha** of land was assessed for invasive species.

118 encroachments identified

4,619 hectares of TRCA-managed property audited

The Meadowway

The Meadowway, located in Scarborough, will revitalize **16** linear kilometres of hydro corridor between the Don River Ravine and the Rouge National Urban Park, transforming it into a vibrant stretch of urban greenspace with multi-use trails and meadowlands. Accomplishments this year include: **32 ha** of site prep for new meadow habitat, **30 ha** of native meadow seeding, **68 ha** of maintenance and adaptive management, **13 ha** of existing meadow maintenance mowing, **31 ha** of buffer mowing around the existing meadow, **4.62 ha** of infill seeding, **68** monitoring plots, **18** bird and butterfly transects, **54** water infiltration tests, **878** native bee monitoring sample sites were completed.

National Awards

TRCA is thrilled to be this year's recipient of the prestigious "Reach Out" Brownie Award for The Meadowway. The Canadian Urban Institute's Brownie Award recognizes innovative rehabilitation efforts by organizations focusing on under-utilized and underdeveloped spaces by remaking them into projects that contribute to healthy communities.

The Canadian Society of Landscape Architects (CSLA) also honoured the Meadowway project with a National Award of Excellence for planning and analysis related to the visualization toolkit. The CSLA was impressed by the toolkit's hi-tech and sophisticated animations, augmented reality, videos and renderings which allow users to immerse themselves in the future Meadowway.

The High Line Network

The Meadowway is only the second Canadian project in the history of The High Line Network in New York to be invited to join its prestigious learning network for reimagining infrastructure.

Rouge National Urban Park

In partnership with Parks Canada, TRCA is focusing on restoring marginal agricultural lands within the headwaters of the new Rouge National Urban Park. In the 2020/2021 federal fiscal year, TRCA will have completed **500 m** of stream restoration, restored **4 ha** of wetland, **0.3 ha** of riparian area and achieved **0.04 ha** of farm Best Management Practices.

Tommy Thompson Park

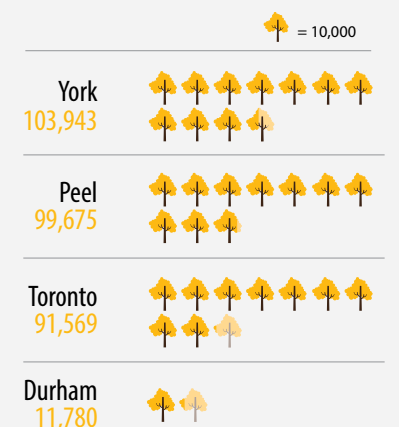
TRCA collected point location data for **32** terrestrial invasive species on approximately **110 ha** of land, a **92%** reduction in treatment area since the program began in 2013.

Acquired Land

131.92 ha of land acquired, exceeding the 2020 target by **65%**.

304,421 units of plant material

Tree plantings undertaken by TRCA staff contribute to the overall forest canopy in the jurisdiction. Trees and shrubs sourced through TRCA's nursery in Vaughan and planted by TRCA staff are broken out by municipality below:



4 Create complete communities that integrate nature and the built environment



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Assist landowners and government partners to realize complete communities and environmental best practices in new developments and existing neighborhoods.

Assess TRCA's development review process with member municipalities, industry and other stakeholders to identify opportunities to facilitate more timely reviews.

Provide value-added advice to protect natural heritage, reduce risk from flooding and erosion, reduce greenhouse gas emissions and restore habitats in the design of new communities and redeveloping areas.

Work with industry, private businesses and municipal partners to integrate natural heritage, elements of the Trail Strategy for The Greater Toronto Region, and green infrastructure into the design of new communities, and the redevelopment of older communities, at the earliest stage of the planning process in order to achieve vibrant award winning public spaces and multiple community benefits.

Engage with member municipalities, academic institutions, the development industry, and professional associations to deliver professional development programs, and conduct design charrettes and forums to achieve integrated sustainable community design in projects and plans.

■ Project/Program is started and on track ■ Project/Program has an issue identified ■ Project/Program has not yet commenced

● 2019 progress status ● 2020 progress status

Partnership Development

TRCA and its partners developed the *Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)* to outline a prioritized list of capital projects to jointly implement over the next five years.

Building Community Resilience

TRCA and its partners completed a nationally published study demonstrating how the SNAP neighbourhood model for revitalizing green infrastructure at aging apartment towers effectively delivers on pressing housing issues and strengthen community resilience on a host of socio-economic objectives. For example, at the San Romanoway tower revitalization project, every **1** hour of SNAP programming generated **19** hours of community volunteerism; **70%** of residents reported feeling safer, **>85%** reported a positive impact on their mood, **61%** confirmed they have been inspired to start a small business due to the project and **69%** reported the project inspired them to fundraise for a community cause, all as a result of SNAP actions. This study was completed with funding awarded from Canada Mortgage and Housing Corporation, under the National Housing Strategy program for the purposes of knowledge sharing across the multi-unit residential housing sector.

Tree Planting Events

While many in person community-based restoration activities scheduled for spring and summer were cancelled due to the COVID-19 pandemic, TRCA worked with our municipal partners to develop procedures to deliver **32** safe community-based restoration events after provincial restrictions eased in August.

Regional Watershed Alliance

The Alliance reviewed and provided input on **9** different TRCA-led or partner supported initiatives. The Alliance was also kept informed through **3** different reports on TRCA policy responses, and **2** reports providing updates on TRCA's COVID-19 pandemic response. TRCA's Youth Council grew to **140** general members and the Youth Council Executive held **3** online events, including a Q&A on invasive species and a movie screening on road ecology and panel discussion afterwards with the film director and TRCA staff.

Trail Strategy for the Greater Toronto Region

TRCA constructed **4.25 km** of trail including **1.75 km** of trails outlined in the Trail Strategy.

Trail Accessibility

7.1 km of TRCA trails in addition to **72.6 km** of non-TRCA trails were assessed for accessibility using the High Efficiency Trail Assessment Process (HETAP).

Erosion and Sediment Control (ESC)

The ESC Guide for Urban Construction, released in December 2019, received TRCA Board of Directors approval in April and was officially adopted for use in the review of development applications in September. To support the roll-out of the guide, **3** new online ESC workshops were developed and delivered in the fall.

Low Impact Development (LID)

STEP developed a series of **10** LID fact sheets in support of the forthcoming LID Guide being developed for the Vaughan Metropolitan Centre in the City of Vaughan featuring the latest information on best practices for the planning and design of LID stormwater measures for intensifying communities.

Aquatic and Terrestrial Resource Science

TRCA produced **7** scientific publications on topics ranging from climate change vulnerability of the natural heritage system and the importance of green infrastructure to community well-being.

TRCA worked on 263 ecosystem and resource management projects and programs achieving:

9.2 km
riparian restoration

12.5 ha
shoreline restoration

15.8 ha
wetland restoration

36 ha
meadow restoration

3.7 km
stream restoration

83.4 ha
forest/woodland restoration and management

5 Foster sustainable citizenship



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

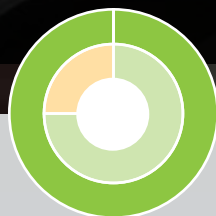
PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Provide increased engagement opportunities for stakeholders of all ages that build environmental, sustainability and climate awareness and promote leadership within communities including training and capacity building.

Develop a greater diversity of nature-based programs to attract a wider range of community participants in TRCA programs.

Work with Toronto and Region Conservation Foundation (TRCF) to secure funding, community awareness and involvement around TRCA and TRCF priority projects including The Meadoway, Tommy Thompson Park, Black Creek Pioneer Village, Bolton Camp redevelopment and the "Look After Where You Live" program.

Engage school boards and governments in discussions on how to achieve cost efficient and equitable access for students to curriculum out of class nature – science based education activities.



Education Programs

33,470 participants in education programs at Kortright Centre for Conservation, Black Creek Pioneer Village, Tommy Thompson Park, TRCA's field centres and in-class at schools and through language learning centres.

Outdoor Adult Education

22,023 adults participated in a variety of environmentally themed courses, professional development opportunities, workshops, webinars and engaged with TRCA through educational social media posts and video content.

Community Learning

53 community learning partnerships were established, hosting a total of **245** event days engaging **45,489** participants.

Professional Access Into Employment

66 newcomer participants accessed the professional training program.

82% gained employment in their field.

440% salary increase post program.

46 job search, communication, and technical skills workshops delivered to participants.

Visitor Satisfaction

99% of reviewers gave Black Creek Pioneer Village an approval rating of 4+ out of 5 on Google, TripAdvisor, and Facebook.

Girls Can Too Program

A total of **37** participants were engaged in both virtual lunch and learn sessions as well as at **2** in-person events.

Newcomer Youth Green Economy Project

38 newcomer youth engaged in this career exploration program at **23** virtual events, training workshops, field trips, and indigenous learning opportunities.

Ecosystem and Climate Science

22 data sets have been provided to partner municipalities to support municipal planning for natural heritage and climate change resiliency planning.

Volunteer Hours

432 hours of volunteer labour, combined with staff efforts in the Duffins Headwaters, contributed to trail and amenities building and maintenance along **165 kms** of trails, ensuring they are kept in a state of good repair and open for use.

Greenspace Supports Mental Health and Well-being

Throughout the COVID-19 pandemic, people desired access to greenspace to support their physical and mental health and well-being more than ever before. While many other recreational facilities remained closed, TRCA's Conservation Parks, trails, golf course, campgrounds and Black Creek Pioneer Village opened as early as possible and stayed open to provide opportunities for the communities we serve to get outside and play, learn, exercise, and connect while engaging with nature.

From March to December, the province's framework for safe outdoor recreational activity changed regularly to reflect shifting public health direction. On each occasion, staff reacted quickly and effectively, demonstrating versatility and our commitment to ensuring that public access to greenspace continued. Facilities were permitted to safely re-open in 2020 with:

57,000
playing at Bathurst
Glen Golf Course



10,000

872,000
users visiting TRCA facilities



35,000
guests visiting Black
Creek Pioneer Village



6 Tell the story of the Toronto region



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)



Develop a clear and consistent identity and corporate brand for TRCA and build TRCA's visibility through formal and informal communication channels.

Update TRCA's Master Plans including our Archaeological Master Plan and Master Plans for specific Conservation Areas with new information obtained from relevant reviews and studies.

Integrate cultural heritage broadly throughout TRCA programming with a focus on fun, learning, and personal stories including those of indigenous community members.

Seek historic designations for TRCA's buildings, as well as new sources of funding for their restoration, re-use, and maintenance, where applicable.

Continue to engage the region's diverse communities to tell their stories and recognize their contributions, and develop community events that celebrate cultural heritage.

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

Online Learning

A series of Indigenous-based webinars engaging Early Childhood Educators in building relationships with the land, learning circles and respectfully utilizing song, ceremony and water in teaching and learning was launched this year engaging **239** participants at **3** webinars, achieving **440** learner hours.

Historic Asset Management

With funding from the City of Toronto, **\$400,000** was invested in the preservation of heritage buildings and infrastructure at Black Creek Pioneer Village.

Artifacts

Archaeology staff reviewed the conditions of over **2,000** artifacts in their care and updated storage to conform to improved Collections Care Standards.

Archaeology

Archaeology staff assessed **129** individual projects for archaeological potential, surveyed over **581 ha** of land, identified **6** previously unknown archaeological sites, and collected **261** artifacts in their efforts to protect and preserve heritage resources on TRCA lands.

"The challenges of physical distancing have brought an increasing need to connect with nature. To our amazement we have noticed an unprecedented interest in everything heritage, especially environmental and cultural."

– **Humber Heritage Committee**

Asset Management

Currently, TRCA is in the process of completing **5** Building Condition Assessments (BCA) within the Albion Hills Conservation Area, Heart Lake Conservation Area, Indian Line Campground, Kortright Centre of Conservation, and Lake St. George properties. BCAs have also been commenced at **27** rental properties.

Interactive History Exhibit

The first interactive history exhibit designed to tell the story of the Toronto region at Black Creek Pioneer Village has earned early praise by educators within the museum field for its innovative approach to teaching and design. The exhibit's official opening has been delayed due to the COVID-19 pandemic.

Oral History Research

TRCA continued its work as a part of a unique three-way partnership with York University and Indigenous artists to complete original archival and community-based oral history research on Indigenous peoples living in the Toronto region in the 19th century and to install a permanent exhibit at Black Creek Pioneer Village. York University was successful in its application for project funding from the Social Sciences and Humanities Research Council and hosted an introductory meeting with representatives from five First Nations and TRCA.

Indigenous Engagement

Archeology staff led **19** formal consultations with First Nations and Métis communities across the jurisdiction.

Black Creek Pioneer Village

At the onset of the COVID-19 pandemic, Black Creek Pioneer Village (BCPV) had to pivot from in-person learning to offering virtual educational programming. Staff developed **7** online exhibits, **10** "at home" activities for families, **11** educational resources for teachers, and numerous educational videos.

Reception of these offerings was extremely positive and over the course of 2020, these online resources were visited **45,000** times.



In the fall, BCPV launched its first virtual programs: interactive curriculum-linked programs for students. Uptake was immediate and remained steady through the fall and winter. More than **500** students had their in-person learning enhanced through virtual "field trips" within the first weeks of operations.

BCPV produced **9** virtual workshops for families, adults, and students over the holidays.

Lessons learned in 2020 have positioned BCPV well to expand its virtual audience and share the story of the Greater Toronto Region more broadly in 2021 and beyond.

7 Build partnerships and new business models

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Continue to diversify TRCA's financial capacity by leveraging government funding to attract private sector funding through TRCF.

Raise the profile of TRCF, by working together to advance priority initiatives.

Advance new business models to maintain assets and ensure efficient program delivery.

Develop a clear and consistent identity and leadership voice for TRCA and build TRCA's visibility through the Corporate Branding Strategy, media exposure, events, conferences and partnerships.

Establish service rates consistent with other service providers as part of the plan for growing TRCA's fee-for-service work.

Project/Program is started and on track Project/Program has an issue identified Project/Program has not yet commenced

2019 progress status 2020 progress status

Maintained Rental Revenue during the COVID-19 pandemic

TRCA was able to work with our tenants to maintain required rental revenue during the COVID-19 pandemic.

Monarch Nation

Flight of the Monarchs Day, held on August 22, 2020, was initiated to provide a vital opportunity to increase community awareness related to species at risk and engage new communities in the work of habitat restoration and enhancement, as well as raise the visibility of the Monarch Nation program and extend its reach into new areas across Canada. **18,500** people from across the country participated in the event this year.

Social Media

TRCA has **20** active social media accounts and a direct audience of over **67,000** people, an increase of **12,000** over the previous year. TRCA gained **20,000** newsletter subscribers this year, an **18%** increase over the previous year, achieving over **50,000** engagements.

Albion Hills Master Plan

1.3 ha of event space was created at the Riverview site and **300 m** of new multi-use trail was added to the existing trail network which will facilitate new partnership opportunities.

Greening Local Businesses

Partners in Project Green (an eco-business collaboration with Toronto Pearson Airport) welcomed **21** new member businesses in 2020.

Flood Forecasting and Warning Workshop

Due to the COVID-19 pandemic, the 2020 workshop moved to a digital format and featured **5** streams showcasing **26** presenters, **5** facilitators and over **10** hours of presentations engaging **580** participants highlighting topics on flood forecasting and warning, emergency management, flow measurement and data collection.

Establishing Partnerships

TRCA finalized **93** new revenue agreements to help support mutually benefiting partner priorities across TRCA's jurisdiction, including the Rockcliffe Riverine Flood Mitigation Municipal Class Environmental Assessment.

COVID-19 Pandemic Relief Programs

TRCA applied to **4** funding programs and continues to pursue opportunities to mitigate revenue loss.

Parks and Greenspace Partnerships

Filming

TRCA strengthened its relationship with the film industry by responding to their urgent need to resurrect their industry and make up for months of lost production time. TRCA's ability to react quickly on short notice and provide safe, quality locations for their productions resulted in much needed revenue and enhanced relationships with film companies that will benefit TRCA in years to come. This year saw **33** filming agreements through **21** productions totaling a combined **340** days of filming at TRCA's conservation properties.

Canadian Tire Christmas Trail at Black Creek Pioneer Village

TRCA licensed park land to the Canadian Tire Christmas Trail event organizers, introducing TRCA's lands to a broader audience while earning revenue that supports educational and recreational use of its public sites. By providing a safe drive-thru event, the Canadian Tire Christmas Trail brought **20,000** people to Black Creek Pioneer Village over **48** days in 2020 and earned **\$185,000** in support of the site's heritage operations.

Building Sustainable Business Models

Throughout the 2020 fiscal year, TRCA's Funding and Grants program facilitated a total of **56** submissions, with a total request value of over **\$13.9M**.

\$8.2M
grant applications under review

\$3.2M
awarded through grant approval

\$2.5M
grant submissions declined

TRCA continues to partner with municipalities to leverage our expertise in submitting joint grant applications and implementing shared priority projects.

8 Gather and share the best sustainability knowledge



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Increase collaboration with senior levels of government, academic institutions, private sector and not-for-profit stakeholders to develop leading-edge sustainability knowledge.

Continue to demonstrate leading-edge community energy efficiency and sustainable design practices in TRCA facilities, including at the Living City Campus at Kortright.

Bring together agencies, professional organizations, and academic institutions working on protection and restoration in the jurisdiction to maximize efficiencies and to ensure the best science and data is leveraged in the delivery of programs and projects.

Deliver knowledge sharing events to professionals in the fields of environmental engineering, restoration ecology and climate change resilience.

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

- Project/Program is started and on track
- Project/Program has an issue identified
- Project/Program has not yet commenced
- 2019 progress status
- 2020 progress status

STEP Online Workshops

Working in partnership with industry experts, STEP developed a library of **12** online workshops engaging **567** participants, constituting **1,959** learner hours, with topics ranging from erosion and sediment control to stormwater management and low impact development.

Ontario Climate Consortium Collaboration

8 research projects completed and knowledge shared at **25** forums including webinars, municipal stakeholder events, conferences and working groups.

Carruthers Creek Watershed Plan

17 submissions received on final draft through the online comment form; **182** submissions sent to Durham Region from the public regarding protecting the headwaters of Carruthers Creek.

Pickering Ajax Dyke Rehabilitation Environmental Assessment (EA)

TRCA hosted its first ever virtual Public Information Centre (PIC), achieving public consultation objectives of the Class EA process in compliance with the COVID-19 pandemic restrictions. The PIC was hosted live online and attended by residents and stakeholders. This EA included rehabilitation options for **2** existing flood control dykes referred to as the Pickering and Ajax dykes, respectively.

Erosion Monitoring

Staff continued advancing the use of RPAS (Drone) equipment and captured information across **28.6 km** of Lake Ontario shoreline while inspecting the conditions of TRCA's shoreline erosion control structures.

Regional Watershed Monitoring Program

In spite of some reductions in environmental monitoring activities due to the COVID-19 pandemic, TRCA collected more than **16 M** data records this year including more than **103,000** biodiversity records. **247** new monitoring sites were sampled in 2020 to support new projects and fill data gaps for Watershed Planning activities. Data and information was presented in **41** documents including reports and technical memos to share this knowledge.

Aquatic and Terrestrial Ecosystem Science

Collaborated on **8** projects to integrate climate science knowledge into municipal management plans, habitat restoration planning, and natural heritage system and watershed plans.

Watershed Planning and Ecosystem Science

Integrated Watershed Planning and Reporting is critical in providing a scientifically sound approach to managing watersheds, and it is now required by provincial policy to inform municipal land use and infrastructure planning. Reporting on the state of watersheds and understanding how conditions may change under different future land use and climate scenarios are critical to keeping our watersheds healthy. Despite its challenges, 2020 was a very productive year for advancing TRCA's watershed planning and reporting products, including:

- Public release of the Draft Carruthers Creek Watershed Plan that will help inform growth planning in Durham Region and creates a framework for watershed management across Ontario;
- Completion and Board of Directors approval of the Highland Creek Watershed Greening Strategy that will help to guide TRCA and City of Toronto greening projects in the watershed;
- Initiation of the Etobicoke Creek Watershed Plan, which will align with and complement the growth planning exercises currently underway in Peel Region and the City of Toronto;



- Collection of additional data to fill gaps and support Etobicoke Creek and Humber River watershed planning; and
- Completion of the draft Watersheds and Ecosystems Reporting Web Application, which will interactively communicate the state of watershed and ecosystem conditions to partners and stakeholders.

9 Measure performance



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

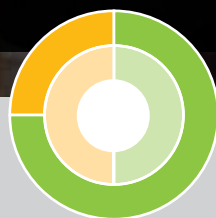
PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Invest in digital technologies which will allow the organization to better measure and communicate TRCA's value proposition.

Improve and enhance the Centralized Planning and Reporting (CPR) database by developing consistent reporting measures including key performance indicators and targets to measure progress towards strategic outcomes and to report on the impact of TRCA work.

Produce updated Watershed and Living City Report Cards on a regular basis and support community-led reporting to ensure stakeholders and community members understand the environmental health of TRCA watersheds.

Work with industry, government, academic institutions and partners to highlight successful and innovative projects in journals and publications.



■ Project/Program is started and on track ■ Project/Program has an issue identified ■ Project/Program has not yet commenced
● 2019 progress status ● 2020 progress status



properties inventoried and assessed for trail hazards

Peel Climate Change Performance Indicators

TRCA engaged over **50** subject matter experts from the Region of Peel and Credit Valley Conservation on the Peel Climate Change Key Performance Indicator project. This project will develop performance measures to track, monitor, and report on the impacts and effectiveness of projects that receive Region of Peel climate change funding. **8** logic models have been developed and **17** KPIs are drafted for current and future use.

Enforcement and Compliance

Conducted **3,866** permit inspections and issued **169** violations on **132** properties. Received **503** complaints, resolved **66** violations and conducted **900** inspections relating to violations and complaints.

Online Planning and Development

137,811 visits to the Planning and Development webpage, a **15%** increase over the previous year.

As of September, over **83%** of permits were processed and issued within Conservation Ontario's new service delivery guidelines, and **98%** under their former guidelines. In order to retain service delivery, Infrastructure Planning and Permits and Development Planning and Permits transitioned to **100%** digital permit application, review and issuance by July 2020 in response to the COVID-19 pandemic.

Watershed Reporting

Completed a draft of the Watersheds and Ecosystems Reporting Web Application to communicate watershed conditions with partners and stakeholders. Anticipated launch is scheduled for Earth Day, April 22, 2021.

Annual Audit

TRCA 2019 audited financial statements were issued with a clean auditor's report.

Environmental Assessments (EAs)

TRCA reviewed **49** EAs in 2020, a **20%** decrease over 2019 and issued **420** permits for projects approved through the EA process, resulting in no change over 2019.

Local Planning Appeal Tribunal (LPAT)

TRCA was involved in **55** LPAT cases. **29** appeals were settled by the end of the year, reducing the caseload from **55** to **26**.

Planning and Permit Applications

1,008 permits were issued of the **1,230** permit applications submitted to TRCA in 2020. TRCA reviewed and commented on **891** planning and concept applications.

Municipal Collaboration

TRCA, in support of its partners, participated in over **50** consultation sessions regarding the Municipal Comprehensive Review Official Plan amendment process.

Regulated Area Mapping

31% of all Planning and Development webpage views engaged the Regulated Area Search tool to determine if a property is located within TRCA's Regulated Area. This tool allowed users to utilize new, more accurate, regulatory area screening mapping, which was developed with extensive stakeholder input.

Freedom of Information

TRCA staff completed **40** Freedom of Information Requests, of which **92.5%** of requests were completed within the legislated timelines. Those that were delayed were due to COVID-19 pandemic restrictions.

Flood Plain Data

94% of flood plain data (**1,234 km**) currently meets the service delivery standard of ensuring that data is no more than 10 years old, which is an improvement over the **62%** achieved in 2019.

Environmental Assessment and Permit Service Standards

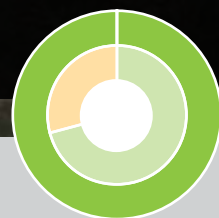
The service level standards (2 - 6 weeks) for EA and permit reviews, were met **86%** of the time, encompassing over **77,359** hours of planning and technical staff time.

10 Accelerate innovation



Photo rendering provided by ZAS Architects and Bucholz McEvoy Architects.

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



PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Open TRCA's head office by 2022, which will demonstrate innovative green building practices.

Expand TRCA's fee-for-service consulting work to help address member municipality and partner objectives in a financially sustainable way.

Continue to host knowledge sharing events such as the TRCA and International Erosion Control Association (TRIECA) Conference.

Develop user-friendly planning tools that identify how flood risks can be reduced and how ecosystems can be protected and restored, recognizing urban growth and climate change.

Work closely with member municipalities, academic institutions and private industry to monitor, evaluate, and pilot new innovative technologies in TRCA's work.

Seek input from TRCA staff and support their efforts to develop innovations that improve program delivery.

Conduct a staff survey on a regular basis to highlight progress on staff related initiatives and to determine opportunities for continuous improvement.

■ Project/Program is started and on track ● 2019 progress status
■ Project/Program has an issue identified ● 2020 progress status
■ Project/Program has not yet commenced

Administrative Office Building

TRCA participated in the BBC StoryWorks Series, Building a Better Future, a series exploring the profound effect buildings have on the quality of people's lives and the role the green buildings movement can play in tackling the climate emergency.

TRCA's administration building project continues to meet the highest standards in sustainability and design:

- LEED Platinum
- WELL Silver
- Zero Carbon Certification
- Toronto Green Standards Tier 2

TRCA and International Erosion Control Association (TRIECA) Conference

The 2020 edition was successfully transitioned online to a series of **31** webinars offered from April to December, with **3,750** participants attending and **2,900** learner hours delivered.

Greening our Buildings

Sustainable Technologies Evaluation Program, in partnership with the Partners in Project Green, Kortright, Corporate Sustainability and Community Transformation teams, were successful recipients of a Natural Resources Canada grant to support the recommissioning of the Kortright Visitor Centre. Recommissioning will result in enhancement of the building's energy efficiency through low or no cost measures, improved equipment longevity and greater occupant comfort.

Modernization

Migrated **15** servers to Microsoft Azure to support corporate sustainability and new Head Office preparations. Replaced legacy phone systems at **2** offices to assist with modernization.

5,000 daily work reports entered digitally instead of on paper.

1,500 unique users visiting new trcagauging.ca website, totaling **24,000** page views.

Flood Plain Mapping Update

Leveraging funding from the 4th and 5th intakes of the National Disaster Mitigation Program, a myriad of key flood mitigation and mapping projects were completed in 2020, supporting TRCA's mandate in the critical area of flood risk management.

Erosion Management Diversified Funding

TRCA secured enhanced funding from the Region of York to undertake more minor and proactive works given the program has remediated all the critical priority sites currently known.

Material Diversion

TRCA's Project Management Office worked in partnership with the Corporate Sustainability program to achieve an overall diversion rate of **85%** on **3** construction and demolition pilot projects.

In 2020, the Education and Training team responded to the COVID-19 pandemic by transitioning **713** events into virtual learning and programming models. These virtual events, programs and resources reached **122,604** individuals. In order to meet the needs of its diverse community, a variety of virtual tools and engagement strategies were implemented.

In the spring of 2020, Provincial regulations and public health guidelines allowed for the development of safety protocols including use of masks, social distancing, reduced group sizes, contact tracing and screening of staff and participants to allow for safe in-person events. During this time, the Education Team engaged with **27,462** residents to offer **459** safe in-person events and programs during the COVID-19 pandemic.

In addition, TRCA was well positioned to offer all of these programs entirely outdoors either on TRCA property or on properties of municipal partners. In-person programming allowed TRCA to continue to work with the community on impactful initiatives such as providing **16,665** meals to individuals in vulnerable communities, tree and shrub plantings and safe outdoor schooling and family events. The Education and Training team has also advanced innovative strategies to keep residents engaged including drive-through plant pick up engagement events and balcony gardening kit distribution.



11 Invest in our staff

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

Prepare new policies, procedures, standards and guidelines for how TRCA employees interact with the organization and customers.

Introduce streamlined methods for communicating the organization's key successes and areas for improvement, both internally and for stakeholders.

Implement a Human Resources Information System (HRIS) to streamline human resources and payroll services.

Strengthen HR and Corporate Services teams to ensure necessary training for staff and to better support employee performance and wellness.

Encourage interdisciplinary and interdepartmental teams on projects and plans.

Create a TRCA Succession Plan that identifies future leaders and ensures business continuity.

■ Project/Program is started and on track ■ Project/Program has an issue identified ■ Project/Program has not yet commenced

● 2019 progress status ● 2020 progress status

Employee Engagement

Developed and implemented TRCA's Employee Engagement Roadmap which built on employee suggestions on how to improve our work environment that were received through the Employee Engagement Survey. The employee response rate to the initial survey was **84%**, a **33%** increase from the last survey.

Health & Safety

TRCA's Human Resources team created, updated and received approval for **31** foundation and core human resources and health and safety policies. A number of these policies also included the development of enabling programs.

Corporate Policy Updates

74 new and updated policies and guidelines were approved and went into effect with others being advanced by the interdepartmental Policy Committee.

Years of Service Awards

TRCA held its second annual Staff Service Recognition Awards with a virtual ceremony in September. Chair Innis along with members of the Senior Leadership Team provided remarks and recognized **82** staff for reaching these important years of service milestones.

Succession Planning

TRCA's Human Resources took an integrated, evidence based, and inclusive approach to the development of a value-driven succession development program which was approved by the Board of Directors this year. The program has an established continuous review cycle designed to monitor, evaluate and calibrate the program to ensure the program is meeting TRCA's organizational needs.



The COVID-19 pandemic has had major impacts on TRCA staff, stakeholders, vendors, customers, volunteers and user groups. TRCA launched a COVID-19 Recovery Playbook which has laid the foundation for TRCA's staged recovery and allowed the organization to take an agile approach to the ever-changing legislative and public health guidelines and recommendations. The Playbook provides a mechanism that allows for TRCA to adapt to the fluid changes of the COVID-19 pandemic while ensuring the health and safety of all of the organization's employees. This in turn has ensured business continuity for all of our partners, customers, and external stakeholders. To adapt to the pandemic TRCA:

- Implemented and is continually refining the COVID-19 pandemic policies and procedures in addition to a Pandemic Flu and Infectious Illness Policy, the COVID-19 Recovery Playbook and Business Continuity Plans;
- Launched a staff redeployment program to mitigate the impacts of the COVID-19 pandemic on staff;

- Developed and executed Pandemic Incident Management System (IMS) Field Procedure protocol for all field staff to follow while the IMS for the COVID-19 pandemic is active to protect worker health and safety while delivering essential services on behalf of our municipal partners; and
- Pivoted to a remote working environment.

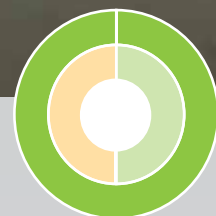
These actions have enabled TRCA to maintain its commitment to long-term data collection in support of watershed planning and reporting, and to support the uninterrupted planning, permitting and implementation of many capital infrastructure projects for TRCA and our partners. In this respect, TRCA has been one of the few agencies in the Greater Toronto Area (including Provincial and Federal) that have been able to maintain environmental monitoring activities throughout the COVID-19 pandemic. Additionally, Flood Infrastructure and Hydrometrics was able to maintain **100%** business activities in order to ensure TRCA's continued flood protection and warning services.

12 Facilitate a region-wide approach to sustainability



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)



Develop Master Service Agreements and Fee-For-Service Arrangements with member municipalities to help achieve their sustainability objectives.

Ensure that updated TRCA plans and strategies are leveraged in amendments to municipal official plans and in provincial and regional infrastructure initiatives.

Publish the Living City Report Card and Watershed Report Cards to provide clear indicators of environmental health within the jurisdiction.

Expand the Partners and Project Green Eco-Zone program to include emerging employment areas in the jurisdiction subject to partner funding.

Project/Program is started and on track Project/Program has an issue identified Project/Program has not yet commenced

2019 progress status 2020 progress status

Flood Protection Funding

On October 30, 2020, the Government of Canada announced a commitment of **\$19 M** alongside the City of Toronto which is also contributing **\$28.5 M** to the Jane Street Crossing Project. This project is a critical component of a multi-year flood mitigation strategy for Toronto's Rockcliffe-Smythe neighbourhood.

Additionally, TRCA completed the Environmental Assessment and assisted the City of Brampton in their successful application to the Disaster Mitigation and Adaptation Fund for the Downtown Brampton Flood Protection Project which secured up to **\$38.8 M** in federal funding.

Partners in Project Green

Green Economy Webinar Series and People Power Challenge hosted **12** events with **1,638** participants achieving **1,638** learner hours. Energy Leaders Consortium and Small and Medium Enterprise Consortium hosted **24** events with **460** participants achieving **460** learner hours.

Climate Dataset

New future climate projections have been established using a scientifically robust approach developed by the Ontario Climate Consortium. Projections initially developed for the Region of Durham are now being expanded for use in the Watersheds and Ecosystems Reporting Web Application and future watershed planning, including the Etobicoke Creek Watershed Plan currently underway.

Water Resource System

TRCA staff continue to collaborate with our municipal partners and other conservation authorities to develop and refine Water Resource System mapping data layers such as wetlands and streams and other groundwater and surface water features and areas to support Municipal Comprehensive Reviews.

Technical Advice

Through **88** consultations, TRCA staff provided technical advice on Municipal Comprehensive Reviews.

Conservation Authorities Act Amendments

With the release of proposed changes to the *Conservation Authorities Act* and *Planning Act* under *Bill 229*, Policy Planning staff worked to research these proposals, summarize their implications, and draft recommendations for the CEO and Chair's office for reporting to the Board of Directors and for submission and presentation to the government through the Ontario Legislative process.

Emergency Hazard Sites

34 emergency hazard sites were reported to TRCA's partner municipalities to inform budgetary and future workplans.

Official Plans

2020 was another busy year supporting our partner municipalities through **9** Official Plan reviews, a **29%** increase over last year.

The Lakeview Waterfront Connection

(Jim Tovey Lakeview Conservation Area)

Through a long-term partnership with Credit Valley Conservation (CVC), the Region of Peel (RoP) and the City of Mississauga, TRCA is supporting its partners in their aim to restore and re-create natural coastal habitats, encourage public use of the waterfront, and facilitate sustainable city building through this important project. Together this year we:

- Completed construction of **200** linear metres of Applewood channel including connection to the existing Applewood Creek;
- Completed construction of Applewood wetland creating an additional **1.5 ha** of habitat compensation;
- Completed topsoil and seeding of Cells 3a & 4a including planting of **9,631** trees and shrubs by CVC crews;
- Imported and placed a total of **823** truckloads of concrete and brick/block rubble or approximately **6,584 m³** for maintenance of the existing access road, interim shoreline protection and filling of the south offshore island;
- Imported and placed of **44,055 m³** and **224,650 m³** of fill material from private sources and RoP projects, respectively; and
- Haulage and placement of rubble core for the south offshore island in preparation for final armouring in 2021.





Challenges

FINANCIAL

Since March 2020, TRCA has worked diligently to respond to Provincial announcements and direction related to the COVID-19 pandemic. The COVID-19 provincially declared emergency resulted in closures of TRCA facilities as well as the cancellation of TRCA events and regularly scheduled programming in the first half of the year. Continued restrictions have dramatically impacted TRCA's business models and associated revenues. Across TRCA's vast service offerings, adjustments have been made to conventional operations – everything from sanitary protocols, health and safety protocols, social distancing protocols and fee adjustments – to allow for the gradual re-opening in accordance with the Recovery Playbook and government direction. TRCA expects to continue to follow provincial and municipal guidelines for public health and safe re-opening procedures into 2021.

Additionally, the release of the *Conservation Authorities Act* (CA Act) and *Planning Act* amendments in November 2020 have necessitated a shift in TRCA's funding models. TRCA will continue to work with the Province to influence the proposed pending regulations and with partner municipalities throughout 2021 to implement the required changes for the 2022 fiscal year. As part of this effort, Memorandums of Understanding, Service Level Agreements and Fee-for-Service Agreements with member municipalities will be updated and developed to help achieve shared sustainability objectives. Subject to partner support, TRCA will continue to invest in aging infrastructure across TRCA's Conservation

Areas and public spaces in order to provide safe, accessible, and functional facilities to the public. Additionally, the funding and grants program will continue to seek out new revenue streams that will alleviate reliance on TRCA's levy and partner municipality capital budgets so that funds can be directed to the areas of greatest need.

PROVINCIAL POLICY

TRCA has been a value-added collaborator throughout the three-year Provincial consultation process regarding the modernization of the CA Act. As a technical advisor to the Province, TRCA staff worked diligently throughout November 2020 following release of the proposed changes to the CA Act to articulate our substantial concerns about the impacts that amendments in Schedule 6 will have regarding conservation authorities' roles in permitting, planning and enforcement. We were successful in making some changes to allow us to fulfill our core mandate of watershed protection.

In 2021, the Province is consulting on regulations to enact recent amendments to the CA Act. TRCA is engaged in this process, providing input through representation on the CA Act Working Group and reporting to the Board of Directors and municipal partners. This work includes an update to our permitting regulation and our planning and development processes as the new regulations are enacted; until such time current processes remain in effect.

PEOPLE AND PROPERTY

Reducing the risk and potential for costly flooding, pollution, and erosion damage remains a primary TRCA objective. TRCA will continue to support efforts by partners and senior levels of government to respond to increasing risks by helping to build infrastructure that is more resilient to flood and erosion hazards, providing expertise in predicting the effects on watersheds and communities, and connecting stakeholders with the knowledge and technologies that they require. TRCA's inventory of flood infrastructure is aging, and in some cases, has exceeded its expected functional life. TRCA is monitoring these structures and performing capital improvements as they become necessary. TRCA has made significant progress in upgrading the condition of its flood infrastructure over the past 15 years, however, some mitigation projects are very large in scope and will require substantial funding. Through engagement with local communities, TRCA will increase awareness of the issues facing water resources and the health and well-being of the jurisdiction. Looking forward, TRCA aims to achieve the most appropriate use of TRCA's inventory of lands and facilities while respecting cultural heritage and environmental values, in addition to fostering sustainable citizenship through the celebration of our diverse communities and shared collective history. Priority greenspace and community initiatives of Toronto and Region Conservation Foundation, our member municipalities, and partners, such as The Meadoway, Tommy Thompson Park, Bolton Camp, and Black Creek Pioneer Village remains a focus. In 2021, TRCA will work to update Master Plans for specific Conservation Areas with new information obtained from relevant reviews and studies recognizing municipal

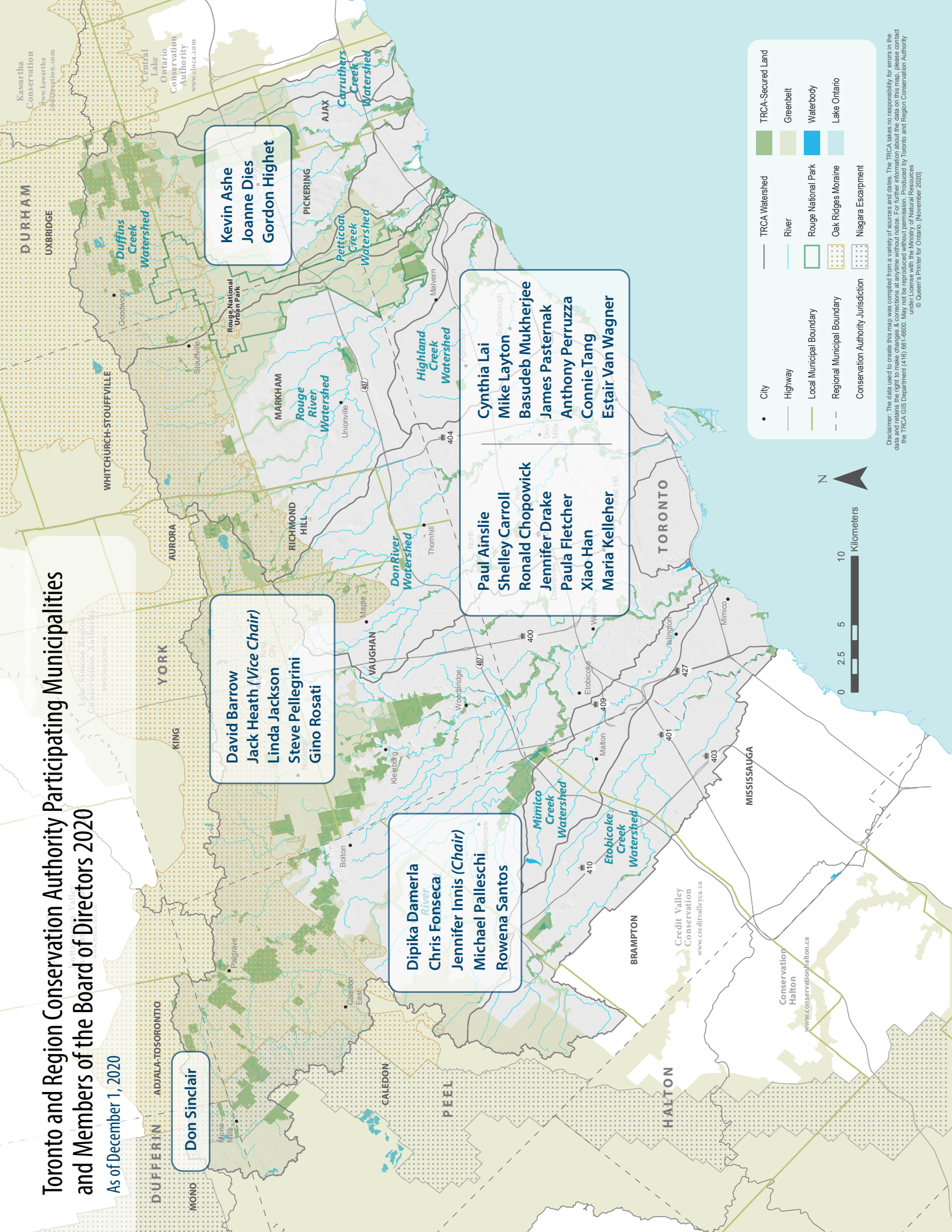
or community efforts to seek historic designations for TRCA's buildings, as well as new sources of funding for their restoration, re-use and maintenance, where applicable.

COLLECTIVE IMPACT

With environmental and public health challenges, there is increasing recognition of the need for regional-scale coordination to protect and manage our natural resources. Greater responsibility is also being placed on government agencies to consult and engage more effectively. Measuring our impact with a series of key performance indicators relevant to our work will give the ability to align TRCA initiatives to our partner municipalities priorities. Regular measurement will provide funding justifications and greater rationale for our work across the jurisdiction. Our future focus is on developing partnerships that will support shared priorities, evaluate, and pilot new innovative technologies. Investment in digital technologies will enhance the measurement and communication of TRCA's value proposition. TRCA will continue to demonstrate leading-edge community energy efficiency and sustainable design practices in TRCA facilities and seize opportunities for integrating more sustainable technologies and sustainable development certifications in our design and construction reviews and work. Using our strength as a convener, and a delivery agent for infrastructure, restoration and monitoring work in sensitive environments, TRCA will increase coordination and the efficient delivery of services across its growing network of organizations, academic institutions, and governments throughout the jurisdiction.

Toronto and Region Conservation Authority Participating Municipalities and Members of the Board of Directors 2020

As of December 1, 2020



Toronto and Region Conservation Authority Senior Leadership Team 2020



Chief Executive Officer
John MacKenzie



CORPORATE SERVICES
Michael Tolensky
Chief Financial and Operating Officer



RESTORATION AND INFRASTRUCTURE
Anil Wijesooriya
Director



PARKS AND CULTURE
Richard Ubbens
Director



EDUCATION AND TRAINING
Darryl Gray
Director



DEVELOPMENT AND ENGINEERING SERVICES
Sameer Dhalla
Director



POLICY PLANNING
Laurie Nelson
Director



HUMAN RESOURCES
Natalie Blake
Chief Human Resources Officer

OUR VISION

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

OUR MISSION

To protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners.

OUR CORE VALUES

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

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

EXCELLENCE

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

RES.#A21/21 -

**TORONTO AND REGION CONSERVATION AUTHORITY'S NEW
ADMINISTRATIVE OFFICE BUILDING PROJECT**

Project presentation to the Board of Directors regarding the design for the New Administration Office Building Project.

Moved by: James Pasternak
Seconded by: Paul Ainslie

IT IS RECOMMENDED THAT this staff report be received.

CARRIED

BACKGROUND

On February 27, 2015 Res. #A23/15 approved 5 Shoreham Drive as the preferred site for the new TRCA administration building. On June 24, 2016 Res. #A85/16 approved a project budget of \$70M with \$60M provided by participating municipalities and the remaining funds from land disposition funds. On February 24, 2017 Authority Res. #A14/17 staff reported that all six of TRCA's participating municipalities had approved the Project and the allocation of \$60M in new and existing capital funding. On May 25, 2018 Authority Res. #A79/18 staff reported that the Minister of Natural Resources and Forestry granted approval to use \$3,538,000 in disposition proceeds from land sales, for a revised overall budget of \$63,538,000 and, if possible, that the disposition funds be used to reduce the overall term of the required financing. The revised approved upper limit of the project budget of \$60M was not increased at that time, as the decision was made to wait until the tendering process was complete in mid-2019 to determine a more accurate budget for the project. On Friday July 26, 2019 Board of Directors Res.#A145/19 staff provided an update on the budget for TRCA's Administrative Office Building project and were directed to award contracts based on the approval of the budget upper limit being increased from \$60,000,000 to \$65,538,000 which reflected the available sources of funding from stakeholders. This increase reflected that the project had qualified for a \$2,000,000 grant from NRCan.

On Friday January 24, 2020 Board Meeting Res.#A232/19 authorized staff to extend the lease at 101 Exchange Avenue at the existing lease rate to February 2022 because of approval delays moving the building occupancy period to Nov. 2021/Jan. 2022.

On Friday April 24, 2020 Board Meeting Res.#A44/20 received an update on the delay to the project related to COVID-19.

On November 20, 2020 RES.#A193/20 received an update on the schedule and construction progress of the New Administrative Office Building. The building occupancy period has moved to June 2022 due to a combination of approval and construction delays.

RATIONALE

Schedule Update

Since March 2020, the Construction Manager (CM) has issued TRCA Six (6) Notices of Delay. Under the terms of the contract for the New Head Office construction, the CM is contractually obligated to give TRCA notice of a delay within ten (10) working days of the commencement of such a delay.

Responses to the Notices of delay have been made by TRCA, in collaboration with the third- party project management consultant, JLL and the project design prime consultant, ZAS Architects.

	Baseline	Revised
Occupancy Permit	November 24, 2021	May 30, 2022
TRCA Move-In Date	November 29, 2021	June 2, 2022
Substantial Performance	December 17, 2021	June 22, 2022
Total Completion	January 4, 2022	July 22, 2022

Construction Progress

Footings and backfilling are complete. The mechanical room has been completed with the mechanical installation progressing. Mass timber is planned erection to begin this spring.

Budget

An explanation for the amounts below is provided below:

	Preliminary Project Budget	90% CD Cost Estimate-AW Hooker (May 24, 2019)	Tender w/ Value Engineering (VE) (Nov. 28, 2019)	Construction Cost September 30, 2020	Variance to VE	Variance Explained
Construction Cost	\$35,608,539	\$38,709,700	\$40,945,268	\$42,032,849	\$1,087,581	A
General Conditions (GC)	\$5,362,573	\$5,759,100	\$6,187,565	\$6,187,565		
Construction Management (CM) Fee	\$860,569	\$845,000	\$934,308	\$948,862	\$14,554	B
Construction Contingency	\$3,418,791	\$2,276,200	\$2,341,620	\$2,393,279	\$51,659	C
Total Construction Costs	\$45,250,472	\$47,590,000	\$50,408,761	\$51,562,555	\$1,153,794	
Consultant Fees	\$4,021,133	\$4,021,133	\$4,297,883	\$4,297,883	\$ -	
Permits	\$624,697	\$624,697	\$626,658	\$626,658	\$ -	
Furniture/Fittings and Equipment	\$1,550,000	\$1,550,000	\$1,750,000	\$1,750,000	\$ -	
Relocation Costs	\$2,026,697	\$2,026,697	\$2,026,697	\$2,026,697	\$ -	
Project Mgmt.	\$2,575,000	\$2,575,000	\$1,871,325	\$1,613,010	\$(258,315)	D
Financing Costs	\$2,515,265	\$2,515,265	\$1,940,016	\$1,940,016	\$ -	
Non-Recoverable HST (1.76%)	\$1,037,736	\$1,037,736	\$1,066,993	\$1,066,993	\$ -	
Soft Cost Contingency	\$399,000	\$399,000	\$399,000	\$399,000	\$ -	
Total Costs	\$60,000,000	\$62,339,528	\$64,387,337	\$65,282,812	\$895,475	
Total Available Funds	\$60,000,000	\$63,538,000	\$65,765,900	\$65,765,900	\$ -	E
Additional Contingency Funds	\$ -	\$1,198,472	\$1,150,663	\$483,088	(\$667,565)	

Variance Explanations:

- A. The post-tender increase in construction costs is a result of trades being unable to meet preliminary value engineering estimates. For example, the mass timber trade was not able meet the expected value engineering amount of \$800k and instead was able to reduce the tender amount through alternates by \$400k.

- B. The construction management fee is calculated as 1.9% of the total construction cost per Eastern Construction's successful CM proposal.
- C. The construction contingency is calculated at 5% of total construction cost, excluding the construction management fee.
- D. Project management costs were reduced to avoid task duplication between the third-party project management consultant, JLL, and TRCA project management staff.
- E. Total funds available includes \$60M from TRCA's partner municipalities, \$3.538M in Provincial land disposition funds, \$2.053M from the Federal Government (NRCan) and a new grant of \$175k TRCA staff were successful in receiving from FCM to assist with the costs associated with the move to an open loop geo-exchange system from a closed loop system.

Design and Sustainability

The project continues to meet the highest standards in sustainability and design:

- LEED Platinum
- WELL Silver
- Zero Carbon Certification
- Toronto Green Standards Level 2 minimum

The project design team led by ZAS Architects and Bucholz McEvoy Architects in joint venture have produced a truly innovative building that is both technically innovative and aesthetically sophisticated. Despite the challenges of schedule, budget, and approvals the project is meeting the original goals enumerated in the concept design process in 2016:

- Architecture to respond to ravine context, mission of TRCA
- Adaptability, durability, flexibility critical aspects of design
- Physical and visual connection to nature important
- Sustainable design to be demonstrated throughout
- Architecture to facilitate internal collaboration, and allow open welcoming interface with public
- Ground floor uses to be public in nature
- Upper office floors to be interconnected visually and physically to encourage daily physical activity
- Workspace design to adhere to current best-practices while accommodating a range of working styles (open office, private rooms, meeting rooms and lounge areas)

Features that the design team have brought to the project include:

- Passive heating and cooling through a double layer of glass and operable windows
- Four "Waterwalls" delivering tempered air through a raised floor plenum
- Two large atria spaces delivering natural light to interior spaces and fresh air
- Ceiling mounted radiant hydronic panels efficiently providing additional heating and cooling
- Exterior window blind system to dramatically reduce solar gain and therefore the need for costly air conditioning
- A landscape and stormwater management design that dramatically reduces water egress from the site adjacent to a ravine.

Geo-Exchange System

The project team has pursued the development of an open loop geo-exchange system and have completed the Phase I Feasibility Study and are in the process of completing the Phase II Detailed Study and Environmental Compliance Application. The test wells have been

installed with a final water flow test to be completed the week of November 23rd. Preliminary results are positive, and the team is increasingly confident an open loop geo-exchange system utilizing water from the appropriate aquifer will be successful thereby making the building significantly more efficient. Further, an application to FCM's Green Municipal Fund (GMF) was submitted by Bernie McIntyre, Senior Manager, Corporate Sustainability and Community Transformation to assist with the upfront costs to implement the design process for the open-loop system. The grant application was successful and the GMF is contributing \$175,000 to this innovative part of the project.

Staff were requested to provide a presentation of the new administration office building project to provide the Board with a summary of the building design. The New Administration Office Building Project Animation video is available on the TRCA [webpage](#) dedicated to the project.

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 7 – Build partnerships and new business models

Strategy 10 – Accelerate innovation

Report prepared by Jed Braithwaite, extension 5345

Emails: jed.braithwaite@trca.ca

For Information contact: Jed Braithwaite, extension 5345

Emails: jed.braithwaite@trca.ca

Date: February 26, 2021

RES.#A22/21 -

MINISTER'S ZONING ORDERS UNDER THE PLANNING ACT AND PERMITS UNDER THE CONSERVATION AUTHORITIES ACT AS AMENDED BY BILL 229, PROTECT, SUPPORT AND RECOVER FROM COVID-19 ACT (BUDGET MEASURES), 2020

To update and inform the Board of Directors on the in-force amendments to the [Conservation Authorities Act](#) related to permits associated with a development project that has been authorized by a Minister's Zoning Order (MZO) under the *Planning Act*, outside the Greenbelt; provide an overview of MZOs in TRCA's jurisdiction; and advise of TRCA's plan review and permitting process for MZO permits.

Moved by: Ronald Chopowick
Seconded by: Shelley Carroll

WHEREAS Section 28.0.1 of the *Conservation Authorities Act* requires the Authority to issue permission for a development project that has been authorized by a Minister's Zoning Order (MZO), outside of the Greenbelt;

WHEREAS Section 28.0.1 of the *Conservation Authorities Act* requires that the Authority shall not refuse to grant permission for a development project that has been authorized by a Minister's Zoning Order (MZO), outside of the Greenbelt, under subsection (3)

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

AND WHEREAS TRCA in its role as a watershed management and regulatory agency, and steward of lands within TRCA's jurisdiction, is committed to following a science-based approach to decision making and TRCA's Living City Policies in reviewing permit applications under Section 28.0.1 of the *Conservation Authorities Act*;

IT IS RECOMMENDED THAT this report on MZOs under the *Planning Act* in TRCA's jurisdiction and the new in-force amendments to the *Conservation Authorities Act* regarding MZO permits be received.

CARRIED

BACKGROUND

The *Planning Act* gives the Minister of Municipal Affairs and Housing the authority to zone any property in Ontario by issuing a zoning order (MZO). Recently enacted legislative changes to Section 47 of the *Planning Act* through Bill 197, the *COVID-19 Economic Recovery Act*, 2020 on July 21, 2020, provide more powers to the Minister's authority to zone property across the province, with the exception of lands within the Greenbelt Area. The enhanced authority allows the Minister to:

- use inclusionary zoning and agreements to require affordable housing;
- remove municipal site plan control authority, (new MZO or amendment to an existing MZO);
- require agreements between the municipality and development proponent (or landowner) concerning site plan matters; and
- amend an enhanced zoning order without first giving public notice.

As noted in a recent Environmental Registry of Ontario (ERO) [posting](#), an enhanced MZO could be used to support the delivery of transit station infrastructure and the optimization of surplus lands (e.g., affordable housing and long term care homes), provide increased certainty for

strategic projects, remove potential approvals delays, increase the availability of affordable housing, and provide additional value capture to enable economic recovery.

On November 5, 2020, the Province of Ontario introduced Bill 229, *Protect, Support and Recover from COVID-19 Act* (Budget Measures), 2020. Schedule 6 of Bill 229 proposed amendments to the *Conservation Authorities Act* (CA Act) and the *Planning Act*. Following second reading on November 23, 2020, Bill 229 was referred to the Standing Committee on Finance and Economic Affairs. On December 4, 2020, new amendments to Schedule 6 were introduced at Standing Committee specifically related to the issuance of permits under the CA Act where development has been authorized by an MZO under the *Planning Act*. Schedule 6 of Bill 229 as amended by the Standing Committee proceeded to third reading and received Royal Assent on December 8, 2020.

Minister's Zoning Order CA Permit

Section 28.0.1 of the amended [Conservation Authorities Act](#) is now in-force and applies to a development project that has been authorized by an MZO under the *Planning Act*, within an area regulated under Section 28(1) of the CA Act, outside of the Greenbelt Area. In TRCA's case, the regulated area is prescribed in [Ontario Regulation 166/06](#). The provisions of this new section of the Act are summarized as follows:

- CAs shall issue a permit.
- CAs may only impose conditions to the permit, including conditions to mitigate:
 - any effects the development project is likely to have on the control of flooding, erosion, dynamic beaches or pollution or the conservation of land;
 - any conditions or circumstances created by the development project that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property; or
 - any other matters that may be prescribed by regulation.
- An applicant has the right to a Hearing before the authority (Board) if there is an objection to the permit conditions being imposed by the CA.
- If the applicant still objects to conditions following a decision of the Hearing, the applicant has the option to either request a Minister's review (Ministry of Natural Resources and Forestry (MNRF)) or appeal to the Local Planning Appeal Tribunal (LPAT).
- All MZO-related CA permits must have an agreement with the permittee (can include other parties, e.g., municipalities, on consent of applicant).
- The agreement shall set out actions that the holder of the permission must complete or satisfy in order to compensate for ecological impacts, (where applicable), and any other impacts that may result from the development project.
- The agreement must be executed before work commences on the site; some enforcement provisions through court proceedings are in effect for MZO permits.

Conservation Ontario Council Resolution

In response to the significant concerns raised by all CAs regarding the addition of Section 28.0.1 to the amended CA Act, Conservation Ontario Council passed the following resolution brought forward by TRCA's Chair and CEO on December 14, 2020:

Whereas conservation authorities have been requesting that a clause of indemnification or statutory immunity for the good faith operation of essential flood and erosion control infrastructure and programming be added to the Conservation Authorities Act (CA Act)

consistent with the same statutory indemnification afforded to municipalities, the Province and agencies of the Province;

Whereas recent planning and permitting amendments to the CA Act by Bill 229 create considerable concerns that the science-based watershed approach to decision making will be superseded by the Minister or the Local Planning Appeal Tribunal;

Whereas under the new provisions of the CA Act an authority must issue a permit where a Minister's Zoning Order has been issued by the Minister of Municipal Affairs and Housing even if it is contrary to the desires of the authority Board and/ or the professional advice of authority staff;

Therefore, be it resolved that the Province be requested to amend the CA Act and/ or regulations to add a clause of indemnification for the good faith operation of essential flood and erosion control infrastructure and programming and/or issue indemnities under the appropriate Acts and regulations to conservation authorities that are compelled to issue permits due to the new provisions of CA Act and associated Planning Act Minister Zoning Order decisions.

In addition to the above, Conservation Ontario Council requested that MNRF provide a technical briefing to CA staff on the legislative changes affecting Section 28 of the CA Act to better understand the new requirements and implementation. On February 19, 2021, TRCA was advised that the Ministry of Natural Resources and Forestry (MNRF) will be hosting a technical webinar on the recent amendments for conservation authority regulatory staff on March 3, 2021. As Section 28.0.1 introduces new criteria and processes for permits associated with MZOs, and staff are aware of pending permit application submissions, this report is intended to explain TRCA's approach on processing these permit applications. Furthermore, at a prior meeting, members of the Board requested that staff provide an overview and status of MZOs within TRCA's jurisdiction.

Regulatory Process Interface with the Planning Process

TRCA conducts itself in accordance with the objects, powers, roles, and responsibilities set out for conservation authorities under the CA Act and the MNRF Procedural Manual chapter on CA policies and procedures for plan review and permitting activities. TRCA is:

- A public commenting body under the *Planning Act* and *Environmental Assessment Act*;
- An agency delegated the responsibility to represent the provincial interest on natural hazards under Section 3.1 of the Provincial Policy Statement;
- A regulatory authority under Section 28 of the *Conservation Authorities Act*;
- A service provider to municipal partners and other public agencies;
- A Source Protection Authority under the *Clean Water Act*;
- A resource management agency; and
- A major landowner in the Greater Toronto Area.

TRCA's role as a commenting body under the *Planning Act*, and pursuant to Memorandums of Understanding (MOUs) with partner municipalities, is separate and distinct from its regulatory role under the CA Act. In participating in the review of development applications under the *Planning Act*, TRCA strives to ensure that development approved under the *Planning Act* can also meet the regulatory requirements governing the issuance of permits under the CA Act. In these roles, and as stated in the Ministry of Environment Conservation and Parks (MECP) "A-Made-In-Ontario Environment Plan," conservation authorities work in collaboration with

municipalities and stakeholders to protect people and property from flooding and other natural hazards, and to conserve natural resources. Through MOUs and Service Level Agreements (SLAs), TRCA provides technical support to its provincial and municipal partners in implementing municipal growth management policies. Further, TRCA recognizes the importance of efficiency, certainty, transparency and accountability in planning and design review processes, so that development and infrastructure projects can occur in a timely and environmentally sustainable manner.

TRCA understands the importance of stimulating growth in the Greater Golden Horseshoe as part of the economic recovery from the COVID-19 crisis, but has through our Board of Directors articulated our view that this should not come at the expense of the fundamental principles of the Growth Plan for “protecting what is valuable,” the Provincial Policy Statement for natural hazards and natural heritage, or ensuring the appropriate technical review and planning process takes place to ensure consistency between Section 47 (1) of the *Planning Act* and Section 28 of the CA Act.

TRCA has worked in collaboration with our regional and local municipalities to successfully advance such a coordinated review and approval process on various sites subject to the MZO process. These include Mayfield West and the Canadian Tire Distribution Warehouse in the Town of Caledon, and the Block 34E – Phase 1 lands in the City of Vaughan. With these projects, the natural heritage features or natural hazards were appropriately identified and impacts avoided, mitigated, or compensated for in cooperation with municipalities and MNRF. However, in absence of a collaborative exercise noted above, an MZO may authorize a form and scale of development contrary to provincial and municipal policies and conservation authority regulatory requirements. For example, the area of developable land defined in the MZO may not accurately reflect natural hazards (e.g., flood plains, steep slopes, and erosion hazards) or natural features (e.g., wetlands) and their associated required setbacks outlined in provincial, municipal and TRCA policies. There is also a need to ensure that the development approved through the MZO does not create or exacerbate erosion or flooding hazards for existing and proposed development and infrastructure. To date, the MZOs we have seen do not provide guidance on how natural hazards can be addressed without causing adverse impacts on adjacent properties, or how any natural features are to be avoided, mitigated, or compensated. The technical expertise and input of the local municipality and CA as per the current development approval process under the *Planning Act*, including site plan control and public notice, are critical and should apply to MZOs.

Analysis of MZOs in TRCA’s Jurisdiction

Based on publicly available information on the ERO, council agendas and engagement of TRCA on specific files, TRCA staff have undertaken an exercise to identify MZOs within TRCA’s jurisdiction approved by the Minister of Municipal Affairs and Housing or requested through a municipal council resolution since 2020. The outcome of this review is summarized in **Attachment 1** and associated jurisdictional map, **Attachment 2**. Staff emphasize that this information may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter. The Province or applicable municipality should be consulted to confirm specific details on an MZO approval or request. In addition, some MZO requests may be brought forward or considered after this report is public.

Based on staff’s analysis to date, within TRCA’s jurisdiction, 30 MZOs have been approved or requested by municipal councils since 2020. Of these, 22 have been issued by the Minister, 4 await the Minister’s decision, and 2 have been deferred by municipal Council. In one case it has been determined that an MZO is not required and 2 were refused by the Minister. Excepting

those on provincially owned lands and one in the City of Toronto, all MZO's issued since 2020 have been endorsed by local Councils. Overall, a range of different land uses are identified in the MZO's, although the majority reflect a mix of residential and commercial uses at varying densities and many intend to facilitate long-term care, seniors housing and/or rental units as a prevailing component of development.

Of the 30 known locations, 20 are at least partially located within TRCA's Regulated area. In multiple instances, TRCA was engaged in upfront discussions with municipal staff to identify conditions of approval for TRCA permits (e.g. technical studies and environmental protection, rehabilitation and/or ecosystem compensation plans). In these occurrences, TRCA generally had no objection to the MZO in principle given that TRCA's interests would be satisfactorily addressed through the planning approvals process. However, in many other instances, TRCA staff were not notified prior to a Council endorsement to request an MZO and/or consulted prior to the Minister's issuance of an MZO. This is despite TRCA's regulatory authority and/or previous involvement in related subwatershed studies and secondary plans. In most of these circumstances, TRCA has been contacted by the proponent's consultant and/or municipal representatives to attempt to work through TRCA's issues and concerns after the fact.

Finally, there remain a few MZO's (approved and requested) that contemplate development within natural features and natural hazards contrary to provincial, municipal and TRCA's Living City Policies, as well as previous agreements and OMB settlements. The absence of upfront engagement with TRCA presents challenges, including, but not limited to: tracking Council meetings of its member municipalities to ascertain when MZO's are requested; determining the extent of natural features and hazards; determining necessary measures to mitigate on-site and downstream impacts associated with zoning and development locations that are essentially pre-determined and/or approved. MZO's approved on a site-by-site basis, outside the normal development approvals framework under the *Planning Act*, limit opportunities to effectively protect, avoid and mitigate impacts to natural heritage features, flooding, erosion and to determine the type and location of stormwater controls; these are matters typically addressed through a comprehensive review and analysis process (e.g., Master Environmental Servicing Plans, Functional Servicing Plans, Environmental Impact Studies). TRCA is proactively communicating our technical and policy concerns, if an MZO request is known, to municipal and provincial officials and the applicant, which is particularly critical given the recent amendments to the CA Act.

TRCA's Response to ERO Posting

The Ministry of Municipal Affairs and Housing (MMAH) recently invited comments through [ERO #019-2811](#) on the enhanced MZO provisions as enacted by Bill 197. In correspondence dated January 30, 2021, TRCA made the following recommendations and best practices to guide implementation:

1. That site plan control under the *Planning Act*, which requires local, technical expertise for implementation, remain with municipalities.
2. To ensure the potential risk to public health and safety or property from natural hazards can be mitigated, that the Minister consult with TRCA if an MZO is being considered within a regulated area under the *Conservation Authorities Act*.
3. That where a municipality relies on TRCA for expert technical input related to natural heritage matters, that the Minister consult with TRCA.
4. That the approval of an MZO be consistent with the Provincial Policy Statement, 2020.
5. That a streamlined process be considered which allows for public notice and input.

TRCA Plan Review/Commenting and Permitting Process for MZOs

TRCA understands the importance of stimulating growth as part of the economic recovery from the COVID-19 crisis using the enhanced MZO provisions under the *Planning Act* on a limited basis. However, staff also feel that upfront comprehensive studies, pre-consultation with review and approval agencies, and public consultation are key components of good planning and are arguably a more effective means of creating certainty for time sensitive and context sensitive economic development. It is staff's preference to work with municipalities and applicants to facilitate technically sound development proposals through the current, well-established municipal plan review and CA permitting process that respects provincial, municipal and TRCA policies and requirements. Nonetheless, given the recent amendments to both the *Planning Act* and CA Act, TRCA staff will implement the following principles, processes and best management practices related to an MZO to reflect the new framework:

Plan Review/Commenting:

1. TRCA will conduct itself in accordance with the objects, powers, roles, and responsibilities set out for CAs under the CA Act and the MNRF Procedural Manual chapter on CA policies and procedures for plan review and permitting activities.
2. Through Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs), TRCA will provide technical support to its provincial and municipal partners in implementing provincial and municipal growth management policies so that development and infrastructure projects can occur in a timely and environmentally sustainable manner.
3. TRCA will recommend that the approval of an MZO be consistent with the Provincial Policy Statement, 2020.
4. TRCA will assess an MZO in accordance with municipal policies, TRCA's Board approved Living City Policies and TRCA's regulatory and permitting requirements under Section 28 (1) and 28.0.1 of the *Conservation Authorities Act*.
5. TRCA will request that an MZO respect any previous agreements with the Province, municipality and TRCA (e.g., previous OMB/LPAT settlement/agreement).
6. TRCA will recommend that natural hazards (e.g., flood plains, steep slopes, erosion hazards, etc.), natural features (e.g., wetlands, woodlots, etc.) and natural heritage systems and their associated required setbacks outlined in provincial, municipal and TRCA policies be delineated in an MZO and protected from development.
7. TRCA will recommend that an MZO include conditions for the proponent to complete the technically appropriate studies, (e.g., Master Environmental Servicing Plan, Functional Servicing Plan, Flood Study, Geotechnical Study, Environmental Impact Study, subwatershed plan/or amendment for larger scale sites, etc.) to the satisfaction of the municipality and TRCA.
8. TRCA will recommend that the applicant or requesting municipality confirm that other relevant federal or provincial legislative requirements are being met (e.g., Endangered Species Act, Migratory Birds Convention Act, Fisheries Act, etc.).
9. Where impacts to natural features or systems cannot be avoided or mitigated, TRCA will recommend compensation be provided in accordance with TRCA's Guideline for Determining Ecosystem Compensation.
10. TRCA will advocate that municipal staff and proponents consult with TRCA to ensure that TRCA's policy, technical and regulatory issues can be addressed prior to an MZO

request being considered by a municipal Council. Where TRCA has not been consulted prior to a municipal Council endorsement of an MZO within an area regulated by TRCA under the CA Act, TRCA will request the Minister of Municipal Affairs and Housing and Ministry staff to consult with TRCA in order that the requirements of obtaining a conservation authority permit are considered and can be satisfied prior to approval of the MZO.

11. TRCA staff will track plan review time spent on MZO files and will seek full cost recovery in accordance with TRCA's Administrative Planning Fee Schedule.

MZO Permit Process:

1. TRCA will seek full cost recovery on permit applications in accordance with TRCA's Administrative Permitting Fee Schedule.
2. An applicant shall undertake pre-consultation with TRCA staff to determine the requirements for a complete permit application, including any technical studies and/or assessments, site plans and/or other plans as required by TRCA. Processing of a permit application shall not commence until such time as it is deemed complete by TRCA staff and the applicable permit fee is received; the applicant will be notified accordingly.
3. TRCA will process, assess, and report on a permit application in accordance with TRCA's Board approved Living City Policies and the applicable provisions of the CA Act.
4. Where impacts to natural features or systems cannot be avoided or mitigated, compensation will be required in accordance with TRCA's Guideline for Determining Ecosystem Compensation.
5. TRCA's standard permit conditions will be imposed (**Attachment 3**).
6. TRCA will impose any other special conditions to the permit, including conditions to mitigate:
 - any effects the development project is likely to have on the control of flooding, erosion, dynamic beaches or pollution or the conservation of land; and
 - any conditions or circumstances created by the development project that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property; or
 - any other matters that may be prescribed by regulation.

Conditions imposed to mitigate impacts of the development activity and risk to public health and safety or property from natural hazards may be substantive and onerous if these matters were not taken into consideration prior to the issuance of an MZO under the *Planning Act*.

7. The applicant/owner shall enter into an agreement with TRCA. On consent of the applicant, other parties can be included in the agreement (e.g., municipality). The agreement shall set out actions that the holder of the permission must complete or satisfy in order to compensate for ecological impacts, (where applicable), and any other impacts that may result from the development project. The agreement shall also include clauses related but not limited to TRCA enforcement and compliance, indemnification of the Authority and insurance coverage protecting the Authority from any claims.
8. The agreement between the applicant/owner and TRCA must be executed before any development activity commences on the property.

9. Where an applicant has agreed to the permit conditions, staff will report on the permit application to the Executive Committee for their decision and approval. Any additional permit conditions imposed by the Executive Committee at this time will be subject to the agreement of the applicant.
10. An applicant has the right to a Hearing before the authority (Board of Directors), if there is an objection to the permit conditions being imposed by TRCA. In such an instance, the Hearing will be conducted in a manner consistent with the MNRF/Conservation Ontario Hearing Guidelines, as amended 2020. The applicant and TRCA staff will be afforded the opportunity to appear before the Board of Directors.
11. If the permit holder still objects to the conditions imposed by an authority following a Hearing, the applicant has the option to either request a Minister's review of the conditions (MNRF) or appeal to the Local Planning Appeal Tribunal (LPAT) within the timeframes set out in Section 28.0.1.
12. Following the decision of the Minister's or LPAT to confirm, vary, remove, or add to the permit conditions, the Authority shall execute an agreement with applicant/owner.

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

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

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

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

Strategy 7 – Build partnerships and new business models

Strategy 8 – Gather and share the best sustainability knowledge

Strategy 12 – Facilitate a region-wide approach to sustainability

FINANCIAL DETAILS

Staff are engaged in this policy analysis work per the normal course of duty, with funding support provided by TRCA's participating municipalities to account 120-12. No additional funding is proposed to support the policy analysis work associated with the preparation of these comments. As per Board direction, staff are tracking the review of MZO's to recoup costs for staff time and review recognizing the increased use of the MZO tool.

NEXT STEPS

- TRCA will continue to proactively advise municipalities, applicants, and the Province of any policy, technical and regulatory issues where MZO requests are known.
- Where TRCA has not been consulted prior to a municipal Council endorsement of an MZO within an area regulated by TRCA under the CA Act, TRCA will request the Minister of Municipal Affairs and Housing and Ministry staff to consult with TRCA in order that the requirements of obtaining a conservation authority permit are considered and can be satisfied prior to approval of the MZO.
- TRCA will educate staff, municipalities, and applicants, as required, on the new permitting provisions related to MZO's in Section 28.0.1 of the amended CA Act.

Report prepared by: Jeff Thompson, extension 6469; Laurie Nelson, extension 5281

Emails: jeff.thompson@trca.ca, laurie.nelson@trca.ca

For Information contact: Laurie Nelson, extension 5281

Emails: laurie.nelson@trca.ca

Date: February 19, 2021

Attachments: 3

Attachment 1: Table – Approved or Requested Minister’s Zoning Orders in TRCA Jurisdiction,
as of February 2021

Attachment 2: Map – Approved or Requested Minister’s Zoning Orders in TRCA Jurisdiction

Attachment 3: TRCA Standard Permit Conditions

Attachment 1 – Approved or Requested Minister’s Zoning Orders (MZOs) in TRCA Jurisdiction (as of February 2021)

*Total - 30

*Within TRCA Regulated Area – 20

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Regional Municipality of York (12)							
Ontario Regulation 173/20	11110 Jane Street, 10520 Jane Street and 3180 Teston Road, Vaughan	May 22, 2020	Distribution facility, outdoor storage and other uses.	MZO request endorsed by Council.	Yes	Watercourse, flood plain, Provincially Significant Wetland.	TRCA staff supportive of MZO. Applicant is working through permit requirements. **(LPAT)
Ontario Regulation 643/20	2901 Rutherford Road, Vaughan	Jun 11, 2020	Residential, commercial, institutional, and recreational uses, together with accessory buildings, uses and structures.	MZO request endorsed by Council.	Yes	Stream corridor (adjacent).	TRCA staff have been working on the associated planning applications. TRCA staff are working with Vaughan staff on identifying requirements. **(LPAT)
Ontario Regulation 644/20	Vicinity of Teston Road & Weston Road, Vaughan	Jun 11, 2020	A mix of residential, commercial, institutional, and recreational uses.	MZO request endorsed by Council.	Yes	Flood plain, Provincially Significant Wetland and unevaluated wetland.	TRCA staff were not consulted prior to MZO. TRCA staff have been involved in sub-watershed study and secondary plan. Proceeding to TRCA permits.
Ontario Regulation 467/20	8905 Bathurst Street - (Bathurst & Ner Israel Drive, Richmond Hill	Nov 16, 2020	MZO amendment to remove certain lands from the Parkway Belt West Plan and the associated MZO, filed as O-Reg. 474/73.	MZO request endorsed by Council.	Yes	Valley lands, flood plain, watercourse.	TRCA staff were engaged through the associated Parkway Belt West Plan amendment. TRCA’s interests are being addressed through process.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	Between Hwy 404 & Leslie Street, North of Stouffville Rd, Richmond Hill (Gormley)	N/A	Industrial uses	MZO request endorsed by Council May 13, 2020; Province denied request on Jan 27, 2021.	Yes	Provincially Significant Wetlands, flood plain, valley & stream corridors, unevaluated wetlands, Greenbelt (Protected Countryside), ORM (Natural Linkage, Countryside).	TRCA staff not consulted.
Ontario Regulation 698/20	1577-1621 Major Mackenzie Drive East, Richmond Hill	Dec 2, 2020	Mixed-use development, including approximately 400 residential units.	MZO request endorsed by Council.	Yes	Valley lands, flood plain, watercourse.	TRCA staff were not consulted prior to MZO. TRCA staff have no objection in principle. TRCA staff have been contacted by consultants to discuss TRCA requirements.
Privately initiated MZO request	11260 & 11424 Jane Street (near Kirby Rd & Hwy 400), Vaughan	N/A	Six proposed industrial buildings (3,444,593 sq. ft. total), and accessory structures.	MZO request endorsed by Council.	Yes	Multiple stream corridors, flood plain, Provincially Significant Wetland.	TRCA staff were contacted by proponent. TRCA staff provided comments to Province. TRCA has concerns with proposed valley land and wetland removal.
Ontario Regulation 610/20	Near Highway 48 and 19th Avenue, Whitchurch-Stouffville	Oct 30, 2020	Mixed-use development including residential and associated commercial uses.	MZO request endorsed by Council.	Yes	Flood plain, valley lands, unevaluated wetland.	TRCA staff were not consulted prior to MZO. Have been contacted by the consultants for the proponent and are working through TRCA's issues.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	15th Sideroad & Keele St, King (King City)	N/A	Multi-use commercial, with hotel, conference centre and seniors living (retirement home, hospice).	Deferred by Council Dec 14, 2020.	Yes	Greenbelt (ORM Natural Core Area), watercourse, flood plain, ANSI, Provincially Significant Wetlands.	Comments submitted to King, Dec 14, 2020. No further activity since.
Privately initiated MZO request	12650 Highway 27, King (Nobleton)	N/A	88-unit seniors rental apartment building, 118 single detached dwellings, a 1 ha park on a 39.7 ha parcel.	Deferred by Council Dec 14, 2020.	Yes	Greenbelt (Protected Countryside), unevaluated wetlands, watercourses.	TRCA staff were not consulted. Comments submitted to King, Dec 14, 2020. Township staff have determined that an MZO is not required. Report provided to Township Council on Feb. 8/21.
Privately initiated MZO request	5474 19th Avenue and 5662 19th Avenue, Markham	N/A	325-485 Single detached dwellings.	Approved by Council Feb 9, 2021, with condition for TRCA review.	Yes	valley lands, flood plain, unevaluated wetland.	TRCA staff were not consulted. TRCA staff support City staff and do not support. Correspondence being provided to Province with TRCA requirements.
Privately initiated MZO request	36 Apple Creek Boulevard, Markham	N/A	Long-term care facility.	Approved by Council Feb 9, 2021, with condition for TRCA review.	Yes	Valley lands	TRCA staff were not consulted prior to MZO. TRCA staff support City staff recommendation for a conditional approval. Erosion hazard limits of valley not yet determined. Correspondence being provided to Province with TRCA requirements.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Regional Municipality of Durham (5)							
Ontario Regulation 475/20	580 Harwood Avenue South, Ajax	Aug 28, 2020	320-bed long-term care facility and associated uses.	MZO request endorsed by Council.	No	N/A	None.
Ontario Regulation 438/20	1401 Harwood Avenue North, Ajax	Jul 31, 2020	192-bed long-term care home and 320-unit retirement home.	MZO request endorsed by Council.	No	N/A	None.
Privately initiated MZO request	221 Church Street South, Ajax	N/A	Employment zoning to facilitate a 2.7 million sq. ft. multi-storey distribution centre.	MZO request endorsed by Council (as per Town staff's recommendation), Feb 11, 2021.	Yes	Valley lands, Provincially Significant Wetland, watercourse, flood plain.	MZO request is essentially the same as Zoning By-law Amendment approved by Council Dec 7, 2020 (supported by TRCA staff). The approval was appealed to LPAT by owner of Durham Live and the City of Pickering. TRCA staff were engaged.
Ontario Regulation 607/20	1802 Bayly Street, 1902 Bayly Street and 2028 Kellino Street, Pickering ("Durham Live")	Oct 30, 2020	Mix of commercial, employment, and residential uses.	MZO issued with Council endorsement / request.	Yes	Provincially Significant Wetland unevaluated wetland, watercourse.	Staff objected to MZO. Borehole permit and Agreement issued. Terms of Reference for permit application to remove PSW under review. Application imminent.
Privately initiated MZO request	Salem Road & 7 th Concession Road, Pickering ("Veraine/ Dorsay")	N/A	Mix of employment and residential uses, including seniors' residences	Municipal MZO request, at proponent's request. Durham Region objected. Adjacent	Yes	Unevaluated wetlands, stream corridor, flood plain.	TRCA noted that MZO request would be a departure from the Municipal Comprehensive Review (MCR) process and would prefer the MCR process continue with input from the

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
				landowners objected. Minister refused MZO request.			Carruthers Creek Watershed Plan.
Regional Municipality of Peel (4)							
Ontario Regulation 448/20 (Provincially owned lands)	Eglinton Avenue East and Highway 403 interchange, Mississauga	Aug 12, 2020	Long-term care homes, accessory buildings, uses and structures, detached/semi-detached dwellings, townhouses, apartments.	MZO issued w/o Council endorsement; Motion passed by Council requesting land be used for affordable housing.	No	N/A	Not Regulated by TRCA. No objection.
Ontario Regulation 171/20	Northeast corner of Queen Street and The Gore Road, Brampton	Apr 24, 2020	Detached homes, townhouse blocks, high density mixed-use residential/commercial, employment/office block.	MZO request endorsed by Council.	Yes	Valley lands, flood plain	MZO was to convert to residential uses from employment. TRCA's interests have been satisfied.
Ontario Regulation 362/20	Mayfield Road & McLaughlin Road, Caledon	Jul 10, 2020	Townhouses, mixed-use residential/commercial uses, and associated stormwater management facilities.	MZO request endorsed by Council (Caledon), not Regional Council.	Yes	Valley lands, Provincially Significant Wetland, flood plain, watercourse	TRCA reviewed through the previous planning process. TRCA's issues will be addressed through process.
Municipally initiated MZO request	Bolton Go Station Study Area (North of King St, east of	N/A	To facilitate a future GO transit station in Bolton.	MZO request endorsed by Council (as per	Yes	Adjacent to/Area of Interference of Provincially Significant	TRCA staff have not been engaged in this proposed MZO as of yet. **LPAT

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
	Humber Station Rd) Caledon			City's request), Sept 29, 2020.		Wetland (study area)	
City of Toronto (9)							
Ontario Regulation 450/20 (Provincially owned lands)	51 Panorama Court, Toronto	Aug 12, 2020	Long-term care housing, detached/semi-detached homes, multiplexes, townhouses, apartments.	MZO issued w/o Council endorsement.	Yes	Valley lands, flood plain, unevaluated wetland	Development limits previously established through concept review process. Limits respected in MZO.
Ontario Regulation 474/20	2111 Finch Avenue West, Toronto	Aug 8, 2020	320-bed long-term care home.	MZO request endorsed by Council.	No	N/A	None.
Ontario Regulation 170/20	2075 Bayview Avenue, Toronto	Apr 24, 2020	3-storey addition to Sunnybrook Hospital to add 47 in-patient beds.	MZO issued at City's request, but w/o Council discussion.	Yes	Valley lands, ANSI	No objection.
Ontario Regulation 343/20	11 Macey Avenue, Toronto	Jul 2, 2020	56 dwelling units in the form of modular supportive housing.	MZO issued at the request of Council, as per City's request.	No	N/A	None. Project built.
Ontario Regulation 354/20	150 Harrison Street, Toronto	Aug 7, 2020	44 dwelling units in the form of modular supportive housing.	MZO issued at the request of Council, as per City's request.	No	N/A	None. Project built.
Ontario Regulation 358/20	Applies to <u>all</u> lands in Toronto (CafeTO)	Aug 8, 2020	Zoning bylaw relief to permit outdoor patios for eating establishments.	MZO issued at the request of Council, as per City's request.	N/A	N/A	None.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O. Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Ontario Regulation 596/20 (Provincially owned lands)	Vicinity of Front Street & Cherry Street, Toronto	Oct 22, 2020	Mixed-use buildings, apartment buildings, a commercial parking garage and a community centre.	MZO issued without Council endorsement.	No	N/A	None.
Ontario Regulation 594/20	Vicinity of Mill Street & Cherry Street, Toronto (125R Mill Street (West Don Lands, Block 20))	Oct 22, 2020	661 rental units on provincially owned lands.	MZO issued without Council endorsement.	No	N/A	None.
Ontario Regulation 595/20 (Provincially owned lands)	Vicinity of Eastern Avenue & Rolling Mills Rd, Toronto	Oct 22, 2020	Mixed-use buildings, apartment buildings, a commercial parking garage and a community centre.	MZO issued without Council endorsement.	No	N/A	None.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.



Approved or Requested
Minister's Zoning Orders in TRCA Jurisdiction



Attachment 3: TRCA Standard Permit Conditions

1. The Owner shall strictly adhere to the approved TRCA permit, plans, documents and conditions, including TRCA redline revisions, herein referred to as the “works”, to the satisfaction of TRCA. The Owner further acknowledges that all proposed revisions to the design of this project that impact TRCA interests must be submitted for review and approval by TRCA prior to implementation of the redesigned works.
2. The Owner shall notify TRCA Enforcement staff 48 hours prior to the commencement of any of the works referred to in this permit and within 48 hours upon completion of the works referred to herein.
3. The Owner shall grant permission for TRCA staff, agents, representatives, or other persons as may be reasonably required by TRCA, in its opinion, to enter the premises without notice at reasonable times, for the purpose of inspecting compliance with the approved works, and the terms and conditions of this permit, and to conduct all required discussions with the Owner, their agents, consultants or representatives with respect to the works.
4. The Owner acknowledges that this permit is non-transferrable and is issued only to the current owner of the property. The Owner further acknowledges that upon transfer of the property into different ownership, this permit shall be terminated and a new permit must be obtained from TRCA by the new owner. In the case of municipal or utility projects, where works may extend beyond lands owned or easements held by the municipality or utility provider, Landowner Authorization is required to the satisfaction of TRCA.
5. This permit is valid for a period of two years from the date of issue unless otherwise specified on the permit. The Owner acknowledges that it is the responsibility of the Owner to ensure a valid permit is in effect at the time works are occurring; and, if it is anticipated that works will not be completed within the allotted time, the Owner shall notify TRCA at least 60 days prior to the expiration date on the permit if an extension will be requested.
6. The Owner shall ensure all excess fill (soil or otherwise) generated from the works will not be stockpiled and/or disposed of within any area regulated by TRCA (on or off-site) pursuant to Ontario Regulation 166/06, as amended, without a permit from TRCA.
7. The Owner shall install effective erosion and sediment control measures prior to the commencement of the approved works and maintain such measures in good working order throughout all phases of the works to the satisfaction of TRCA.
8. The Owner acknowledges that the erosion and sediment control strategies outlined on the approved plans are not static and that the Owner shall upgrade and amend the erosion and sediment control strategies as site conditions change to prevent sediment releases to the natural environment to the satisfaction of TRCA.
9. The Owner shall repair any breaches of the erosion and sediment control measures within 48 hours of the breach to the satisfaction of TRCA.

10. The Owner shall make every reasonable effort to minimize the amount of land disturbed during the works and shall temporarily stabilize disturbed areas within 30 days of the date the areas become inactive to the satisfaction of TRCA.
11. The Owner shall permanently stabilize all disturbed areas immediately following the completion of the works and remove/dispose of sediment controls from the site to the satisfaction of TRCA.
12. The Owner shall arrange a final site inspection of the works with TRCA Enforcement staff prior to the expiration date on the permit to ensure compliance with the terms and conditions of the permit to the satisfaction of TRCA.
13. The Owner shall pay any additional fees required by TRCA in accordance with the TRCA Administrative Fee Schedule for Permitting Services, as may be amended, within 15 days of being advised of such in writing by TRCA for staff time allocated to the project regarding issues of non-compliance and/or additional technical review, consultation and site visits beyond TRCA's standard compliance inspections.

RES.#A23/21 -

TORONTO AND REGION CONSERVATION AUTHORITY'S ASSET MANAGEMENT PROGRAM UPDATE

Progress Status and Timeline for Completion of the Asset Management Plans. Update to the Board of Directors regarding the development of Toronto and Region Conservation Authority's ("TRCA") Asset Management Program ("AMP").

Moved by: Shelley Carrol
Seconded by: Josh Matlow

IT IS RECOMMENDED THAT the staff report regarding the update on the development of TRCA's Asset Management Plans be received.

CARRIED

BACKGROUND

To improve long-term planning and overall asset management, TRCA has undertaken the development of an AMP to manage our existing assets effectively and efficiently. The proper management of our asset portfolio will ensure TRCA is providing satisfactory levels of service to the general public, as well as our municipal and provincial partners. Additionally, it will ensure the sustainability of our properties and infrastructure to meet any future demands and growth.

As part of the AMP, Asset Management Plans ("AMPs") are being developed and are specific to TRCA's individual infrastructure assets that assist in making decisions regarding overall management. Although AMPs are not currently a legislated requirement for Conservation Authorities, they are an industry best practice and partner municipalities are encouraging TRCA to undertake comprehensive asset management planning to support requests for municipal capital funding. AMPs provide a systematic process that guides decision-making related to the planning, acquisition, operation, maintenance, rehabilitation, and disposal of assets. Undertaking an organizational AMP will allow TRCA to achieve desired levels of service and compliance with regulatory requirements in the most cost-effective manner, enable better integration with funding partners' capital planning processes and help to minimize unexpected requests for capital. TRCA's policy regarding Asset Management, included as **Attachment 1**, was written and approved by the Board of Directors in 2017. The Policy outlines the principles that will inform TRCA's AMP, and ensures that asset management planning will be regulatory driven, sustainable and based on all lifecycle activities required to keep our assets in a state of good repair.

TRCA is currently in the process of developing its AMPs. In this first version of the AMP, the intention is to take a broad view of the TRCA's objectives, initiatives and strategies and interpret these for some of the major service areas, thereby showing the linkage between corporate targets and individual service area targets. The AMPs together will form a strategic document that includes an integrated, life cycle approach to effective management of infrastructure assets to maximize benefits, manage risk and meet desired levels of service in a sustainable and environmentally responsible manner. The AMPs will set out how TRCA's assets will be managed to achieve the commitments and principles outlined in the aforementioned Policy. Specifically, this Strategy, included as **Attachment 2**, will:

- Define TRCA's responsibilities related to asset management;
- Outline long term goals, processes and steps to deliver optimized whole life cycle cost.
- Be based on current inventories and conditions, projected performance and remaining service life, and consequences of failures.

- Outline guidelines and processes to developing a sustainable financial plan with understanding of risk and financial requirements and impacts on the levels of service.
- Outline opportunities to include green infrastructure in asset management planning in cooperation with municipalities and other TRCA partners, where applicable.

Further to this strategy document, AMPs will be developed to identify long term goals, processes and steps to deliver optimized whole lifecycle cost for TRCA's assets based on current inventories and condition assessments, projected performance and remaining service life and consequences of failures. These plans will also include guidelines and processes towards developing a sustainable financial plan that considers risk and financial requirements and impacts on levels of service.

TRCA assets are a complex portfolio, spanning 15 local municipalities and consisting of a variety of separate and diverse operational areas. With finite resources, primarily provided by TRCA's partner municipalities, TRCA is required to analyze and weigh competing asset management priorities to maximize value. AMPs will be operationalized by implementing an internal Tangible Asset Management (TAM) group comprised of representatives from Education and Training, Parks and Culture, Restoration and Infrastructure, Policy Planning, Development and Engineering Services, Corporate Services and Government and Community Relations departments within TRCA. The TAM group will:

1. Provide operational analysis and recommendations for acquisitions/dispositions, including the lifecycle cost analysis;
2. Integrate Enterprise Risk Management analysis into TRCA's Asset Management planning;
3. Review and prioritize operational capital needs pursuant to the AMP for annual budgeting requirements; and
4. Assist in the development of operational business plans to support scheduled activities to maintain state of good repair through ongoing proactive maintenance, repairs, end-of-life replacement or retirement.

RATIONALE

TRCA's first AMP is being developed following the requirements established for municipalities through the Province's guide *Building Together - Guide for Municipal Asset Management Plans*, as well as guidance provided in the International Infrastructure Management Manual. The AMP will meet O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure (formerly, Bill 6: Infrastructure for Jobs and Prosperity Act, 2015) and ISO 55000 standards for Asset Management. This AMP will support TRCA's key strategic outcomes, focusing on levels of service, lifecycle asset management planning, and the resulting long-term cash flow requirements. This is accomplished by:

- Understanding the current state of TRCA's infrastructure systems;
- Measuring and monitoring Level of Service (LOS) metrics that are established by staff to enable a quantitative connection between aspects of our infrastructure systems and the degree to which the systems are achieving the objectives laid out in the Asset Management Policy;
- Developing a relationship between the asset lifecycle management strategies executed by staff (i.e. how TRCA operates, maintains, rehabilitates, or replaces assets) and the LOS metrics. This relationship will detail the method in which the lifecycle management strategies will impact the LOS metrics in the future and enable staff to determine the optimal lifecycle management strategies to achieve the desired LOS metrics; and

- Establishing a financial strategy to fund the expenditures that are required to achieve the desired LOS metrics.

Due to the substantial nature of the comprehensive AMP work, an approach will be taken to complete sections of the plans in phases. The AMP intends to build individual departmental service area plans which will in turn be consolidated into a comprehensive TRCA AMP. Preparation of the AMP will be completed in phases and include all directly owned assets by TRCA, pertaining to the following asset classes:

- Flood & Erosion Control Infrastructure
- Administration Buildings & Property Management
- Conservation Parks and Education Centres
- Passive Greenspace and Trails
- Vehicles and Equipment

The first phase of the project will focus on Flood Control and Erosion Control Infrastructure, as these assets represent the largest category of amortized assets value and are also the largest area of risk. These infrastructure assets are key resources used to provide services to the public such as the provision of safe communities and protection of infrastructure through the management of flooding control structures and erosion control infrastructure and provide low-flow augmentation to sustain downstream ecology/biology. Key TRCA strategic objectives include enhancing public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards. Also included in this phase will be TRCA's Buildings (Administrative, Operations, etc.). The buildings are key locations for the day-to-day operations for TRCA staff and for the delivery of programs and services. A draft of the Flood Control Infrastructure AMP is included in **Attachment 3**. It should be noted that replacement costs are calculated by converting the original cost of the structure to current prices using the Bank of Canada inflation index. For example, a dam costing \$100,000 in 1960 would have a replacement cost of \$875,159.24 in today's dollars. However, replacement cost should not be used as an indicator of the actual cost to rebuild the structure. This is because engineering standards have evolved substantially since the majority of TRCA flood infrastructure was built. It would be expected that reconstructing a dam or similar structure would require significantly more design work and complex construction to meet current industry standards resulting in much higher costs.

The second phase, to be completed in 2021, will include all other TRCA assets with heavy emphasis on the Conservation Areas and Education Centres as these are the second largest group of amortized assets value. TRCA's Conservation Areas and Education Centres provide an important benefit to users who utilize TRCA's programs and services. Also, in some cases TRCA cultural heritage resources are envisioned as attractions that celebrate the agricultural heritage of southern Ontario while looking forward to the future to promote community-based urban agriculture, organic farming, and agricultural research and education. The 'average useful life' does not apply to TRCA owned heritage properties as TRCA is the steward for these heritage resources and must conserve these properties for current and future generations.

Additionally, commencing immediately, TRCA will require AMPs be developed prior to taking ownership of major infrastructure assets. Assuming ownership of major assets creates financial risk for TRCA in terms of the ability to properly fund maintenance and replacement activities as the infrastructure ages. Most recently TRCA has been discussing the development of AMPs

for re-channelization of the Lower Don as part of the Port Lands Flood Protection Project to inform ownership decisions for these lands. Requiring AMPs upfront will ensure that TRCA is aware of the long-term management and maintenance commitments needed to maintain the infrastructure in a state of good repair. It will also provide an accurate capital works forecast reducing unexpected expenses related to the structure. The information contained in these plans would also provide TRCA with the ability to develop land agreements for municipalities to maintain adjacent lands based on the financial commitment and best management of the lands. TRCA will work to incorporate this requirement into the existing Asset Management Policy.

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 3 – Rethink greenspace to maximize its value

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

Strategy 11 – Invest in our staff

FINANCIAL DETAILS

The financing strategy of TRCA’s AMP sets out the approach to ensuring that the appropriate funds are available to support the delivery of infrastructure services. This AMP work further provides consistency with the outcomes and expected results of the TRCA’s Strategic Plan. The financing strategy is predicated on the current financial state of the TRCA – including factors such as, revenues, operating and capital expenditures, reserves/reserve funds, and forecasted future commitments. The financing strategy is meant to strengthen current budgeting processes by reinforcing a long-term perspective on the impact of providing higher/lower asset-related service levels and the required revenues versus the affordability to the user community/stakeholders. The importance of the assets along with their significant capital and operating budget implications are intended to inform TRCA’s long-term financial and service delivery planning.

The completion of the Building Condition Assessments will provide the financial information for TRCA to approach our Municipal Partners regarding additional levy to support current assets within the respective jurisdictions. This work will also be used to inform grants to senior levels of government and for fundraising purposes. The financial support will include the additional resources, software and staffing, required to support the AMP.

DETAILS OF WORK TO BE DONE

Currently the AMPs include the following sections listed below:

1. Executive Summary
2. Introduction
3. State of Local Infrastructure
4. Expected Levels of Service
5. Asset Management Strategy
6. Financing Strategy
7. Service Area Section
8. Plan Improvement and Monitoring

The AMPs are structured to provide the key components to properly plan for the management of TRCA’s assets from beginning to end. Specific to each asset class, the above sections will

provide a comprehensive overview that will allow TRCA to make key decisions by answering the following questions:

- What do we own?
- What is its purpose?
- How much is it worth?
- What condition is it in?
- What work do we need to do to rehabilitate the asset?
- When do we need to rehabilitate the asset?
- How much will it cost to rehabilitate the asset?

The plan is based on current asset inventory, condition and replacement value information. It is intended to be a living document that will be updated by staff on an ongoing basis.

TRCA owns a sizable portfolio of assets which vary significantly in terms of their function, age, durability, and many other factors. The first step in drafting the service area plans was to identify the current state of local infrastructure and identify information gaps accordingly. The purpose is to provide a summary of the key physical attributes and current physical state of the asset portfolio. Identifying asset types, replacement cost valuation, asset age distribution and asset age as a proportion of expected useful life and asset condition. Currently, TRCA is in the process of completing 5 Building Condition Assessments (BCA) within the Albion Hills Conservation Area, Heart Lake Conservation Area, Indian Line Campground, Kortright Centre of Conservation, and Lake St. George Field Centre. TRCA has also commenced with BCA for its rental portfolio and will continue to complete all its BCA as annual funding permits. In 2021, TRCA plans to complete its remaining properties including Black Creek Pioneer Village, Boyd Conservation Area, Clareville Conservation Area, Claremont Nature Centre, Petticoat Creek Conservation Area, and Glen Haffy Conservation Area, budget permitting.

Asset Management Software

As the information from the BCA reports are completed, TRCA requires asset management software in order to provide various asset management related functions for TRCA. How TRCA's assets are managed and operated plays a key role in achieving TRCA's strategic goals and objectives. Many of these goals and objectives are reliant on the long-term sustainability of our assets; therefore, one of the aims is to put in place a clear line of sight between those high-level objectives and the day-to-day activities carried out by our assets.

Following corporate direction to promote efficiencies and achieve service delivery excellence, an enterprise asset management solution will enable TRCA to ensure that all critical assets operate at maximum efficiency across all business units. It will also facilitate setting clear priorities, business planning and performance measurement, and enable staff to respond to a changing operating environment. Asset management software will also assist in the coordination of preventative maintenance schedules and work order processing.

As such, the planned asset management solution will have the following objectives:

- Ensure asset information is consistent, available, easily understood, and in a form common enough to enable sharing, comparisons, and decision-making.
- Guide the planning, construction, maintenance, and operation of TRCA's assets to ensure that we continue to provide the programs and services to our various partners and clients.
- Integrate Enterprise Risk Management controls to minimize operational risks through the built environment.

- Increase efficiency and productivity through a well-managed data capture process.
- Optimize business process, by decreasing the number of steps, and saving time with data entry.
- Provide a preventative maintenance management system for long-term tracking of asset condition and maintenance activities to minimize the risk of asset failures and ensure that current data is utilized in the decision-making process.
- Facilitate priority setting for the maintenance, replacement or retirement of TRCA's assets.
- Improve maintenance and reliability processes and create maintenance and reliability workflows that incorporate best practices and fill gaps where needed.
- Improve audit performance, by providing standardized processes to effectively inventory and account for the performance and condition of TRCA assets.
- Support planning of capital projects, which may span multiple years and have different financial and non-financial characteristics and impacts.
- Facilitate business planning via integration of operations, maintenance and financial plans.
- Ensure value of investment is in-line with the anticipated benefits.

TRCA intends to procure an enterprise asset management solution to ensure a better documentation of our facilities and infrastructure assets and provide strategic planning tools to support operating and capital funding decisions.

Report prepared by: Aaron J. D'Souza

Emails: aaron.dsouza@trca.ca

For Information contact: Aaron J. D'Souza, extension 5775

Emails: aaron.dsouza@trca.ca

Date: November 20, 2020

Attachments: 3

Attachment 1: Asset Management Policy

Attachment 2: Draft Asset Management Strategy

Attachment 3: Example of Flood Control Asset Management Plans

Attachment 1

Asset Management Policy

Category	Operational and Corporate Internal Policies that Have Significant Implications or are of Interest to Special Groups	
Approved by	Authority	
Approval date (<i>last amendment</i>)	November 17 2017	
Approval resolution (<i>if applicable</i>)	A202/17	
Responsible Business Unit (<i>Who Authored</i>)	TRCA Tangible Asset Management Committee	
Responsible program manager (<i>For Implementation</i>)	Daniel Byskal, Associate Director, Property and Risk Management daniel.byskal@trca.ca	
Review Cycle	5 Years	Date Required by: 17/11/2022

TABLE OF CONTENTS

PREFACE	2
1. PURPOSE	3
2. AUTHORITY	3
3. SCOPE.....	4
4. POLICY STATEMENTS	4
4.1. Principles.....	4
4.2. Asset Management Strategy	5
4.3. Asset Management Plans	5
4.4. State of Good Repair Reports.....	5
4.5. TRCA Organizational Responsibilities	6
5. AUDIT COMPLIANCE	6
6. DEFINITIONS	7

PREFACE

The Ministry of Infrastructure defines asset management planning as the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of assets. While there is limited regulatory and procedural guidance directed at conservation authorities for asset management beyond Public Sector Accounting Board standards, many of the resources becoming available to municipalities are a useful starting point.

The Ontario government has mandated that municipalities establish asset management plans to ensure their eligibility for infrastructure funding. Launched in 2012, the Municipal Infrastructure Strategy requires municipalities who request infrastructure funding to prioritize their needs by showing how projects fit within an asset management plan. To help municipalities prepare asset management plans, the Province released, “Building Together: A Guide for Municipal Asset Management Plans” (Building Together) as part of an online asset management toolkit. Building Together states that asset management takes a long term perspective in order to maximize benefits and help recognize when to make timely investments that align with other objectives and conserve resources.

Similarly, the Province’s recently amended Growth Plan for the Greater Golden Horseshoe directs municipalities to consider new infrastructure investments, not in isolation, but in the context of an overall strategy. Under greenfield or redevelopment and intensification growth planning scenarios, the Growth Plan emphasizes asset management planning as an important component of a municipal comprehensive review required to support the establishment of new urban areas. The Growth Plan policies also state that as part of municipal asset management planning, municipalities will assess infrastructure risks and vulnerabilities, including those caused by the impacts of a changing climate, and identify actions and investments to address these challenges.

The directions in the Growth Plan align with the 2014 Provincial Policy Statement, which states that infrastructure and public service facilities shall be provided in a coordinated, efficient and cost-effective manner that considers impacts from climate change while accommodating projected needs, and that planning authorities should promote green infrastructure to complement infrastructure. This is also consistent with Building Together, which directs municipalities to undertake an options analysis that compares different actions that would enable assets to provide needed levels of service. And among the benefits and costs this analysis must consider, is vulnerability to climate change impacts or climate change adaptation. Further, it suggests to municipalities to use innovative technologies such as green infrastructure to “stretch capital dollars”. Building Together states that using the natural processes of green infrastructure reduces costly burdens on built infrastructure, while also generating benefits for our water, air, greenspace and natural habitats.

TRCA’s Strategic Plan as well as TRCA’s policy document, The Living City Policies, recognize and describe how built forms of green infrastructure can increase the resilience of natural green infrastructure and extend the life of many types of traditional infrastructure under stress from extreme weather events. In addition to working with partners to protect the natural green systems in our watersheds, TRCA strives to incorporate built green infrastructure into its own facilities and promotes incorporating it into proposed and existing communities.

In 2017, the government posted for comment on the Environmental Bill of Rights Registry, a proposed municipal asset management regulation. The *Infrastructure for Jobs and Prosperity*

Act (2016) includes an authority for the Province to regulate municipal asset management planning. The purpose of the proposed regulation is to implement best practices throughout the municipal sector and provide a degree of consistency to support collaboration among municipalities, and between municipalities and the Province. The regulation would provide certainty around future provincial asset management planning requirements, and would be supported by the collection of selected data to capture the key aspects of municipal asset management of resilience and sustainability. The proposed regulation includes a requirement for green infrastructure to be a part of municipal asset management by 2022.

As a major employer and service provider and an owner and operator of public facilities and lands, TRCA's asset portfolio warrants a strategic and comprehensive asset management program. Given that the management of green infrastructure and the evaluation of green technologies are inherent to many of TRCA's business functions, we can demonstrate leadership in the emerging requirement for green infrastructure to be a part of municipal asset management. From erosion protection works and flood control infrastructure to conservation areas, parks, heritage buildings, and LEED certified facilities, TRCA owns and manages assets critical to the protection of life and property and that contribute to quality of life in the Toronto region. Although asset management planning is not a legislated requirement for conservation authorities, member municipalities are encouraging TRCA to undertake comprehensive asset management planning to support requests for municipal capital funding.

TRCA's asset holdings are unique in that they largely constitute or support a natural landscape and manage dynamic natural systems, yet they are situated in the largest urban centre in Canada. As a result, TRCA assets are especially subject to wear and tear due to high levels of use by the growing and intensifying population. Such pressure is compounded by more commonly occurring extreme weather events of a changing climate that can cause considerable damage and the need for costly remediation. By ensuring the adequate management of TRCA assets through an asset management program, the long-term maintenance of these assets and true life cycle costing can be effectively planned. Additionally, funding municipalities can be assured that their investment in TRCA lands, facilities and infrastructure is protected and that their residents continue to benefit from our programs and services.

The sound management of TRCA assets is critical to the sustainability of TRCA's operations and corporate integrity. While limited legislation and policy guidance is available for a TRCA Asset Management Policy, it is informed by emerging provincial directions, the asset management work of our member municipalities, TRCA's own corporate strategies, policies and objectives, as well as decades of experience in managing assets for the betterment of communities, both human and natural, in the Toronto region.

1. PURPOSE

The purpose of this Policy is to establish an organization-wide asset management framework that directs and enables coordinated and sustainable asset management practices.

2. AUTHORITY

The Policy is provided on the basis of TRCA's objects and powers under the *Conservation Authorities Act* and TRCA's environmental, social and economic responsibility to its member municipalities and to the public to effectively manage its assets. The Policy is approved by TRCA's board. On the advice of staff, the Authority may accept, revise or rescind the Policy.

3. SCOPE

3.1 This Policy applies to the *life cycle of assets*, owned or managed by TRCA, which have a material impact on TRCA's capital and/or operating budget.

3.2 The scope of the direction to staff as provided in the Asset Management Policy includes requirements to:

- inventory *assets* and assess their condition;
- monitor, evaluate and report on the performance of *assets*;
- set maintenance standards for *assets*;
- manage *assets* with a *life cycle* cost perspective, while meeting program requirements and user expectations;
- address risk to public safety and private properties, as applicable;
- prioritize the choices that must be made for the acquisition, development, use, maintenance, replacement, retirement and disposal of *assets*;
- plan for sustainable, long term funding to rehabilitate, replace or dispose of *assets*;
- ensure compliance with applicable codes, by-laws and legislative requirements.

4. POLICY STATEMENTS

4.1. Principles

TRCA will manage *assets* to:

- Support TRCA's Strategic Plan objectives;
- Seek opportunities to demonstrate the benefits of *green infrastructure* such as increasing asset resilience to climate change;
- Seek opportunities to incorporate *green technologies*;
- Optimize the total *life cycle* and the associated costs of *assets*;
- Maintain high quality levels of client and customer service;
- Define and articulate desired service, maintenance and replacement levels and outcomes;
- Identify and address risk associated with *assets*;
- Integrate financial, technical and business planning;
- Facilitate collaboration with stakeholders and other interested parties, where appropriate;
- Demonstrate transparency and accountability;
- Promote accessibility for persons with disabilities, where applicable;

- Be consistent with all applicable legislation, policies, regulations, memorandums of understanding and agreements.
- Continually improve its asset management approach, by driving innovation in the development of tools, practices, and solutions.

4.2. Asset Management Strategy

Using the principles of this Asset Management Policy, TRCA will develop an Asset Management Strategy that will guide the development, implementation, and maintenance of individual Asset Management Plans. Specifically, this Strategy will:

- Define TRCA responsibilities related to asset management;
- Outline long term goals, processes and steps TRCA will take to deliver optimized life cycle costing and priority setting for assets;
- Establish a work plan and schedule for:
 - the preparation of and updates to Asset Management Plans in section 4.3;
 - reporting on State of Good Repair, in accordance with section 4.4;
 - performance of assets and work related to asset management.

4.3. Asset Management Plans

For each TRCA asset management category, TRCA Asset Management Plans will be prepared in accordance with the Principles in section 4.1 and the Asset Management Strategy developed under section 4.2.

Each TRCA Asset Management Plan will:

- Outline long term goals, processes and steps to deliver optimized whole *life cycle cost*;
- Be based on current inventories and conditions, projected performance and remaining service life, and consequences of failures;
- Outline guidelines and processes to developing a sustainable financial plan with understanding of risk and financial requirements and impacts on the levels of service.
- Outline opportunities to include *green infrastructure* in asset management planning in cooperation with municipalities and other TRCA partners, where applicable.

4.4. State of Good Repair Reports

State of Good Repair (SGR) Reports shall be prepared and submitted to TRCA's board. Specifically, SGRs will include:

- Entire *life cycle* and associated costs related to the assets, including risk of asset failure and deterioration forecasts;
- Risks to service level provision and risks of increased future financial burden;
- The financial viability of the options considered;
- Opportunities to fund required *life cycle* activities not yet undertaken.

4.5 TRCA Organizational Responsibilities

Authority

- Approves the Asset Management Policy, Asset Management Strategy and Asset Management Plans
- Approves asset funding through the annual budget
- Receives State of Good Repair Reports

Asset Management Committee

- Provides a forum across TRCA Business Units for discussion of asset management strategy, integration and best practices
- Leads the development of corporate asset management tools and practices and promotes their application across the organization
- Monitors the application of the Asset Management Policy, Strategy and for improving the same over time
- Makes recommendations with respect to implementation of asset management.

Asset Managers (all TRCA staff responsible for management of assets)

- Implement Asset Management Strategy
- Prepare and implement Asset Management Plans
- Prepare State of Good Repair Reports
- Liaise with Asset Management Committee on strategy, integration and best practices

TRCA Finance

- Provides financial direction

TRCA Property

- Responsible for the stewardship of asset records

5. AUDIT COMPLIANCE

- The Policy will be communicated to staff through the Tangible Asset Communication Plan and will be made available on the TRCA website.
- Staff will be trained as appropriate.
- Further direction to staff pertaining to training and communication of the Policy will be presented in the TRCA Asset Management Strategy.

- Procedures and guidelines pursuant to the Asset Management Policy will be developed to ensure audit implementation compliance.

6. DEFINITIONS

Assets – for the purposes of this Asset Management Policy, assets include land, land improvements, buildings, building improvements, machinery and equipment, vehicles, infrastructure, and works of art/treasures owned and/or managed by TRCA (for descriptions of each asset category and monetary value thresholds, see TRCA’s Tangible Capital Asset Management Policy).

Green infrastructure – *green infrastructure* can be built or natural. Built *green infrastructure* is engineered vegetative and soil technologies such as bioswales, rain gardens, permeable pavements and green roofs. Natural *green infrastructure* is natural vegetation and soils.

Green technologies – technologies intended to mitigate or reverse the effects of human activity on the environment such as for conserving energy, e.g., solar panels.

Life cycle (of assets) – all aspects of managing an asset from “cradle to grave”, including building, purchasing, operating, maintaining, renewing, replacing and disposing of assets.

REFERENCES

City of Calgary, Administration Policy: Asset Management, July 2010

City of Ottawa, Comprehensive Asset Management Policy, October 2012

Conservation Ontario. Dodging the Perfect Storm.

EBR Registry Number: 013-0551, Ministry of Economic Development, Employment and Infrastructure, posted May 25, 2017, accessed August 2017

Ministry of Infrastructure website, accessed January 2017

Infrastructure for Jobs and Prosperity Act, 2015, S.O. 2015, c. 15

Ministry of Infrastructure, Building Together: Guide for Municipal Asset Management Plans, Queen’s Printer for Ontario, 2012

Ministry of Municipal Affairs and Housing, Growth Plan for the Greater Golden Horseshoe, 2017

Regional Municipality of York, Corporate Asset Management Policy, November 2013

The Local Government Asset Management Working Group of British Columbia, A Guide to Developing a Municipal Asset Management Policy, Asset Management Policy Sub-committee

The Living City Policies for Planning and Development in the Watersheds of the Toronto and Region Conservation Authority, 2014

Toronto and Region Conservation Authority Tangible Capital Asset Policy, 2009

Toronto and Region Conservation Authority Strategic Plan, 2013 – 2022

2019

ASSET MANAGEMENT STRATEGY



ASSET MANAGEMENT
STRATEGY

Toronto and Region
Conservation Authority

12/9/2019

Contents

CONTENTS	1
EXECUTIVE SUMMARY	3
SECTION 1: INTRODUCTION	4
1.1 THE NEED FOR AN ASSET MANAGEMENT PLANNING	4
1.2 ONTARIO REGULATION 588/17	6
1.3 COMPREHENSIVE ASSET MANAGEMENT	6
1.4 ASSET MANAGEMENT FRAMEWORK	6
SECTION 2: ASSET MANAGEMENT GOVERNANCE STRUCTURE	8
2.1 TRCA ASSET MANAGEMENT GOVERNANCE STRUCTURE	8
SECTION 3: ASSET MANAGEMENT OBJECTIVES	11
3.1 ASSET MANAGEMENT VISION	11
3.2 ASSET MANAGEMENT OBJECTIVES	11
3.3 ALIGNMENT ASSET MANAGEMENT WITH CORPORATE OBJECTIVES	11
3.4 ALIGNMENT ASSET MANAGEMENT WITH MUNICIPAL OBJECTIVES	13
3.5 SUPPORTING TRCA GOALS THROUGH OUR AM PROGRAM	14
SECTION 4: ASSET MANAGEMENT STRATEGIES	16
4.1 PURPOSE OF THE ASSET MANAGEMENT STRATEGY	16
4.2 STRATEGY OBJECTIVE	17
4.3 CORPORATE ASSET MANAGEMENT STRATEGY	18
4.3.1 DATA & INFORMATION MANAGEMENT	19
4.3.2 LEVELS OF SERVICE	20
4.3.3 RISK MANAGEMENT	21
4.3.3.1 RISK PROCESS	22
4.3.3.2 RISK ASSESSMENT	23
4.3.3.3 RISK ASSESSMENT TO IDENTIFY POTENTIAL SERVICE GAPS	24
4.3.4 ASSET LIFECYCLE PLANNING AND OPTIMIZATION	24
4.3.5 ASSET LIFECYCLE MANAGEMENT STRATEGY	26
4.3.5.1 RENEWAL, REHABILITATION, REPLACEMENT ACTIVITIES	27
4.3.5.1.1 ASSET OPERATION STRATEGY	28
4.3.5.1.2 ASSET RENEWAL STRATEGY	29
4.3.5.2 CODITION ASSESSMENT PROGRAMS	30
4.3.5.3 INVESTMENT PLANNING	30
4.3.6 CAPITAL PRIORITIZATION PROCESS	31
4.3.7 ASSET RESILIENCY	31
4.3.8 RESOURCE MANAGEMENT AND DEVELOPMENT	31
4.3.9 DEMAND MANAGEMENT	31
4.3.10 ASSET REPORTING	32

4.3.11 ASSET MANAGEMENT PERFORMANCE MEASUREMENT	32
4.3.12 PROCUREMENT METHODS	32
4.4 CONTINUAL IMPROVEMENT AND INNOVATION	33
4.5 FINANCING STRATEGY	33
SECTION 5: INTEGRATED ASSET MANAGEMENT	35
5.1 INTEGRATED ASSET MANAGEMENT PLANNING	37
5.2 ASSET MANAGEMENT PLAN DEVELOPMENT	38
GLOSSARY OF TERMS	40

LIST OF FIGURES

FIGURE 1 –THE NET BOOK VALUE (2017) OF TRCA ASSETS
FIGURE 2 – ASSET MANAGEMENT FRAMEWORK
FIGURE 3 – ASSET MANAGEMENT GOVERNANCE STRUCTURE
FIGURE 4 – ASSET MANAGEMENT – LINE OF SIGHT
FIGURE 5 – STRUCTURE OF THE AM
FIGURE 6 – GENERAL AMS MODEL
FIGURE 7 – ASSET MANAGEMENT STRATEGIES
FIGURE 8 – LEVELS OF SERVICE
FIGURE 9 – ALIGNMENT OF LEVELS OF SERVICE TO CORPORATE STRATEGY
FIGURE 10 – RISK PROCESS
FIGURE 11 – RISK ASSESSMENT
FIGURE 12 – ASSET LIFECYCLE PLANNING AND OPTIMIZATION
FIGURE 13 – ASSET LIFECYCLE APPROACH
FIGURE 14 – ASSET LIFECYCLE DELIVERY
FIGURE 15 – ASSET MANAGEMENT AND OPERATION OVER THE SERVICE LIFE
FIGURE 16 – ASSET DECAY CURVE
FIGURE 17 – ASSET INVESTMENT PLANNING PROCESS
FIGURE 18 – TRCA ASSET MANAGEMENT PLAN
FIGURE 19 – AMP DEVELOPMENT METHODOLOGY

LIST OF TABLES

TABLE 1 – TRCA ASSET VALUE
TABLE 2 – TRCA ASSET MANAGEMENT ALIGNMENT WITH MUNICIPAL OBJECTIVES

LIST OF MAPS

MAP 1 - TRCA MAP

Executive Summary

Toronto and Region Conservation Authority (TRCA) is a watershed management organization and has established an impressive network of greenspace and created a legacy of buildings and infrastructure that supports our recreational, cultural and educational programming and watershed management activities. TRCA's tangible asset portfolio includes erosion protection works and flood control infrastructure; trails and park amenities; recreational and educational centres; staff administration offices; as well as tenanted homes and historic buildings, these assets protect life, property and public infrastructure, and contribute to quality of life in the Toronto region.

TRCA is undertaking an Asset Management Program to effectively and efficiently manage our assets, while providing satisfactory levels of service to the general public, as well as our municipal and provincial partners, and ensuring the sustainability of our land and infrastructure to meet the demands of the future. TRCA's Asset Management Strategy is aimed at supporting the delivery of TRCA's Asset Management Policy (2017), which in turn supports delivery of TRCA's corporate strategic goals and provides oversight for the asset lifecycle activities required to support these goals.

The Asset Management Policy defines expectations around the management of TRCA's physical assets, while the Strategy articulates TRCA's commitment to implementing the Policy. The Strategy should be viewed as a living document that will evolve in response to internal and external changes faced by TRCA.

The Strategy describes the principal approach and methods to be employed by TRCA to facilitate the effective and efficient management of our assets and defines lifecycle activities to be used to manage the risk to service delivery associated with asset creation, commissioning, operation, maintenance, and disposal.

The Asset Management Strategy includes:

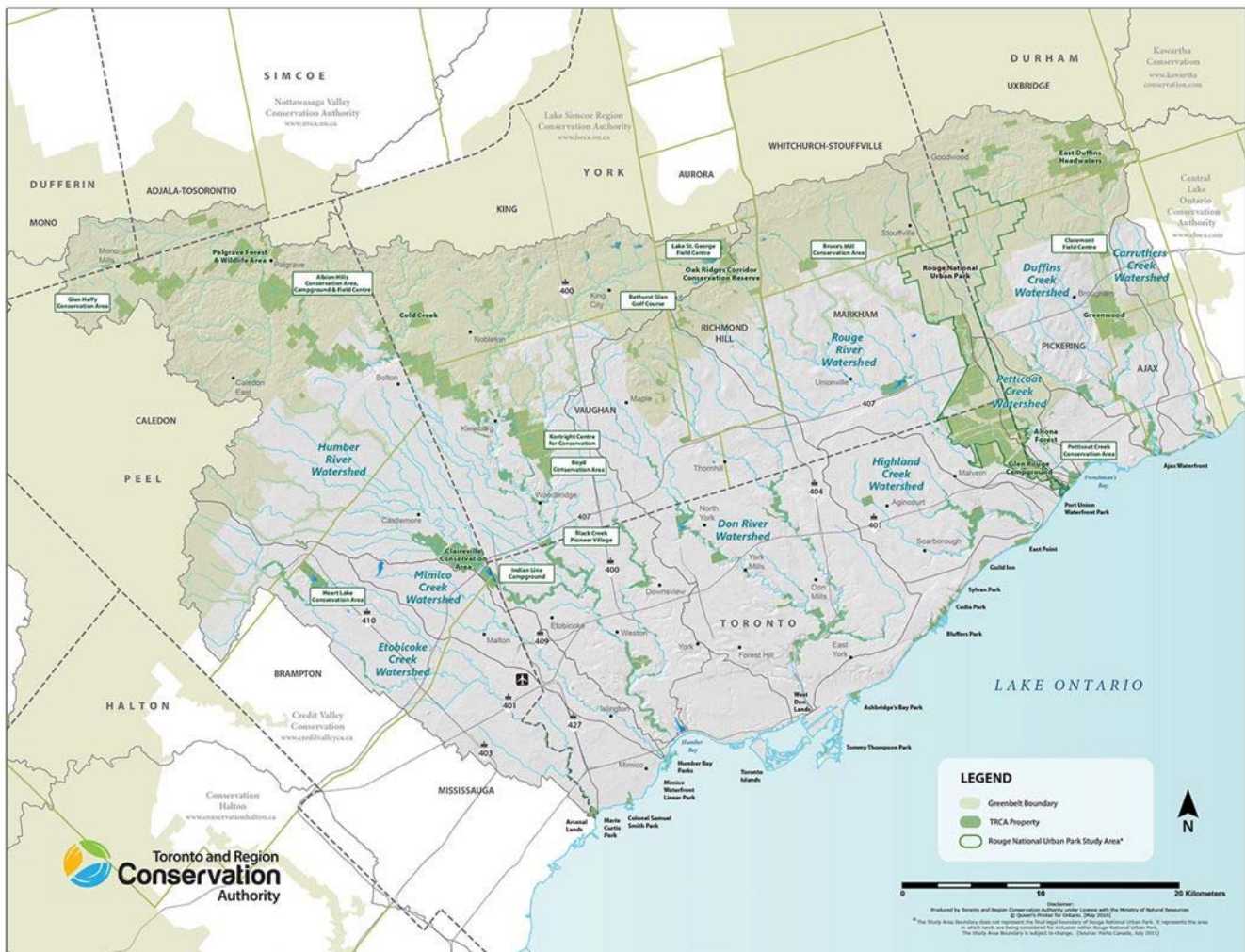
- A set of actions aimed at improving and sustaining asset management practices consistently across the organization.
- Clearly defined levels of service and applied asset management practices to provide those levels of service and ensure services are provided in the most efficient and effective manner.
- Procedures to manage the asset risk associated with attaining the agreed levels of service by prioritizing resources and expenditures based upon risk assessments and the corresponding cost/benefit recognizing that public safety is the priority.
- Practices, interventions, and operations that aim at reducing the life cycle cost of asset ownership, while satisfying agreed levels of service.
- Decision-making tools that balance service levels, risks and costs.
- Provisions that enable assets to meet future challenges, including changing demographics and populations, program area expectations, legislative requirements, technological, and environmental factors.

1 Introduction

1.1 The Need for an Asset Management Planning

TRCA's Strategic Plan, Building The Living City, lays out the strategic directions TRCA will take to meet our commitment to safeguarding and enhancing the health and well-being of the residents of the Toronto region through wise land use and the responsible management of natural resources; protection of life and property from natural hazards such as flooding and erosion; collaboration with our partners and the community; empowerment of local initiatives; the importance of life-long learning; a watershed-based approach to conservation.

TRCA's Asset Management Strategy will support the implementation of our Strategic Plan by establishing a long-term optimized approach to the management of our assets and furthering the development of asset management practices. This will help realize our commitment to continue working with our partners, and assisting them to protect their investment in public infrastructure and in the community to restore the integrity and health of the region's rivers and watersheds and to establish a regional system of natural areas that preserves habitat, improves air and water quality, and provides opportunities for the enjoyment of nature and outdoor recreation.



Map1 – TRCA map

TRCA is a watershed management organization with responsibility for managing over \$461 million (2017) worth of tangible capital assets across various service areas throughout the TRCA jurisdiction. These assets directly and indirectly support delivery of 33 programs across all 9 service areas. The majority of TRCA's tangible capital assets are long-lived, requiring significant ongoing investment in operation, maintenance and renewal activities to ensure they are safe, structurally sound and fit-for-purpose to support our programs, the services they provide and the delivery of our Strategic Plan. To fulfill its obligations, TRCA must ensure that the assets integral to these programs are managed in a way that balances service levels, risk, and affordability.

TRCA's assets are halfway through their useful life. Many of TRCA's buildings, amenities and supporting infrastructure are in need of major refurbishment or replacement in order for them to continue to remain serviceable to the communities we support.

Asset Classes	Book Value (2017)	Net Book Value (2017)
Conservation Areas	\$ 38,293,981	\$ 21,277,792
Infrastructure	\$ 168,340,707	\$ 57,108,166
Education Field Centre	\$ 4,349,270	\$3,191,712
Administration Buildings	\$ 11,874,970	\$ 8,428,359
Property Management	\$ 17,895,233	\$ 4,624,779
Vehicles and Equipment	\$ 12,452,940	\$ 6,567,438
SUB TOTAL	\$253,207,101	\$101,198,246
Green Space and Lands	\$ 346,128,752	\$ 346,128,752
Work in Progress	\$ 14,541,180	\$ 14,541,180
TOTAL	\$613,877,033	\$ 461,868,179

Table 1 – TRCA Asset Value

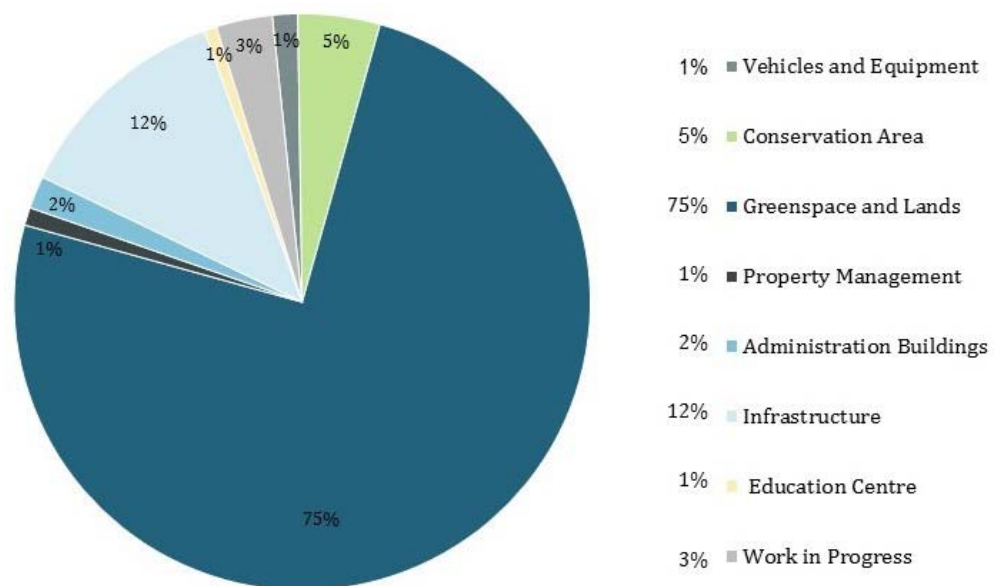


Figure 1 – The Value (2017) of TRCA's assets

1.2 Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure

Asset management planning is essential for the future resilience of Ontario communities, as municipalities require effective and robust plans to take care of their infrastructure over the long term. *The Infrastructure for Jobs and Prosperity Act, 2015*, was proclaimed on May 1, 2016 and includes an authority for the province to regulate municipal asset management planning. Municipal asset management planning regulation O. Reg. 588/17 under the *Infrastructure for Jobs and Prosperity Act, 2015* came into effect on Jan 01, 2018. Building on Ontario's 2012 *Building Together: Guide for Municipal Asset Management Plans*, the regulation sets out new requirements for undertaking asset management planning. The goal of the regulation is to promote continuous improvement in infrastructure asset management planning by requiring Ontario municipalities to develop a Strategic Asset Management Policy aligned with their strategic goals, official plan, master plans, financial planning framework, and the levels of service they intend to provide to their residents.

TRCA owns and manages assets critical to the protection of life and property and that contribute to quality of life in the Toronto region. Although asset management planning is not a legislated requirement for conservation authorities, member municipalities are encouraging TRCA to undertake comprehensive asset management planning to support requests for municipal capital funding.

1.3 Comprehensive Asset Management

TRCA will take a comprehensive approach to Asset Management that looks at the big picture and considers the combined impact of managing all aspects of the asset lifecycle including direct and indirect impacts. It will rely on collaboration between business units to plan, design, finance, maintain and operate existing and new assets to maximize benefits, reduce risk and provide safe and reliable levels of service to the programs we deliver. This will be accomplished in a socially, culturally, environmentally and economically conscious manner.

This comprehensive approach will rely on the following key organizational components integrated together to achieve the desired service outcomes:

- Well-planned strategies
- Robust physical assets
- Highly trained professionals with respect to practices and procedures
- Integrated business processes

These components, supported by appropriate technologies, provide a robust foundation for efficient service delivery.

1.4 Asset Management Framework

The TRCA Asset Management Framework as illustrated in Figure 2, represents how all the elements of an asset management system come together to support the line-of-sight between corporate goals and day-to-day decisions.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organization's Strategic Plan, developing an Asset Management Policy, Strategy, Asset Management Plan and Operational and Maintenance Plans, linked to a long-term financial plan with a funding plan.

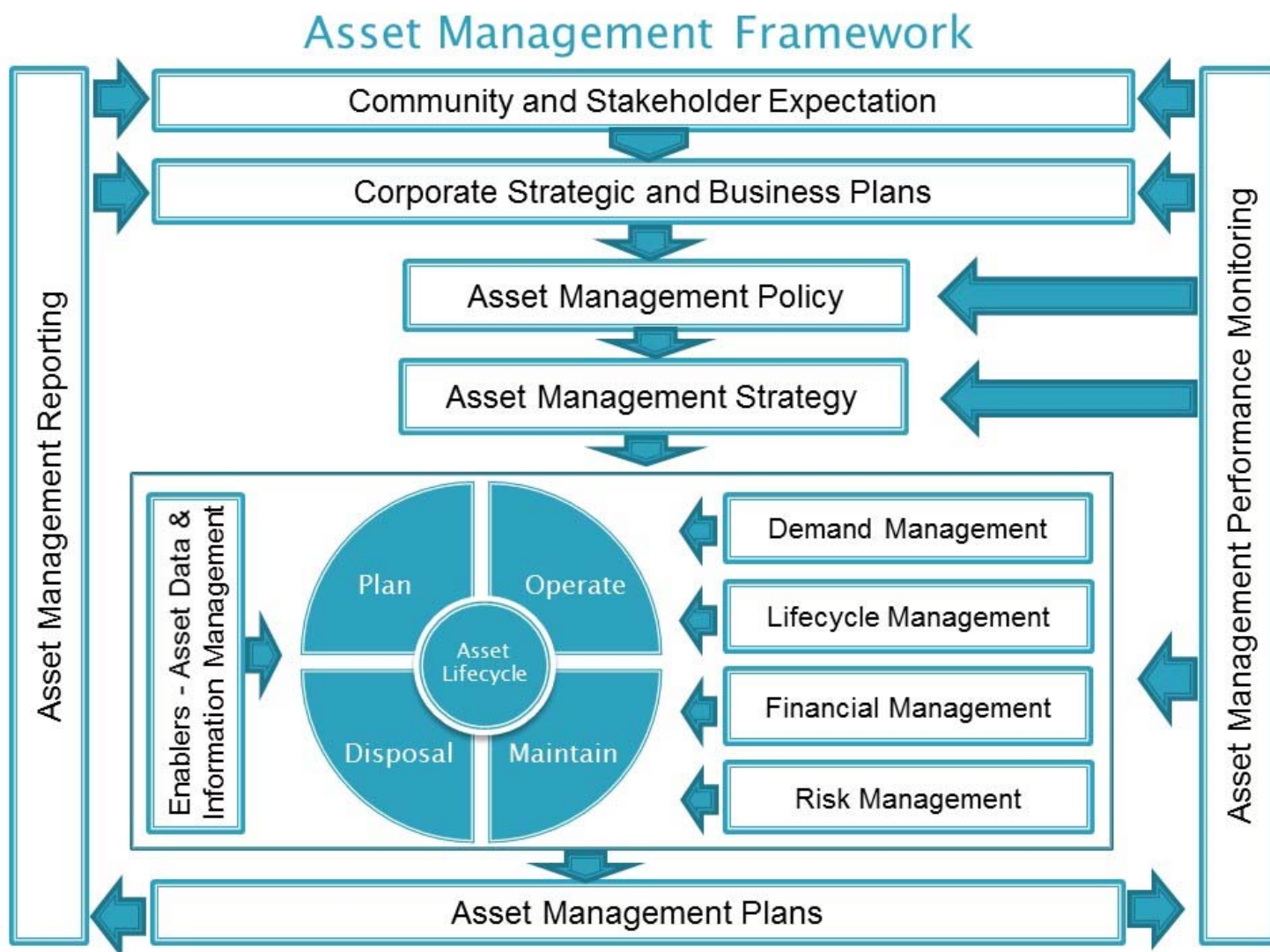


Figure 2 - Asset Management Framework

The TRCA Asset Management Framework will define the understanding of community and stakeholder expectations, and how these are embedded into longer-term corporate strategies and plans that guide decisions through the lifecycle of the assets. The Asset Management Policy articulates expected outcomes around how physical assets are to be managed and the Strategy defines senior management's commitment to achieving the policy objectives. Demand Management, Lifecycle Management, Financial Management and Risk Management work with Asset Management Enablers to provide guidance and consistency in documentation and implementation of asset management practices across services areas. Finally, the Asset Management Plans, that also includes the Operational and Maintenance Plans will apply asset management practices across service areas and facilitate reporting on State of Good Repair and outline a long-term financial funding plan.

2 Asset Management Governance Structure

2.1 TRCA Asset Management Governance Structure

The governance structure as outlined in Figure 3, is a foundational element that defines the organizational responsibilities required to deliver TRCA's Asset Management Program. It provides guidance on the development of asset management tools, processes, and it provides oversight on their application across the organization.

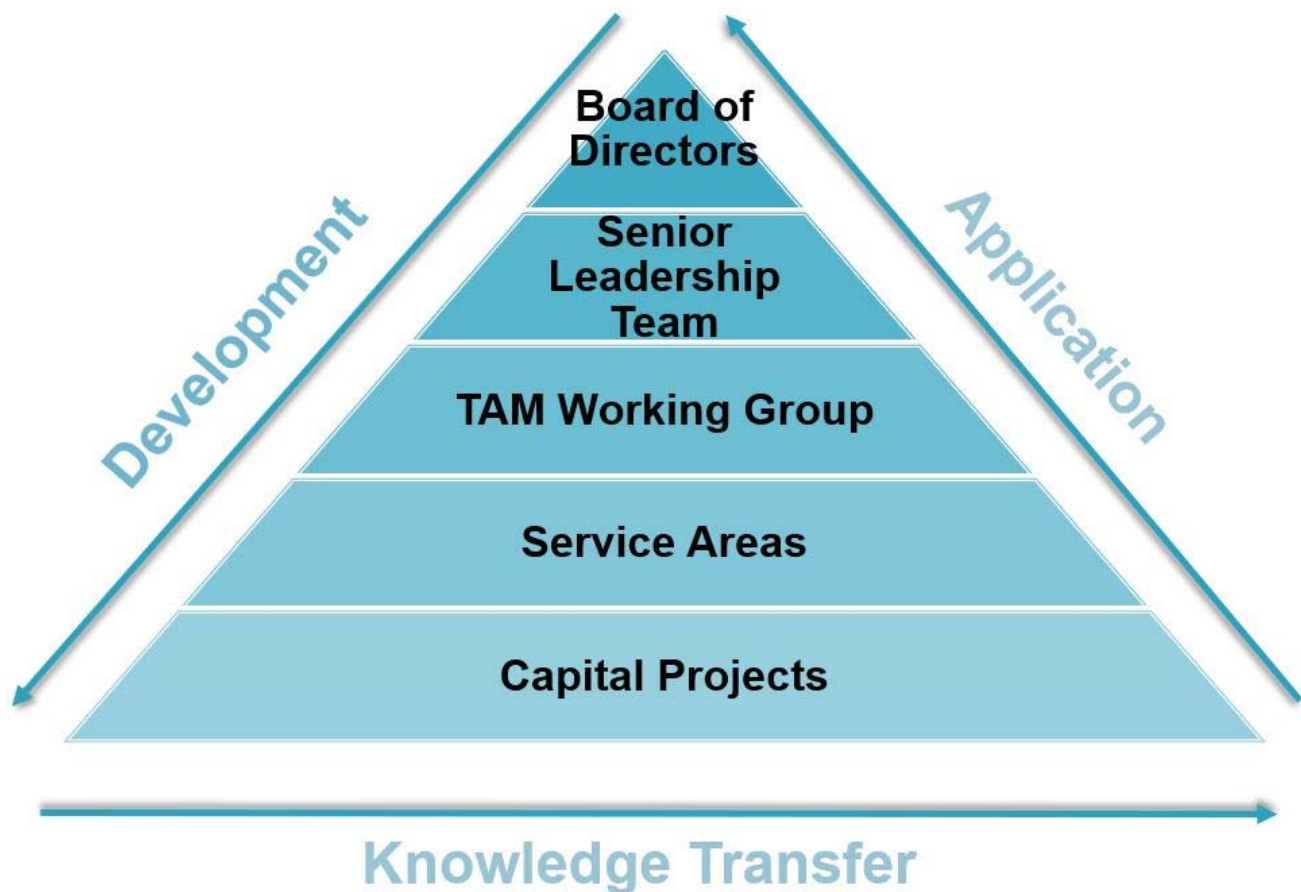


Figure 3 - Asset Management Governance Structure

Board of Directors

Subject to the Conservation Authorities Act and other applicable legislation, the Board of Directors is a governance body empowered without restriction to exercise all of the powers of TRCA under the Act. In addition to the powers of a conservation authority under s.21 of the Act for the purposes of accomplishing its objects, as referenced in Section 1 of the By-law, the powers of the Board of Directors, include but are not limited to, the following. The administrative/operational powers of TRCA, including but not limited to the approval of policies and procedures, are delegated to the Chief Executive Officer or designate.

Specifically, TRCA's Board of Directors has the following responsibility as it relates to the oversight of TRCA's Assets:

- Safeguarding and approving changes in assets.
- Approve details on budget allocations on any new or existing capital projects.
- Approve by weighted vote TRCA's operating and capital budget (which inherently provides approval of the projects/programs to be funded) for the ensuing year and approve the non-matching levy to be paid by the participating municipalities subject to applicable regulations.
- Approve any proposed acquisition, expropriation or disposition of land, and entering into contracts or agreements for the acquisition, expropriation or disposition of land subject to the requirements under the Act.
- Enter into management agreements with municipal partners for maintenance and development of TRCA-owned lands, and approval of development requests under such management agreements.
- Authorize the purchase of equipment or services necessary for carrying on the work of TRCA within the approved TRCA budget in accordance with the specific monetary limits set by the Board of Directors and in accordance with the policies and procedures established by the Board of Directors.
- Authorize the disposal of TRCA assets in accordance with the specific monetary limits set by the Board of Directors and in accordance with the policies and procedures established by the Board of Directors.
- Approval of TRCA organizational strategy documents including but not limited to: business plans; master plans; trail plans; asset management plans; asset management strategy and state of good repair reports for TRCA's jurisdiction.
- Approval of branding of assets, including potential advertising for external organizations on TRCA locations and assets.

Senior Leadership Team

The Senior Leadership Team approves the Asset Management Policy, and any subsequent updates; the Asset Management Strategy as prepared by the Tangible Asset Management Working Group; and Asset Management Plans and State of Good Repair Reports as prepared by responsible business units prior to being received by the Authority for approval or information.

Tangible Asset Management Working Group

TRCA's Tangible Asset Management (TAM) working group provides a forum across selected TRCA business units for providing direction of asset management strategy, integration, and best practices. This collaborative working group leads the development of corporate asset management tools and practices and promotes their application across the organization.

The TAM Committee supports TRCA's organizational priorities by:

- Setting priorities for the maintenance, replacement or retirement of the assets.
- Maintaining corporate policies pertaining to TRCA tangible assets.
- Directing the establishment of processes to effectively inventory and account for the performance and condition of TRCA tangible assets.
- Valuating organizational tangible asset requirements and directing the development, acquisition, and disposal of assets.

Service Areas

TRCA service areas, with responsibility for Asset Management, will implement the Asset Management Strategy and liaise with the Tangible Asset Management Working Group to facilitate integration and best practices, and priority setting. These groups will specifically prepare and implement Asset Management Plans, Operational and Maintenance Plans, as well as monitor and report on asset condition and performance through the preparation of State of Good Repair Reports. Provide adequate resources to support asset management goals at the service area level.

Capital Projects

- Embrace the new business processes and technology tools necessary to be effective at asset management.
- Adopt a team-based approach to service delivery and customer satisfaction
- Make best use of available data to track performance and drive decision making
- Seek to be innovative with respect to service delivery and adopt a culture of continuous improvement.

3 Comprehensive Asset Management Objectives

3.1 Asset Management Vision

TRCA is creating a cleaner, greener and healthier place to live for the current and future generations. We invest in the quality of life – socially, economically, culturally and environmentally. We aim to improve the health of the natural environment and create opportunities for a sustainable future.

Asset Management will allow TRCA to efficiently and effectively manage our assets while providing satisfactory levels of service to the general public, as well as our municipal and provincial partners, and ensuring the sustainability of our land and infrastructure to meet the demands of the future.

3.2 Asset Management Objectives

- Develop corporate policies and procedures pertaining to TRCA assets and asset management.
- Develop processes to effectively inventory and account for the performance and condition of TRCA assets.
- Valuate organizational asset requirements and direct the development, acquisition, and disposal of assets. To reduce lifecycle costs of the organization's assets.
- Set priorities for the management and maintenance of TRCA assets including providing corporate-level guidance on management and master plans for TRCA-owned or TRCA-managed lands, buildings and support infrastructure.
- Set priorities for the maintenance, replacement or retirement of TRCA's assets. Our assets may be of variable condition; it is the service they support and the cost to operate and maintain that are of prime importance.
- Guide the planning, construction, maintenance, and operation of TRCA's assets to ensure that we can continue to provide the programs and services to our various partners and clients.
- Outline a work plan and resource requirements for creating, updating and reporting on asset management plans
- Identify the optimal set of investments, alternatives, and timing that will deliver the greatest value while respecting all constraints.
- Ensure Value-for-money service- by the assets that maintain the ability to support the delivery of services. It must comply with all legal obligations, and meet future challenges of demand, quality, efficiency, and environmental change
- Our asset management practices will have both an outward focus on community benefit and an inward focus on efficiency and affordability.

3.3 Aligning Asset Management with Corporate Objectives

How the TRCA's assets are managed and operated plays a key role in achieving the TRCA's strategic goals and objectives. Many of these goals and objectives are reliant on the long-term sustainability of the assets and infrastructure; therefore, one of the aims is to put in place a clear line of sight between those high-level objectives and the day-to-day activities carried out on the assets, as shown in Figure 4.



Figure 4 - Asset Management – Line of Sight

TRCA's Asset Management will align with TRCA's Strategic Plan. As such it will take into consideration:

3.3.1 Green the Toronto region's economy

Improved sustainability performance by developing green economy innovation cluster in the Toronto region. Collaborate with the province, economic development organizations and businesses to promote the Toronto region as a global green economy leader to attract green economic investment and create green jobs. Reducing the funding gap between what is budgeted and what is required for the operation/ maintenance/ renewal of current infrastructure, and Balancing investment in new infrastructure compared with maintenance/renewal of existing infrastructure.

3.3.2 Manage our regional water resources for current and future generation (Adapting to Climate Change).

Increase resiliency of Regional programs and infrastructure by:

- Monitoring our watershed Network for a deeper understanding of the effects of urbanization on water resources and to determine how to improve the design of future developments and the retrofit of infrastructure.
- Implementing a coordinated plan that identifies and prioritizes activities that provide the greatest benefit to the rivers, waterfront and community health.
- Assessing severe weather event risks to Regional infrastructure, facilities and assets and mitigating those risks where possible. Undertake a Flood Mitigation Study to identify opportunities to mitigate the risk of flooding resulting from weather event and Update Emergency Management protocols.
- Secure the funding and support urgently needed for the long-term operation and maintenance of our flood control dams and channels and to advance our program of remedial works to reduce flood risks to communities.

3.3.3 Rethink greenspace to maximize its value

- The region's natural heritage system is protected to support, maintain, and enhance existing biodiversity and ecological functions.
- Achieve the most appropriate use of TRCA's inventory of lands and facilities while respecting cultural heritage and environmental values.

Invest in aging infrastructure across TRCA's Conservation Areas and public spaces in order to provide safe, accessible, and functional facilities to the public.

- Secure, restore, and where appropriate, provide more accessible greenspace as part of the technical review of proposed projects and plans.

3.3.4 Create complete communities that integrate nature and the built environment

- Optimal access to TRCA owned or managed greenspace.
- supported member municipalities in integrating greenspace and green infrastructure into new and existing communities through initiatives such as retrofitting existing stormwater management ponds, terrestrial natural heritage system design, urban forest management and facilitating low impact development.
- supported municipal partners in addressing provincial requirements for hazards, watershed planning, and natural heritage in land use decision-making through developing guidelines and policies to inform their decisions.

3.4 Aligning Asset Management with Municipal Objectives

Although asset management plans are not currently a legislated requirement for conservation authorities, member municipalities are encouraging TRCA to undertake comprehensive asset management planning to support requests for municipal capital funding. Asset management plans provide a systematic process that guides decision making related to the planning, acquisition, operation, maintenance, rehabilitation and disposal of assets. Undertaking these plans will allow TRCA to achieve desired levels of service and compliance with regulatory requirements in the most cost-effective manner, enable better integration with municipal funding partners' capital planning process and help to minimize unexpected requests for capital.

Region	Goals	Objectives
Durham	1.4 Organization Health and Service Excellence	1.4.1 Deliver Regional services in financially prudent and sustainable manner
Peel	1.2 Communities are integrated, safe and complete	1.2.3 Promote healthy and age friendly built environments
Peel Climate Change (PCC)	1 Proactive and Responsive and Leadership	1.1 Complete a vulnerability risk assessment of all infrastructure of the community and natural heritage
Toronto	1.6 Fiscal Sustainability	1.6.2 Improve service and financial planning
York	1.3 Sustainable Environment	1.3.4.1 Implementing Greening strategy programs which increase forest cover and urban canopy

Table 2– TRCA Asset Management Alignment with Municipal Objectives

3.5 Supporting TRCA goals through our AM program

TRCA Asset Management (AM) Program is designed to enable the management of our infrastructure assets in a way that connects our strategic objectives to day-to-day decisions related to when, why and how we invest in our infrastructure systems. There are four layers to our AM Program which enable this connection as shown in Figure 5:

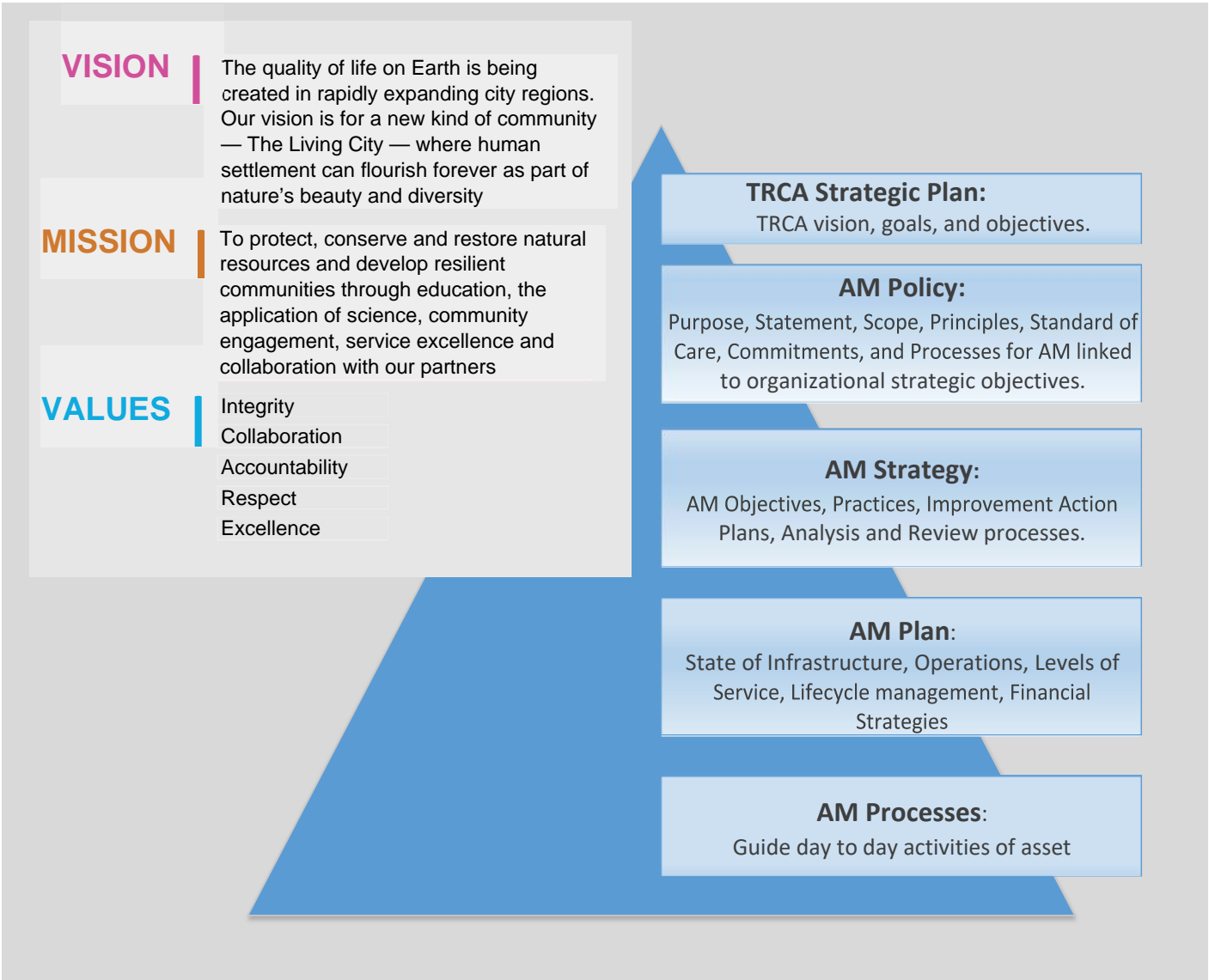


Figure 5 - Structure of the AM

1. TRCA Strategic Plan sets the direction for the future. TRCA's Vision, Mission, Values and Strategic Areas of Focus. The Vision, Mission and Values in the Strategic Plan are used to develop the CAM Policy.
2. The AM Policy describes the rationale to planning, designing, constructing, acquiring, operating, maintaining, renewing, replacing and disposing of the TRCA's assets in a way that ensures sound stewardship of public resources while delivering effective customer service. The Policy also identifies the roles and responsibilities of staff who make infrastructure-related decisions to provide a clear governance structure to ensure that other elements of the AM Program (AM Strategy, AM Plan, AM Processes) align with the AM Policy and Strategic Plan.
3. AM Strategy describes the approach to developing an Asset Management system that enables the line-of-sight from tactical decisions made in the AM Plan and AM Processes to the principles and commitments identified in the AM Policy. The AM system is an integrated set of processes that work together to create connections between service areas and is comprised of strategies related to: data management levels of service, risk management, asset lifecycle management, integration, communication and governance. These connections enable staff across the organization to make more holistic infrastructure related decisions that consider factors beyond their immediate function.
4. The AM Plan sets out how TRCA's infrastructure will be managed to achieve the commitments and principles outlined in the AM Policy. This is accomplished by:
 - Understanding the current state of our infrastructure systems.
 - Measuring and monitoring level of service (LOS) metrics that are established by staff to enable a quantitative connection between aspects of our infrastructure systems and the degree to which the systems are achieving the objectives laid out in the CAM Policy.
 - Developing a relationship between the asset lifecycle management strategies executed by staff (i.e. how we operate, maintain, rehabilitate or replace assets) and the LOS metrics. This relationship will detail the method in which the lifecycle management strategies will impact the LOS metrics in the future and enable staff to determine the optimal lifecycle management strategies to achieve the desired LOS metrics.
 - Establishing a financial strategy to fund the expenditures that are required to achieve the desired LOS metrics.
5. The AM Processes guide the day-to-day activities of staff who are responsible for managing our infrastructure systems. This step ensures that the AM Program is embedded and integrated throughout the organization, so it becomes part of every process undertaken by TRCA staff.

4 Asset Management Strategy

4.1 Purpose of The Asset Management Strategy

The Asset Management Strategy is the basis for delivery of the Asset Management Policy, efficient compliance with the business needs and achievement of corporate goals and the objectives of our partner municipalities. Also, the Asset Management Strategy sets a framework to guide the development, implementation, and maintenance of individual Asset Management Plans.

TRCA's Asset Management Strategy sets out the planned actions that will enable TRCA's assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest life-cycle cost. This Strategy sets out the state of current assets; a system for prioritization of asset renewal requirements based on condition assessment programs, and prioritizing maintenance and operations needs and investment based on analysis of known historical and forecasted future costs, and describes the current and future service levels the organization is planning to deliver and the current and future asset management capabilities that the organization needs to sustainably deliver these outcomes.

The strategy will address actions or policies that can lower costs or extend asset life. Also sets a baseline for potential future strategy changes and helps to inform or justify service level changes that may be needed to reflect changing demands.

Figure 6 below shows how the strategy and planning is a component of the whole AMP



Figure 6 - General AMS Model

4.2 Strategy Objective

The AM Strategy itemizes the following guiding principles, that can be further refined in the service-based asset management plans:

- Developing a **Systematic Approach** to achieve consistency in the application of asset management practices across the organization so everyone is aware of their role and is working towards a common purpose: the delivery of services;
- Establishing **Customer and Asset Levels of Service** so there are reasonable expectations between the service that can be provided, the level that can be afforded and the risk that can be tolerated;
- Using **Criticality and Risk Management** to identify the importance of different assets in supporting the delivery of services, thus providing the ability to take into account the likelihood of asset failure and the associated consequences in terms of impacts on customers and the TRCA's reputation;
- Applying **Asset Life Cycle Planning and Optimization**, notably to long lived assets having service lives lasting several decades, as operating and capital decisions need to be made looking at the lifecycle or whole life of the assets and not simply the initial cost of acquisition;
- Considering **Asset Resiliency** in how assets are planned and built providing an ability to adapt to changing demographics, changing climate, globalization, or evolving technology;
- Seeking **Service Delivery and Funding Opportunities** since how construction services are delivered, and the available funding sources have an impact on the quantity and quality of assets being built and acquired;
- Promoting **Resource Management and Development** as many staff have a role to play in the management of the TRCA's assets, be it through planning, finance, engineering, operations and maintenance. The ability to recruit, train and retain staff is an important factor in the asset management;
- Providing **Asset Reporting** so that asset condition information can be communicated in a meaningful manner reflecting the intended target audience in order to facilitate the ability to make sound investment decisions; and establish a process for reporting on State of Good Repair.
- Having complete and accurate **Asset Data** that provides the ability to support investment decisions and improve monitoring of performance against established levels of service;
- Leveraging and integrating **Technology** by enabling people to perform their tasks in an efficient manner;
- Fostering **Continual Improvement and Innovation** in the management of the assets to continue to support the delivery of services to customers; and
- Reporting on **Asset Management Performance Measurement** to confirm that the organization is delivering on its commitments.

Based on these principles, the AM program is working to implement a more rigorous process to increase the transparency and the consistency of decision making to maintain the assets that support the services delivered by the TRCA.

4.3 Corporate Asset Management Strategies

An effective asset management strategy requires knowledge of the condition of the assets, the performance of the assets as compared to desired levels of service and the associated costs to maintain, rehabilitate, replace, disposal and expand the asset systems and components. Asset condition and performance are identified through risk assessments. Required work can then be prioritized based on the relative risks of the assets. Consistent maintenance and renewal strategies are required and must be followed to minimize those risks.

The ability to deliver the levels of service are impacted by future population growth, which results in a need for additional infrastructure and addressing the aging infrastructure, which will increase future renewal, operation, and maintenance needs.

The objectives of the AM Policy require clearly defined strategies to ensure the alignment between the management of assets and the corporate objectives. Achieving consistency in the application of asset management practices across the organization requires a well-defined approach that structured and clearly communicated so each employee involved in the process is aware of their role and is working towards a common purpose. Corporate Asset Management strategies, as shown below, are being developed across TRCA service areas.



Figure 7 – Asset Management Strategies

4.3.1 Data & Information Management

Organizations rely on data and information as key enablers in undertaking activities for Strategy & Planning. Access to accurate asset data is the first step in successful strategic asset management practice, and capturing this information in an objective, repeatable manner is essential.

Asset information is a combination of data about physical assets that are used to inform decisions about how they are managed and enables better decisions to be made, such as those for asset maintenance or replacement. The decision may be based on information regarding the asset's location, condition, probability, and consequence of failure, work specifications and costs, constraints such as resource availability, and other business priorities, such as compliance with regulatory requirements.

The collection, management, and use of the information play a critical role in the implementation and sustainability of asset management. To be effective, data must be available and of suitable quality to support key business processes focused on the evaluation of risk, level of service, cost, and in making informed and defensible investment decisions. To support these objectives, a Data Management Strategy will be adopted.

Developing an asset data and information strategy that will assess the current position of business capability and clearly define how TRCA intends to acquire, store, utilize, assess, improve, archive, and delete assets information to support asset management activities. And take into account the life-cycle costs of the provision of asset information and the value the information adds to TRCA and ensure the consistency of this service.

Effective data management will ensure to assess the quality of the data and develop a data improvement plan to ensure that missing, or sub-standard data can be acquired within acceptable timescales. Continually reassess asset information, processes, and systems to maintain business alignment, effectiveness, and sustainability.

TRCA is now moving to implement a full-scale asset management tool that will capture the assets and components that must be managed for maintenance and replacement, as well the financial reporting to support the Asset Management Plan.

Developing an asset management database that ensures all asset data is captured efficiently and stored in a central repository to enable delivering maximum efficiency and effective outcomes even for assets with complex components and can easily integrate with other existing systems and has reporting capability across the entire platform.

Finally, provide a strong track record of enabling informed decision making and optimized capital expenditures in the long-term, and assist in forecasting future capital expenditures.

The database will provide the following,

- Decision makers will be able to rely on verified information as a base for their decisions.
- Provide readily available, reliable information for effective management of the assets.
- Users will have readily available, user-friendly access to information including the ability to identify trends.
- Provide clear procedures for data handling and fewer requests for information.

4.3.2 Levels of Service

Level of Service (LOS) is a key business driver and influences all asset management decisions. LOS statements describe the outputs intends to deliver the service attributes such as quality, capacity, reliability, sustainability, availability, safety, timeliness, accessibility, and cost.

One of the key goals of asset management is to provide the desired level of service in the most cost effective and efficient manner. A key objective of Asset Management is to optimize the balance between the competing objectives of Level of Service, risk and cost with the aim of meeting customer service levels at the lowest lifecycle costs. Level of Service (LOS) measures can be used to monitor the effectiveness of the asset management and maintenance regime and support the development of strategic plans for asset management.

Level of Service are linked at three levels within the TRCA:

- **Corporate LOS:** Sets the corporate objective
- **Customer LOS:** Defines the services that the Asset Manager provides to the customer
- **Asset (or Technical) LOS:** Defines the technical requirements needed to achieve service objectives. using metrics that describe what the organization provides.

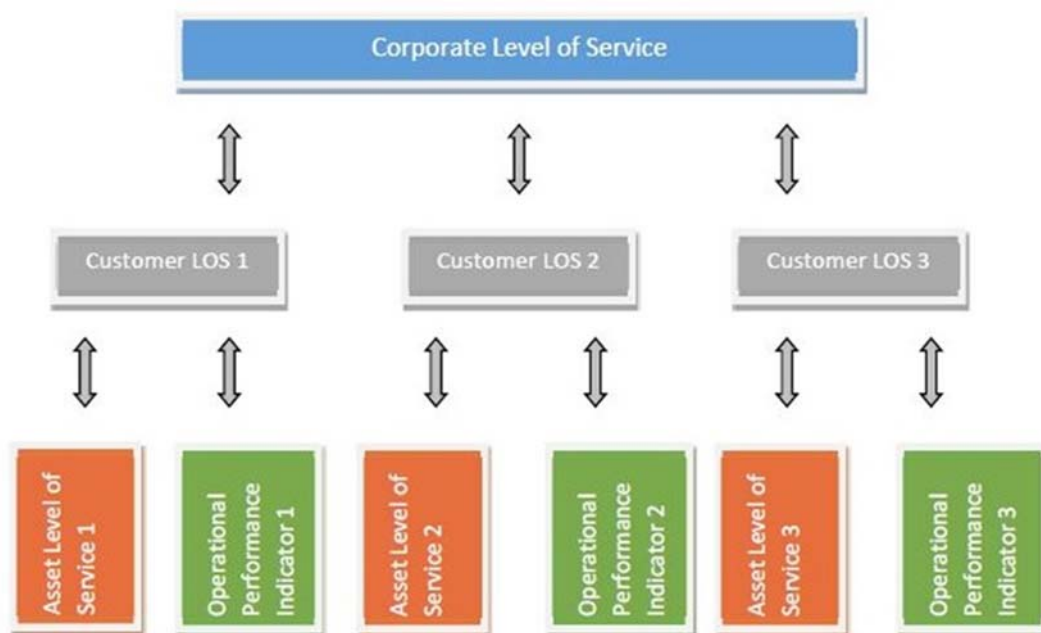


Figure 8 – Levels of Service

ISO 55000 best practices indicate that asset management objectives should be in the form of Level of Service (LOS) measures, which cascade vertically from Corporate measures to Technical measures. Figure 9 below shows how LOS measures can be aligned from the corporate performance vision, down to day-to-day asset management decision-making (at the Technical LOS level), ultimately enabling customers to assess the suitability, affordability, and equity of services offered.

It is important to define and quantify the Level of Service within each service area, as these become the driver for the identification of asset needs and the basis for investment decisions.

External trends and issues affecting desired LOS or the ability to meet the desired LOS will be reviewed on a regular basis to ensure any impacts to the LOS and to be addressed on a timely manner.



Figure 9 – Alignment of Levels of Service to Corporate Strategy

LOS are met through the following procedures and processes;

- Define levels of service through performance metrics, targets, and timeframes to achieve the targets.
- Prioritization of investment to address critical assets first, the priority rankings take several LOS factors into consideration including the asset condition assessment, age and legislated standards.
- Asset designed rehabilitation and replacement practices and emergency events that require immediate replacement of an asset.
- Code and bylaw changes to be reviewed as they occur and assess their impact on the assets.
- Periodic Life Cycle Costing Analysis (LCCA) review of all assets. This includes a review of the impact of the asset on operating expenses. Such a review may indicate that an asset should be replaced earlier to improve or maintain service levels and minimize costs.
- Ongoing service level reviews through performance measures, targets, and timeframes.
- Ongoing control and review of capital and operating spending.
- Efficient, uniform practices in dealing with different assets.
- Ongoing review of asset demand.

4.3.3 Risk Management

Inherent in delivering a wide range of services to the community, TRCA is exposed to a variety of internal and external factors that add uncertainty to the successful delivery of service. Uncertainties that have an effect on the organization's ability to achieve its objectives are termed "risks" and have the potential to significantly affect TRCA's ability to deliver services in an effective and efficient manner

All activities of an organization involve risk. The objective of risk management is to assess which risks pose unacceptable conditions to the organization and advance plans to address them. This is best accomplished through structured processes that manage risk by identifying it, analyzing each risk individually and then evaluating whether the risk should be modified by risk treatment in order to satisfy the risk criteria.

Utilizing a risk-based approach will allow TRCA to identify the importance of different assets (asset criticality) in support its operations, and the delivery of services. It also helps the organization make informed, defensible decisions regarding the allocation of resources with respect to managing of these assets. Managing assets using a risk-based approach will provide the following:

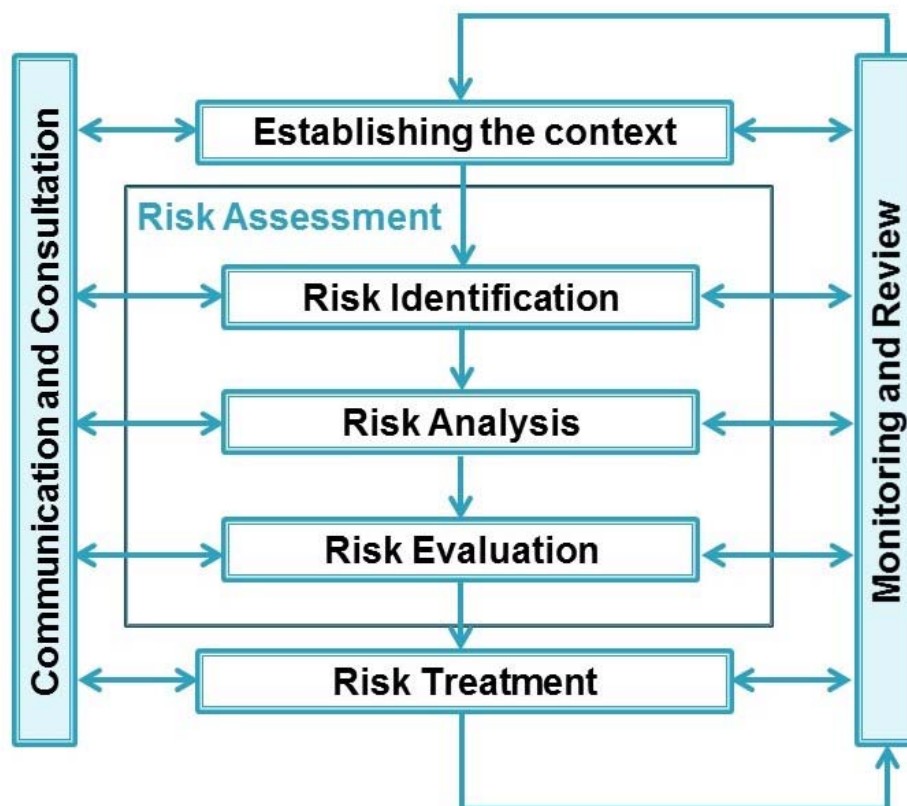
- Service areas will gain a greater understanding of, and a formal process to, address the risks to which their assets are exposed.
- Decision makers can be comfortable with knowledge of the risks associated with their choice.
- Operators will experience fewer surprises and be better prepared for expected asset failures.

Fundamental to managing assets using a risk-based approach will include the following components:

4.3.3.1 Risk Management Process

The risk management assists in managing risks effectively through the application of the risk management process at varying levels and within specific contexts of the organization. And ensures that information about risk derived from the risk management process is adequately reported and used as a basis for decision making and accountability at all relevant organizational levels.

Some of the key components of the risk management process as shown in Figure 10 are described further below: *Figure 10 - Risk Management Process*



Communication and consultation with external and internal stakeholders should take place during all stages of the risk management process.

Establishing the context will capture the objectives of the organization, the environment in which it pursues those objectives, stakeholders and the diversity of risk criteria which will help reveal and assess the nature and complexity of its risks.

By establishing the context, TRCA articulates its objectives, defines the external and internal Parameters that set the scope and risk criteria for the remaining process. Service areas will gain a greater understanding, and a formal process to address the risks to which their assets are exposed.

Risk assessment includes risk identification, risk analysis and risk evaluation.

Risk treatment involves selecting one or more options for modifying risks and implementing those options. Once implemented, treatments provide or modify the controls. It should be considered that risk treatment while aimed at managing an identified uncertainty can in their own right create new risks or modify existing risks. Selecting the most appropriate risk treatment option involves balancing the costs and efforts of implementation against the benefits derived, with regard to legal, regulatory, and other requirements such as social responsibility and the protection of the natural environment.

Monitoring and review processes should encompass all aspects of the risk management process and involve regular checking, supervising, critically observing or determining the status in order to identify the change from the performance level required or expected.

A successful monitoring program may make use of dashboards that track key risk indicators, or leading indicators that may result in an event trigger. The goal of such a practice is to develop robust forecasts taking into consideration asset criticality and risk changes over time enabling the organization to determine how to adjust interventions and the level of capital and operational investments needed to sustain the assets over time.

4.3.3.2 Risk Assessment

There are two approaches to risk assessment: top down and bottom up as shown in figure 9. However, the best approach is to combine the two, in order to achieve effective integration of risk management at any level within the organization, also keeps everybody in organization involved in risk management process and ensures accountability and improves compliance to risk reduction processes.

In the process of risk assessment, the organization identifies, analyzes each risk individually and finally evaluates each risk in context to prioritize action.

Risk Identification is the process of identifying as many sources of risk, areas of impact, events their causes and their potential impacts as possible. The aim to identify risks that are under and outside of the organization's, control as well as internal and external to the organization across a number of categories including hazard, operational, financial and strategic risks.

Risk analysis involves consideration of the causes and sources of risk, their positive and negative consequences, and the likelihood that those consequences can occur. Combined they can provide a quantifiable measure of each risk faced by TRCA.

Risk evaluation involves comparing the level of risk found during the analysis process with risk criteria established when the context was considered, based on this comparison, the need for treatment can be considered.

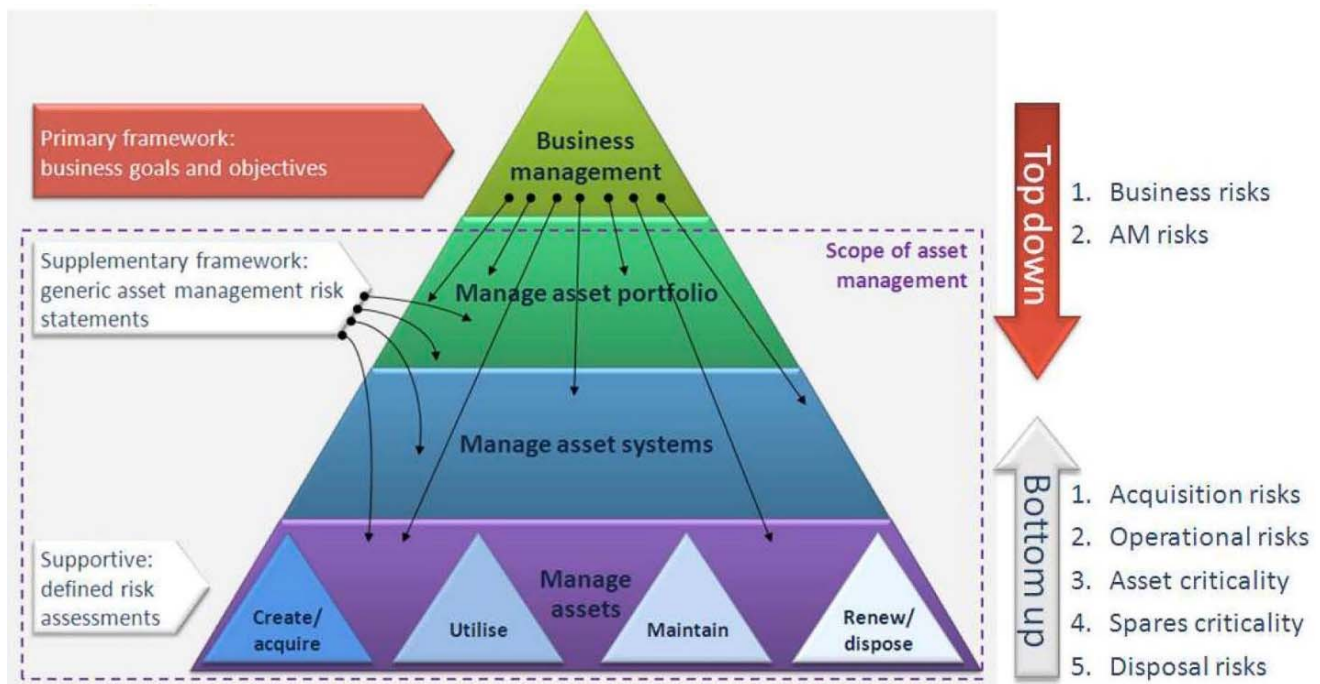


Figure 11 – Risk Assessment

4.3.3.3 Risk Assessment to Identify Potential Service Gaps

Risk can take many different forms, including public and employee safety, financial, environmental, and social. The asset risk assessment takes into account potential losses to services, financial loss, and potential safety hazards. All assets are scored according to the impact of asset failure against these criteria and the likelihood of that failure occurring based on asset age, condition and performance.

Consequences of an asset failure are determined based on the degree to which the failure of the asset would impact the following “triple bottom line” considerations:

- **Service delivery** considerations such as the lack of sufficient service capacity to meet demand or loss of existing service expressed as degree and duration of impact from minimal localized short-term disruption of nonessential service to widespread and long-term disruption of essential service.
- **Financial impact** considerations such as damages to property and infrastructure, loss of revenue, and fines.
- **Safety impact** considerations such as an ability to meet H&S related regulatory requirements and degree and extent of an injury, from negligible injuries and multiple loss of life. The higher the criticality an asset has, the lower the tolerance for risk is for that asset.

4.3.4 Asset Life Cycle Planning and Optimization

Most of the TRCA's physical assets are long-lived assets having service lives lasting several decades. As a result, infrastructure-related decisions have a lasting impact. These decisions need to be made looking at the lifecycle or whole life of the assets in conjunction with risk and Level of Service. The whole life costs are to account for the complete lifecycle of the assets, including planning, designing, construction, acquisition, operation, maintenance, renewal, replacement, and disposal costs. The lifecycle strategy is central to the management of the assets. The lifecycle approach enables TRCA to optimize the value of the asset giving due regard to the whole life costs and the service it provides and also address actions that can lower costs or extend asset life.

Life Cycle Cost Analysis (LCCA): assesses the total cost of ownership for assets and help optimize capital planning by considering costs of acquisition, financing, operation, maintenance, replacement, and disposal. LCCA is defined as a method for evaluating all relevant costs over the performance life of a project, product or facility along with the environmental assessment of the asset. LCCA is used to minimize the costs by comparing each option to alternative choices that are similar. Future costs must be discounted, and inflation must be incorporated when reviewing all options.

Value Optimization (VO): considers the value of the asset system in addition to asset costs. It aims to deliver the best ratio of benefit (in terms of delivering the organization objectives) and life cycle cost. In other words, the best value for money.

LCC & VO can be applied at different levels for an asset as shown in figure 10.

LCC & VO Combine capital investment decision making with maintenance and operation decision making processes to support asset management decisions in relation to costs, risks and value opportunities considering both short-term impact and long-term consequences

The correct application of LCC & VO

- Increases financial and economic benefits
- Improves decision making effectiveness.
- Better communication with stakeholders, as well as driving cross-disciplinary governance and consistency.

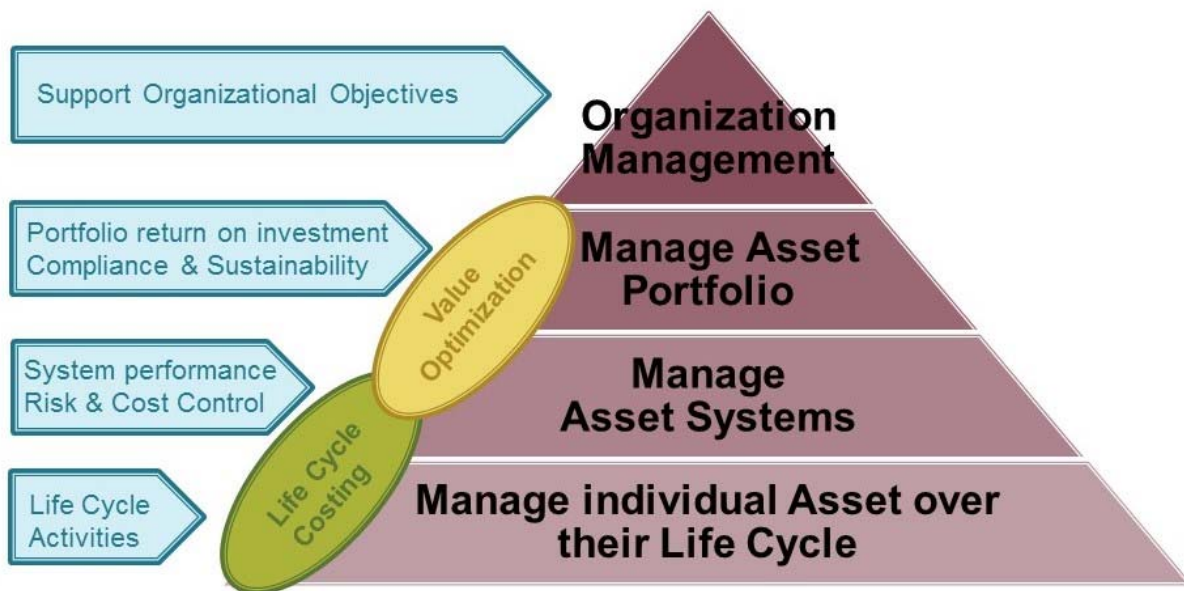


Figure 12 - Asset Life Cycle Planning and Optimization

Lifecycle management plans provide a comprehensive view of investment needed to:

- Ensure that analysis, design and asset planning exercises extend over the entire expected life of the asset.
- Sustain service through the operation, maintenance and renewal of existing infrastructure, and buildings.
- Ensure that all operational investments driven by capital programs or development approvals form an integral part the decision-making process and that both capital and operational aspects are adjusted when changes occur to either in order to maintain their balanced relationship.

- Enhanced business case process; the lifecycle costs as part of the preparation for the annual budget submission and assess investment decisions (new and renewal) based on lifecycle costing and not solely the initial capital cost.
- Enhance service to address growth and changing service requirements through the upgrading and expansion of existing infrastructure and buildings.

4.3.5 Asset Lifecycle Management Strategy

An asset lifecycle management strategy provides a comprehensive and effective approach to asset management. It manages and optimizes the cost and performance of an asset by considering the whole lifecycle. The asset lifecycle management strategy allows to focus on the entire lifecycle of the asset, and to make better-informed and optimized decisions that consider a wider spectrum of solutions.

ISO 55000 consists of requirements for planning and specifies information criteria across all asset management areas such as risks, roles, responsibilities, processes, activities and information exchange. The standard sets out that asset management objectives include planned actions to address and monitor asset effectiveness.

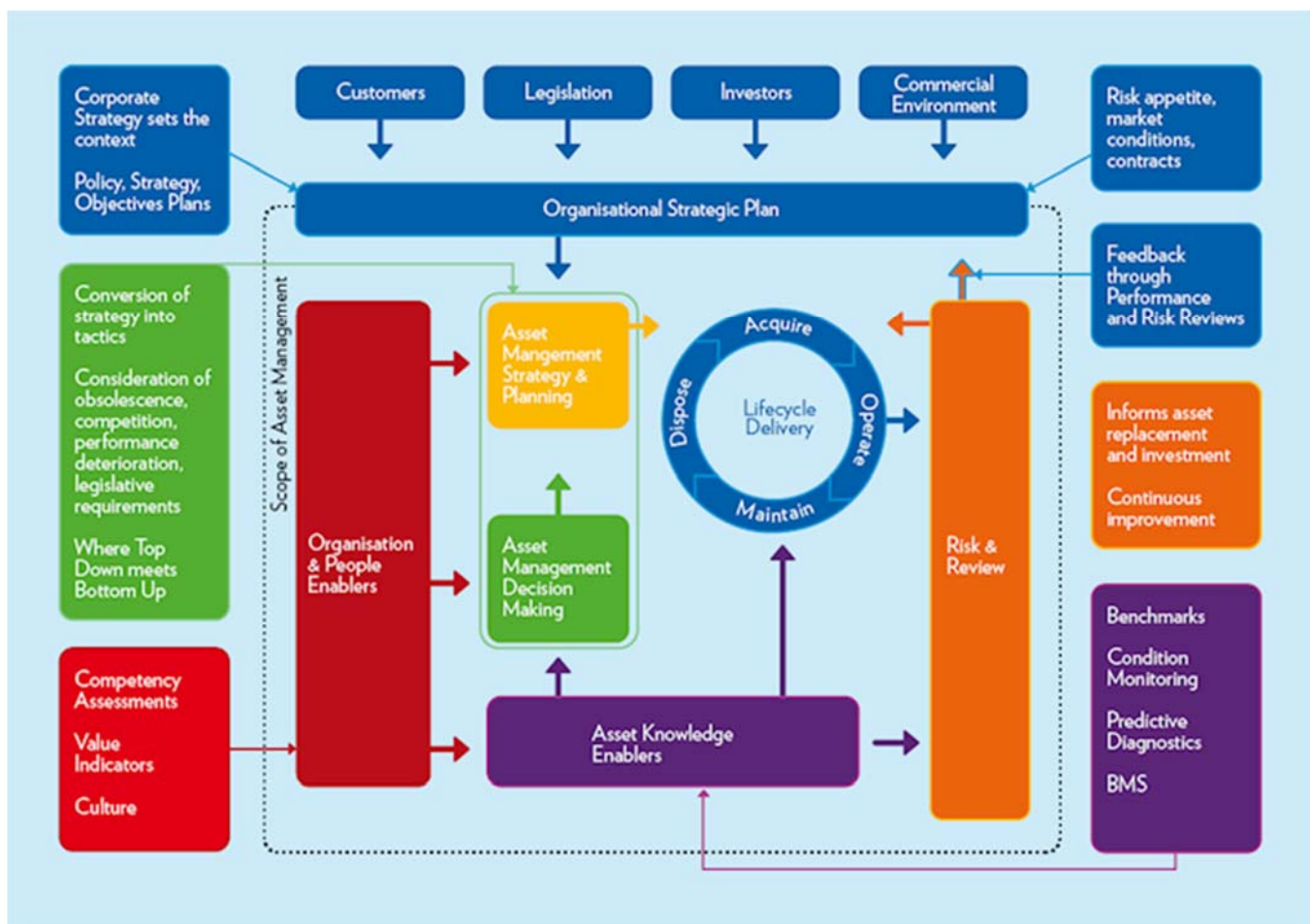


Figure 13 - Asset Life Cycle Approach

Key components of this strategy include:

4.3.5.1 Renewal, Rehabilitation, Replacement Activities

Asset lifecycle management strategies are typically organized into the following categories as shown in figure 14: *Figure 14 - Asset Life Cycle Delivery*

- **Non-Asset solutions** are developed through the master planning process through plans such as the Energy Conservation, Demand Management Plan, Feasibility Studies and using an integrated approach to the planning of infrastructure improvements to minimize cost and maximize service delivery.
- **Operations and maintenance** of the asset portfolio are based on both existing assets requirements and forecast growth by assessing consequential operational and maintenance requirements. Through Clearly defined preventative maintenance programs that include regularly scheduled inspections, repairs, and maintenance activities including those associated with unexpected events.
- **Renewal/rehabilitation activities** which are designed to extend the life of the asset, and are based on maintaining asset elements in a condition state of fair or better. Renewal activities are prioritized higher for critical elements (e.g., Life Safety and Legal Compliance, structural, fire protection, and weather related).
- **Replacement activities** are identified once an asset has reached the end of its useful life and renewal/rehabilitation is no longer an option.
- **Disposal activities** are associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the TRCA. The disposed asset is removed and logged out of the inventory of the Maintenance Plan. As well, the new item is added to the Maintenance Plan and into the Capital Plan with a new life cycle.
- **Expansion** of the asset portfolio is developed through the master planning process conducted by each service area. Expansion activities are to extend services to unserved areas or/and service level increases to existing assets to meet the growing demands.



As the master planning processes provide the focus for non-asset solutions and expansion of the asset portfolio, the Asset management plan will be focusing on the renewal and maintenance of the assets once in place. TRCA preserves assets through maintenance and renewal (i.e., rehabilitation and replacement) activities and investments. Maintenance and renewal activities are timed to reduce the risk of service failure from deterioration in asset condition, and to minimize the total cost of ownership.

4.3.5.1.1 Asset Operation Strategy

Asset Operation concerns the day-to-day operational activities necessary to support asset users, including maintenance, and the delivery of the activities identified through the asset management strategy. The relationship between asset management and asset operation is shown graphically in Figure 15.

Assets or asset systems exist to perform certain functions so as to deliver products or services to a required performance standard or level. Organizations develop Operations Strategy short term and long term, invest in assets and work towards successfully implementing the strategies to achieve the organizational objectives. Asset Operations is very important in contributing to meet the required service level and to achieve the organization's objectives. So, it is important that operators have precise guidelines how to operate the assets within the appropriate design, the maintenance and operational parameters. Asset operations deals mainly with the relationship asset — people — procedure.

As an example, Transportation infrastructure comprises a network of generally horizontal (linear) assets that may include road pavements, bridges and tunnels, each component having its own requirements for ongoing asset condition assessment, risk assessment, routine maintenance, preservation works, incident management and planned component replacement. In the building the operation of “vertical” assets is more commonly called Facilities Management, but typically need less proactive asset management tools as neither the exposure environment nor live loading levels are sufficient to justify this cost, coupled with less stringent Regulation and lower risk of failure.

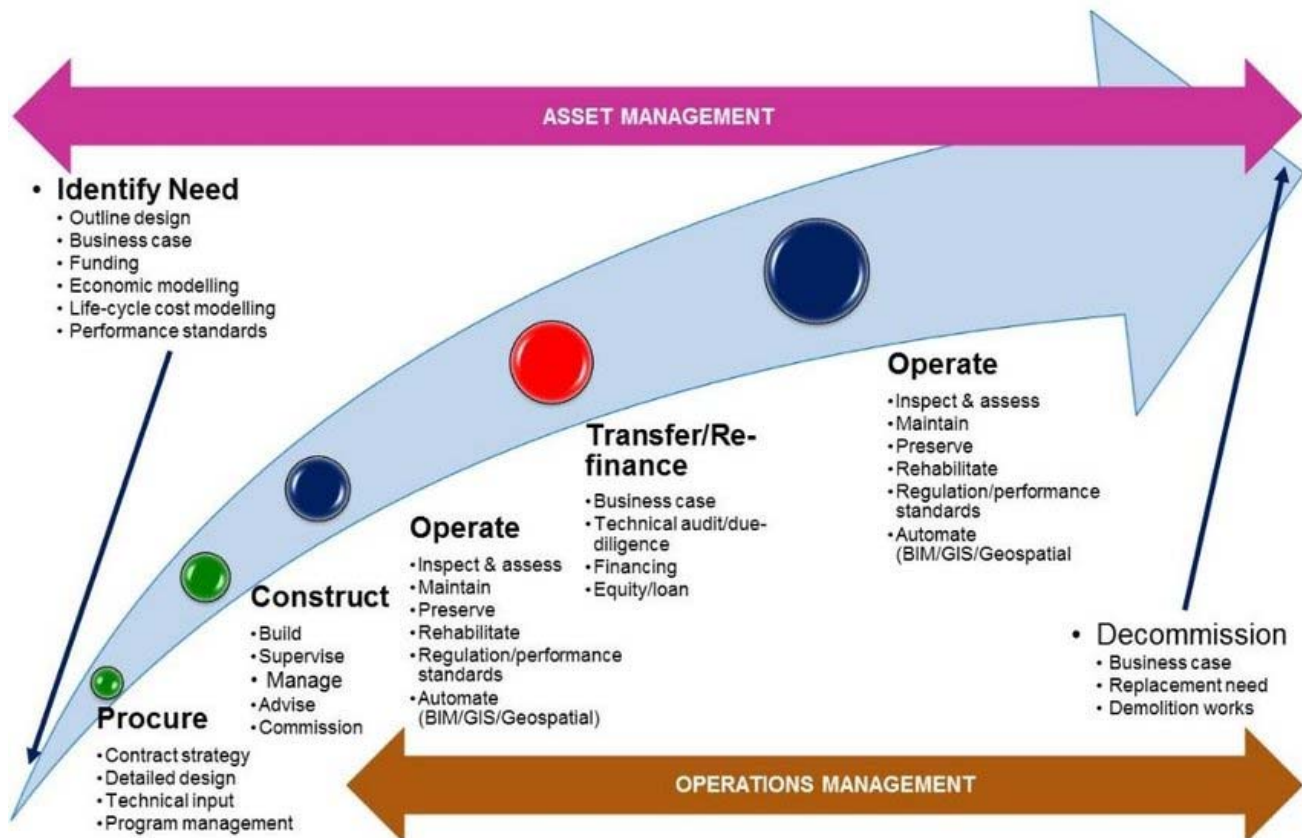


Figure 15 - Asset Management and Operation over the Service Life

4.3.5.1.2 Asset Renewal Strategy

All assets physically deteriorate at different rates to eventual failure and loss of ability to deliver the required LOS. Asset condition is a measured assessment of an asset's current position or place on the asset "decay" or deterioration curve. Many assets deteriorate slowly at first to a fair condition and, after that, there is more rapid degradation. This typical lifecycle pattern is illustrated in the figure below, which shows the relationship between condition and effective life (i.e., age).

A key observation is that it is far more cost effective to maintain and rehabilitate assets before they reach a condition where the only option is costly reconstruction. For assets where preventive maintenance and rehabilitation activities are technically feasible, understanding the asset's current condition and place on the asset decay curve enables forecasts of future condition and determination of optimal treatment type and timing – key aspects of lowest lifecycle cost renewal decision-making.

Because major asset renewals and replacements can be costly, they must be phased over time and across the entire asset portfolio. As TRCA refines asset management planning through optimization analysis, it will have a better ability to track asset condition, compare this to targets, and use the information to make more effective decisions about renewing or replacing assets.

TRCA invests in condition assessments to gain the critical knowledge needed to determine the lowest lifecycle strategies. Figure 16 illustrates the typical deterioration of an asset.

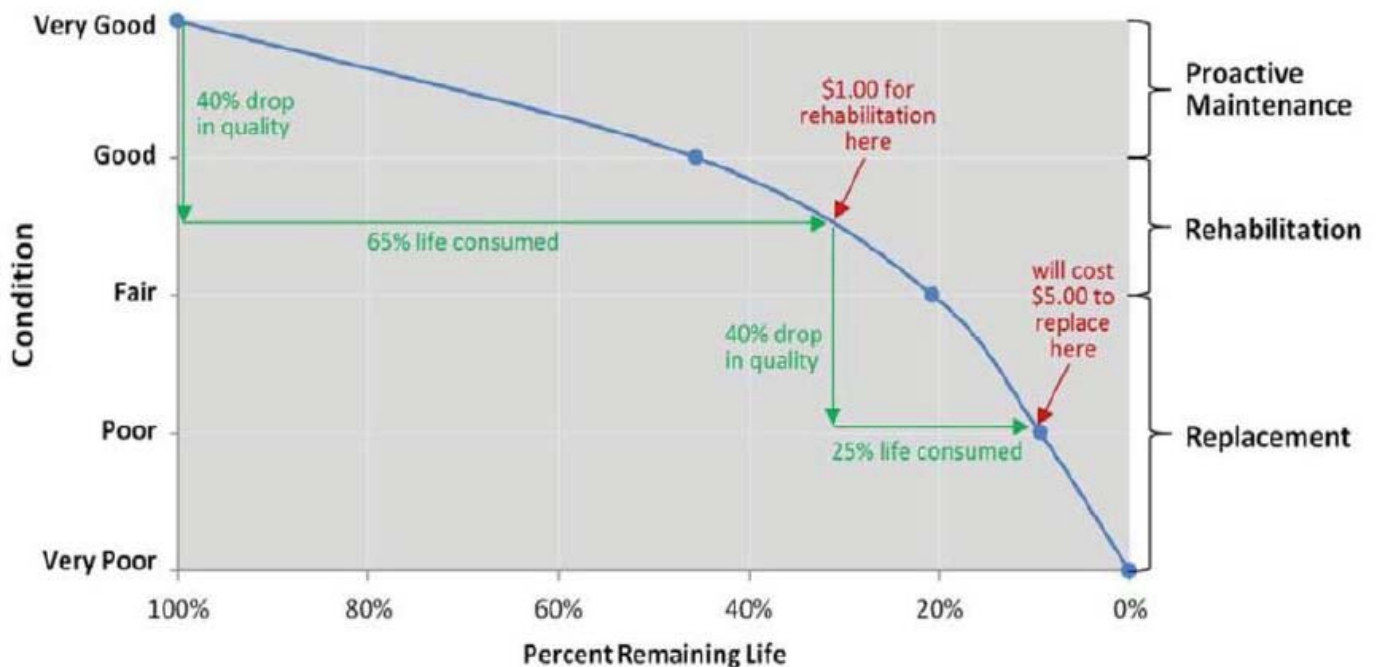


Figure 16 - Asset Decay Curve

4.3.5.2 Condition Assessment Programs

Accurate and comprehensive data on an asset's current condition are fundamental to good asset management practices. Complete information regarding the infrastructure mitigates premature replacement or failure of assets. Sound management decisions regarding capital expenditures, and operations and maintenance activities are based on a clear understanding of an assets condition and performance. For the asset classes, has followed a more cost-effective cursory approach using metrics such as Very Good, Good, Fair, Poor, or Very Poor. This approach allows for an overview of the assets and indicates which assets (for example, those in Poor and Very Poor condition) require more detailed inspections and assessments.

Integrating condition assessment programs into asset management practices provides many benefits. A better understanding of asset condition leads to more sound management practices and allows for the minimization of unnecessary expenditures. It also enables accurate asset reporting of asset valuations and service life, contributes to the maintenance of target LOS, and enables better decision making. Combined with risk management frameworks, it allows for the identification of potential future failures, leading to the establishment and scheduling of repairs, preventative maintenance, and rehabilitation programs in a financially accountable and transparent manner.

4.3.5.3 Investment Planning

The Investment Planning Process (Figure 17) supports the Town's ability to provide target LOS and implement the delivery plan. This process focuses on linking investment decisions on infrastructure to customer-oriented service delivery. Overall, the Town follows the Investment Planning Process by identifying goals/objectives, establishing needs, evaluating a variety of feasible solutions, prioritizing the solutions, and developing investment plans based on the selected options.

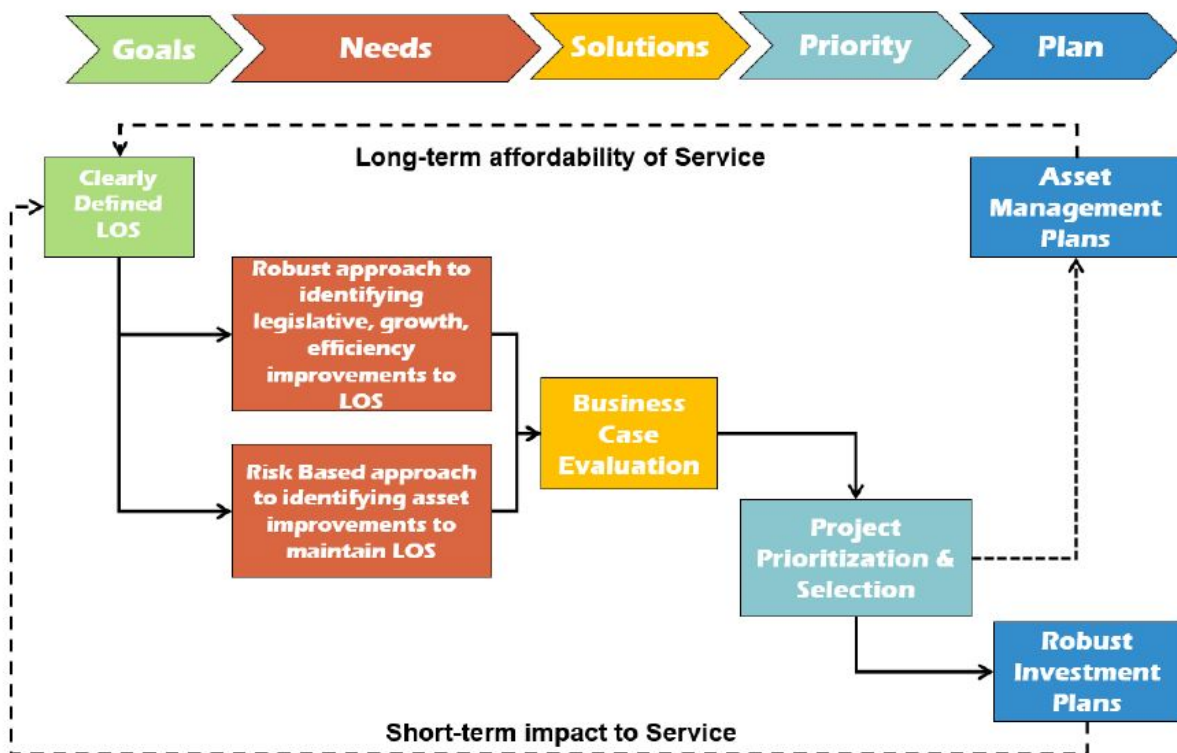


Figure 17 - Investment Planning Process

4.3.6 Capital Prioritization Process

TRCA develops its asset renewal strategies through an annual prioritization process of service area asset renewal submissions. The prioritization of the TRCA's capital needs is delivered annually to Board of Directors the budget and business planning process. Capital needs are not only prioritized at the departmental level as detailed above but are also prioritized at the corporate level. Corporate prioritization of capital needs is undertaken by the TRCA to assist in the decision-making process for the identification of the most critical projects across the corporation, and for the allocation of limited financial resources to fund asset renewal for the various service areas most in need. The capital prioritization results are reviewed by Senior Management through a variety of filters, and adjustments are made to ensure the most critical needs are approved for the delivery of the TRCA's Asset Management Strategy. The five categories used by the corporate capital prioritization process are defined below:

- **Mandatory:** These projects have locked in commitments or vital components associated with cash flowed projects approved by Board of Directors in prior years. These projects have prior legally binding commitments where contracts are signed or have a minimum legal, safety, regulatory or other mandated minimum requirements where not achieving these requirements will lead to legal action, fines, penalties or the high risk of liability against the TRCA. These projects cannot be deferred or stopped;
- **Critical:** These projects maintain critical components in a state of good repair and at current service levels. If not undertaken, there would be a high risk of breakdown or service disruption;
- **Efficiency or Cost Savings:** Projects that have a break even or positive return business case over the life of the capital due to operational cost savings or cost avoidance;
- **State of Good Repair:** The funding for these projects are needed to maintain targeted service levels and reflects life cycle costing; and
- **Improve:** These projects provide for service enhancements

4.3.7 Asset Resiliency

Resilience is managing changes, such as undesired events and financial shocks while continuing to deliver important services without introducing significant impacts to revenues or spending. Assets themselves and how they are built need to provide an ability to adapt to changing conditions. These changes can be related to shifts in demographics, a changing climate, globalization, or evolving technology.

We will go beyond minimum compliance solutions, to enable our assets to meet future challenges, including changing demographics and populations, customer expectations, legislative requirements, technological, and environmental factors.

As an example of flood infrastructure, weather is unpredictable and extreme events can happen at any time and flooding remains a serious threat to the GTA. Climate change may increase the likelihood of such events. Extreme events combined with the dense urbanization of watersheds increase the stresses placed upon the flood infrastructure and with many forces acting upon these structures that reduce their effectiveness in preventing flooding. To respond to this threat, TRCA will ensure that flood infrastructure is performing at the highest level of protection. Rigorous monitoring, well designed repairs and stable funding will ensure that flood infrastructure will continue to provide protection from future extreme storm events.

TRCA support municipal flood emergency planning by providing technical advice pertaining to flood risk. The Flood Contingency Plan is intended for all public officials and agency staff likely to play a role in the prevention, mitigation, preparedness, response and recovery pertaining to flood events. This version of the Flood Contingency Plan provides general information on the Flood Forecasting and Warning program for each GTA Conservation Authority, as well as specific information and contacts for municipalities within TRCA's jurisdiction.

4.3.8 Resource Management and Development

Resource strategy includes analysis to determine the best way to create resources needed to deliver asset management objectives and asset management plans. Resource management implements the resource strategy by planning and allocating resources to enable the asset management plan to be carried out efficiently and safely. It includes developing an Asset Management Competency Framework focused on key asset management functions across the different business areas, the evaluation of work priorities and risks where there are inefficient resources to deliver planned activities across the different business areas.

Communicate to affected staff the strategy and the associated outputs explaining the principles and the role they play in fulfilling the TRCA's objectives.

4.3.9 Demand Management

A demand management strategy is utilized to ensure the effectiveness of an asset's capabilities as it relates to asset condition, performance throughout the asset lifecycle demands. Demand analysis typically includes the analysis of future demand for the product or services being offered, and the requirements this demand will place on the asset portfolio. TRCA will adopt and develop a long-term demand management forecast for all major service areas.

There are several elements of Demand analysis that need to be considered:

- Historic Demand
- Drivers for demand
- Future demand and change in demand over time
- Changes in required levels of service
- Current and future utilization and capability of assets
- Impact on future performance, condition and capability

4.3.10 Asset Reporting

1. Develop and Implement Asset Management Plans (AMP) by Major Asset Classes.
2. Develop a more detailed state of the asset report that will be derived from the Asset Management Plans for each of the delivered services that will provide detailed information related to the state of the TRCA's assets.
3. State of Good Repair (SGR) Reports shall be prepared and submitted to TRCA's Board. SGRs will include:
 - Entire life cycle and associated costs related to the assets, including the risk of asset failure and deterioration forecasts;
 - Risks to service level provision and risks of increased future financial burden;
 - The financial viability of the options considered;
 - Opportunities to fund required life cycle activities not yet undertaken.

4.3.11 Asset Management Performance Measurement

Performance indicators and targets are commonly used to describe, quantify, and communicate the services that the customers expect to receive, and relate the expected LOS into the cost required to provide the services.

Effective monitoring of asset performance and health is essential for good asset management. A robust measurement framework includes measures and indicators that relate to the performance and health of assets and asset systems. The term 'asset health ' is used in relation to measures that monitor the current (or predicted) condition or capability of an asset to perform its desired function, by considering potential modes of failure.

Through the performance of the Asset Life Cycle Asset Management, data will be developed to identify the following.

- Performance of the asset (budget vs. actual, quality and performance)
- The condition of the asset (asset value, cost of service, depreciation)
- Reason for failure of the asset (probability and cause, consequences of failure)
- Criticality of the performance or failure of the asset (asset interrelationships, impact on other assets)
- Higher performance level
- Lower total costs
- Greater consistency
- Increased confidence
- Optimized decision making through costs, risks, performance, and sustainability

4.3.12 Procurement Methods

Toronto and Region Conservation Authority's (TRCA) CS-3.01 Procurement Policy and procedures. The procedures outlined in this document supplement the Policy by providing more clarity and detail on each step throughout the procurement life cycle. The procedures comply with applicable guidelines and reflect TRCA's organizational structure, governance framework, and enterprise systems.

The Purchasing Bylaw guide all procurement practices. The Purchasing By-laws are designed to provide fundamental support for TRCA's governance and internal control frameworks. The by-laws establish standards for ensuring competitiveness, objectivity and fairness in the procurement processes. They also offer a variety of methods for purchasing goods and services to ensure the best procurement options are used and relating

Key objectives of the bylaws are to:

- Encourage competitive bidding
- Ensure objectivity and integrity of the procurement process
- Ensure fairness between bidders
- Maximize savings for the taxpayers

4.4 Continual Improvement and Innovation

The Asset Management Plans (AMP) is a living document that continually adjust to reflect the evolution of asset management.

Asset Management Plan details will be reviewed on an ongoing basis to ensure efficient and effective service delivery to clients and the public.

Staff engagement and promoting a culture that fosters and implements improvement ideas as they are brought forward from all levels within the organization and from external stakeholders.

AMPs should be continuously evaluated and improved through clearly defined actions such as:

- Ongoing Building Condition Assessments (BCA)
- Review of asset performance
- Up-to-date inventories
- Updates to asset information
- The inclusion of unplanned corrective maintenance expenditures
- Updates to preventative maintenance plans
- Performance of metric reviews
- Return on Investment reviews
- Life Cycle Costing Index reviews
- Review of new trends and technologies

4.5 Financing Strategy

The financial strategy integrates asset management planning with financial planning and budgeting.

Financial management principles for asset-intensive organizations include recognizing the consumption of asset service potential (degradation of assets), categorizing expenditures by lifecycle activity, allocating costs to assets as far as practical, preparing long-term forecasts, cost-effective financing, and effective reporting of financial performance.

The importance of the assets to the community along with their significant capital and operating budget implications are intended to inform TRCA's long-term financial and service delivery planning.

5 Integrated Asset Management

In order to implement the TRCA Asset Management Strategy, TRCA's intent is to prepare Asset Management Plans for the following Asset Classes:

- Flood Control Infrastructure and Buildings
- Erosion Control Infrastructure
- Administration Buildings
- Conservation Parks
- Education Centres
- Passive Greenspace and Trails
- Property Management
- Vehicles and Equipment

These assets are essential to supporting TRCA's watershed management responsibilities and have significant budget implications. Therefore, they form an integral part of the TRCA's long-term financial and service delivery planning.

5.1 Integrated Asset Management Planning

Integrated Asset Management Planning provides a clear line-of-sight between long-term sustainability goals, departmental operational planning, budgeting, and resource allocation.

Along with the Asset Management Policy, the Asset Management Strategy is a key component of the planning integration process. Important to the success of the integrated planning process is the development of Asset Management Plans. Asset Management Plans will allow TRCA to make the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion, and disposal of all tangible capital (physical) assets. The integrated asset management planning process will also facilitate effective asset management that minimizes risk and costs and maximizes the services provided by the assets.

TRCA will prepare individual Asset Management Plans organized by TRCA asset portfolios that service specific TRCA programs. These Plans are intended to include information related to all of the key physical assets that are required to support the delivery of a specific service by an individual business unit as depicted in Figure 18.

The Asset Management Plans Will integrate all components of the planning process including long-term planning, strategic planning, accountability, risk management, operational execution, performance reporting, Long Range Financial Plan, and budget.

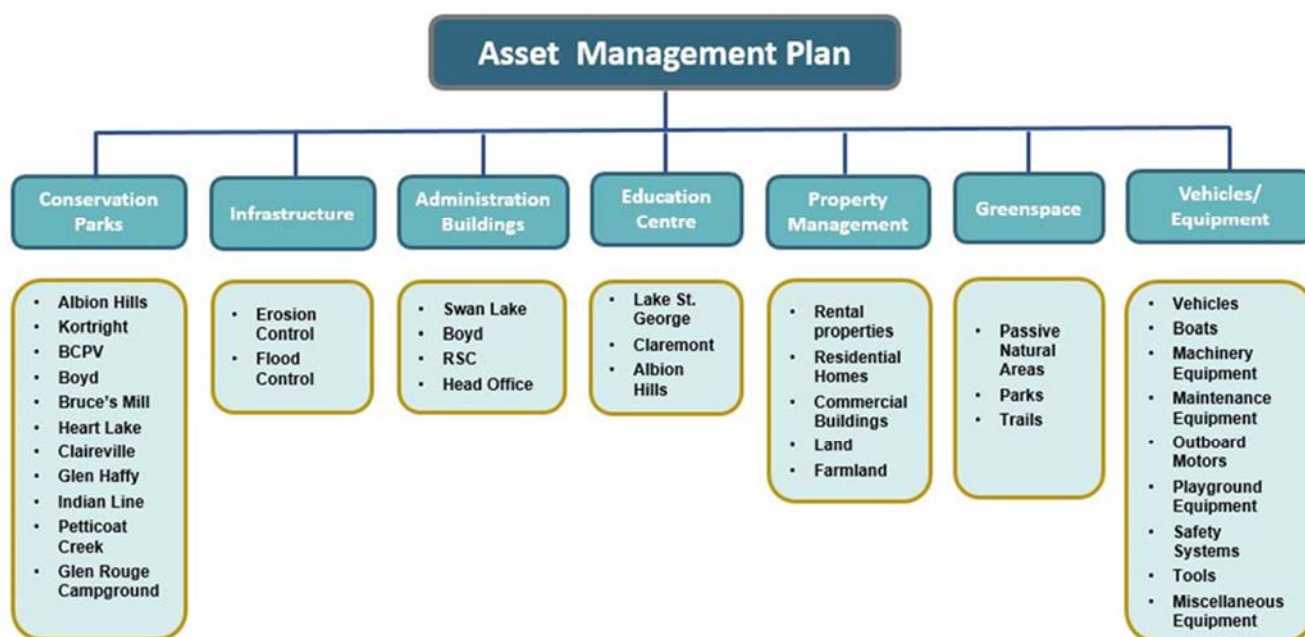


Figure 18 – TRCA Proposed Asset Management Plans

5.2 Asset Management Plan Development

The Asset Management Plans specify the activities that TRCA intend to undertake to deliver its Asset Management objective, along with the resource required, timescale and cost for completion, and responsibility for delivery. The plan will need to be revised periodically to reflect decisions resulting from the integrated planning process. Decisions can be made with the full understanding of the assets needed to support the delivery of the service. TRCA Asset Management Plan will:

- Outline long term goals, processes and steps to deliver optimized whole life cycle cost;
- Be based on current inventories and conditions, projected performance and remaining service life, and consequences of failures;
- Outline guidelines and processes to developing a sustainable financial plan with understanding of risk and financial requirements and impacts on the levels of service.
- Define Levels of service and performance measures.
- Management techniques to assist in making long-term funding decisions.
- Define Lifecycle activities to operate, maintain, renew, and dispose of assets.
- Budget forecasts for growth and renewal to sustain the asset portfolio.
- Outline opportunities to include green infrastructure in asset management planning in cooperation with municipalities and other TRCA partners, where applicable.

The TRCA's first Asset Management Plan (AMP) will be developed following the Provincial requirements as outlined in Building Together – Guide for Municipal Asset Management Plans, as well as guidance provided in the International Infrastructure Management Manual. The Province created Ontario Regulation 588/17 - Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperity Act. O.Reg. 588/17.

The plan includes the following sections listed below:

- Executive Summary
- Introduction
- State of Local Infrastructure
- Expected Levels of Service
- Asset Management Strategy
- Financing Strategy
- Plan Improvement and Monitoring

TRCA intends to build individual departmental service area plans which will in turn consolidate into the ultimate corporate plan. The AMP will require “bottom-up” information as shown in (Figure 19).

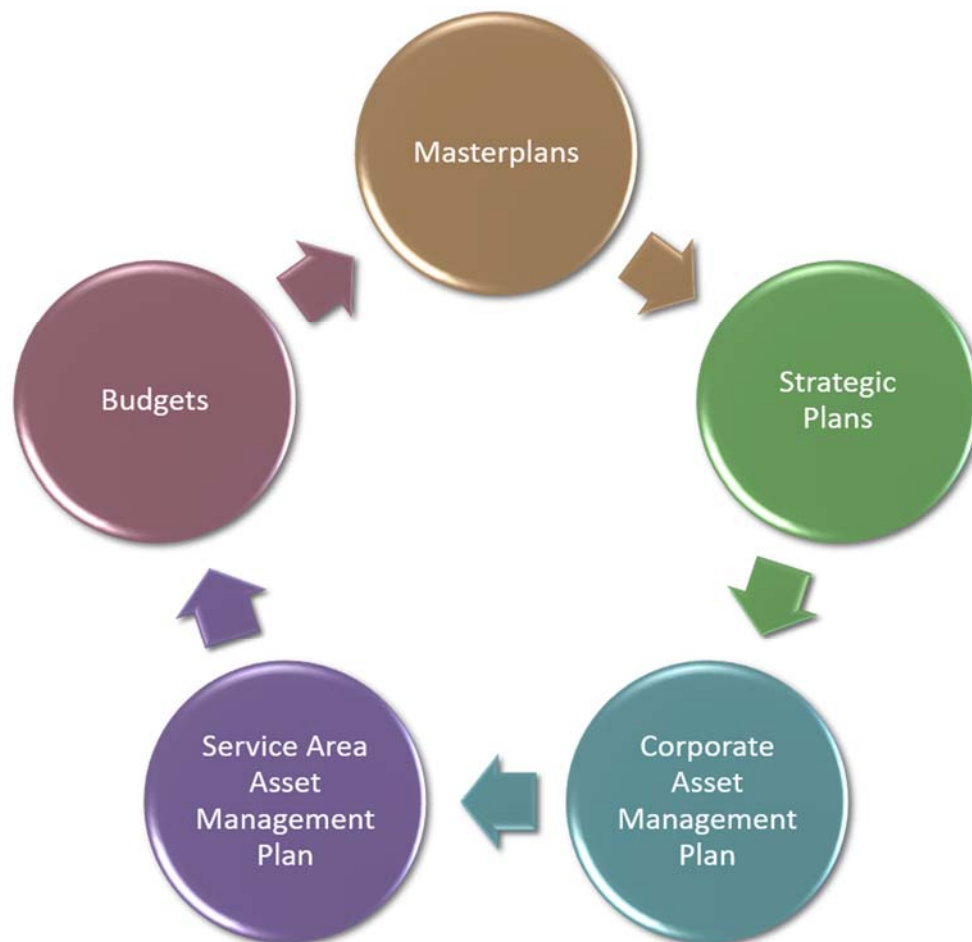


Figure 19 – AMP Development Methodology

GLOSSARY OF TERMS

Asset Capital

Asset capital is defined as equipment which is fixed, built-in or permanently affixed to a building structure. It can also refer to infrastructure

Asset Management (AM)

AM is the process of making the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets.

Asset Management Plan (AMP)

An AMP is an integrated, life-cycle approach to effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory levels of service in a sustainable and environmentally responsible manner. The overall asset management process analyzes an organization's objectives and determines reliance on infrastructure, and then develops a plan to provide the supporting infrastructure services at the lowest life-cycle cost.

Asset Management Planning

Asset Management Planning is the process of making the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets. Asset management planning requires a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected of them. It also involves setting strategic priorities with investments and identifying critical assets for the development of a minimum life cycle cost. Finally, it requires the development of a Budget and Business Plan, to ensure that sustainable funding is provided to support the Asset Management Plan.

Asset Management Strategy (AMS)

The AMS is the set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest life-cycle cost (e.g., through preventative action). The AMS is the set of actions that, taken together, has the lowest total cost — not the set of actions that each has the lowest cost individually.

Book Value

An asset's initial book value is its actual cash value or its acquisition cost

Building Condition Assessment (BCA)

The BCA is the first part of a capital reserve plan. The report describes:

- the condition of the capital items;
- when they are anticipated to be replaced;
- how much the replacement would cost at the present day and in the anticipated year of replacement;
- what priority to give the replacement.

The BCA is based on a review of property documents and a review of the capital items.

Hard Assets

TRCA assets, which include buildings, equipment, and infrastructure.

Life Cycle Costing (LCC)

Life Cycle Costing looks at the total cost of an asset over its entire useful life, from construction to disposal, including operating costs.

Line of Sight

Providing a **clear Line of Sight** - a key job of leadership. A “**line of sight**” means that everyone is able to describe how their current work is part of the larger vision and the organization's core strategies. A technique that ensures a transparent view of strategic intent through to benefits realization.

Net Book Value

An asset's original price minus depreciation and amortization

Real Assets

TRCA real assets including lease agreement inquiries coming from external organizations and pertaining to TRCA-owned or TRCA-managed land.

Preventative Maintenance Program

Inspection, testing, and calibration of electrical and mechanical instrumentation and control equipment performed and documented by fully-trained and qualified technicians as is recommended by the original equipment manufacturer (OEM).

Tangible Capital Assets (TCA)

The Tangible Capital Asset was established in accordance with public accounting standards PS3150 which required the public sector to capitalize its assets. The policy clarifies the asset categories, how the assets are amortized and thresholds for recognizing the assets from a financial perspective.

Value Optimization (VO)

considers the value of the asset system in addition to asset costs. It aims to deliver the best ratio of benefit (in terms of delivering the organization objectives) and life cycle cost.

Flood Control Infrastructure





State of Local Infrastructure

TRCA's Building The Living City Strategic Plan states that TRCA will oversee the "reduction or elimination of existing flood risk within our jurisdiction". Over the last ten years TRCA has made significant investments to remediate its inventory of flood protection structures in order to meet its objectives of protecting the public from flood damage. Conservation authorities are mandated, under Section 21 of the Conservation Authorities Act, to ensure conservation, restoration and responsible management of Ontario's water resources. Specifically, Section 21 states that conservation authorities are empowered to;

- to erect works and structures and create reservoirs by the construction of dams or otherwise;
- to control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effect thereof;

As part of this mandate, TRCA chooses to develop and maintain programs to prevent loss of life and property damage from flooding and erosion hazards. To meet this objective TRCA has constructed many flood control structures to reduce flood risk in Flood Vulnerable Area's (FVA's). Also Dam safety reviews provide detailed condition assessments, outline the deficiencies discovered during the investigation of the structure and are critical in identifying future capital projects. TRCA currently owns 10 dams and 15 flood control structures that include channels, dykes and flood walls.

TRCA's dam inventory consists of 10 dams of which five provide flood protection. The other dams are historical mill and industrial dams acquired through land acquisitions. TRCA dams' range in age between 40-80 years and most need major capital improvements to meet current dam safety guidelines.

TRCA's channels, berms and other structures are also experiencing some deterioration. For example, some TRCA channels have reduced flood capacity due to the accumulation of sediment, establishment of vegetation, failed concrete panels and erosion of channel banks. These structures were built between the 1950's and 1980's and the design life of these types of structures is typically around 50 years and some structures need some major repairs to extend their functional life.

To obtain an overview of the TRCA's current state of Flood Control Infrastructure assets, the asset inventory, valuation, age, and condition were documented for the following asset categories:

- Dams
- Channels
- Dyke
- Flood Walls
- Hydrometric Equipment



Flood Control Infrastructure

Asset Data Inventory

The dams and channels assets included in the AMP make up the largest portion of TRCA's assets in terms of financial value and represent the greatest area of risk to public safety.

TRCA's dam inventory consists of 10 dams of which five provide flood protection. The other dams are historical mill and industrial dams acquired through land acquisitions. Also, TRCA have 15 flood control structures that include channels, dykes and flood walls. The information below summarizes the dams, channels and other flood control assets inventory that are included in this AMP.

TRCA DAMS				
Dam Name	Watercourse	Region	Dam Purpose	Unit
G. Ross Lord Dam	West Don River	City of Toronto	Flood Control	Each
Claireville Dam	West Humber River	Peel Region	Flood Control	Each
Stouffville Dam	Stouffville Creek	York Region	Flood Control	Each
Milne Dam	Rouge River	York Region	Flood Control	Each
Black Creek Dam	Black Creek	City of Toronto	Flood Control	Each
Palgrave Dam	Humber River	Peel Region	Recreation	Each
Secord Dam	West Duffins Creek	Durham Region	Recreation	Each
Osler Dam	East Duffins Creek	Durham Region	Recreation	Each
Glen Haffy Dam West	Humber River	Peel Region	Recreation	Each
Glen Haffy Dam East	Humber River	Peel Region	Recreation	Each

TRCA CHANNELS				
Channel Name	Watercourse	Channel Purpose	Channel Type	Channel Length
Yonge York Mills Channel	West Don River	Flood Control	Concrete Trapezoidal/ Gabion Trapezoidal	1670m
Woodbridge Channel	East Humber River	Flood Control	Rip Rap	1850m
Stouffville Channel	Stouffville Creek	Flood Control	Gabion Basket	370m
Black Creek Channel	Black Creek	Flood Control	Concrete Trapezoidal	2370m

Scarlett Channel	Black Creek	Flood Control	Concrete Trapezoidal	3600m
Brampton Channel	Humber River	Flood Control	Concrete Trapezoidal	570m
Sheppard Channel	West Don River	Flood Control/Erosion Control	Gabion Basket	350m
Mimico/Malton Channel	Mimico Creek	Flood Control	Gabion Trapezoidal	650m
Oak Ridges Channel	East Humber River	Flood Control	Gabion Basket	90m

TRCA DYKES			
Dyke Name	Watercourse	Channel Purpose	Dyke Length
Pickering Dyke	Duffins Creek	Flood Control	1250m
Ajax Dyke	Duffins Creek	Flood Control	350m
Bolton Dyke	Humber River	Flood Control	800m
Etobicoke Dyke	Etobicoke Creek	Flood Control	460m
Flood Protection Landform	Don River	Flood Control	710m

TRCA FLOOD WALLS				
Flood Wall Name	Watercourse	Region	Wall Purpose	Unit
Tyndall Flood Wall	Little Etobicoke Creek	Peel	Flood Control	Each

TRCA HYDROMETRIC EQUIPMENT	
Hydrometric Equipment Type	Number
Real-time Stream Gauges	27
Real-time Precipitation Gauges	26
Stand-alone Stream Gauges	28
Stand-alone Precipitation Gauges	16



Asset Valuation

In order to proactively manage assets through their full life cycle, estimated replacement costs are calculated to ensure appropriate funds are being set aside to fund the future rehabilitation and replacement of assets as needed. Replacement values are calculated using historical costs indexed to December 31, 2019. Therefore, the replacement cost valuation is presented in current dollars and does not account for technology improvements.

Replacement Values are used as the basis to estimate the cost of replacing an asset when it reaches the end of its engineered design life. The total replacement value of the dams and channels included in this Plan is \$97,939,131 and \$9,896,900 for other flood control assets for a total of \$107,836,031. The total replacement value of all assets covered under this plan is illustrated in table below.

Replacement Cost Valuation, there is three basic methods to estimate replacement costs needed for infrastructure renewal planning:

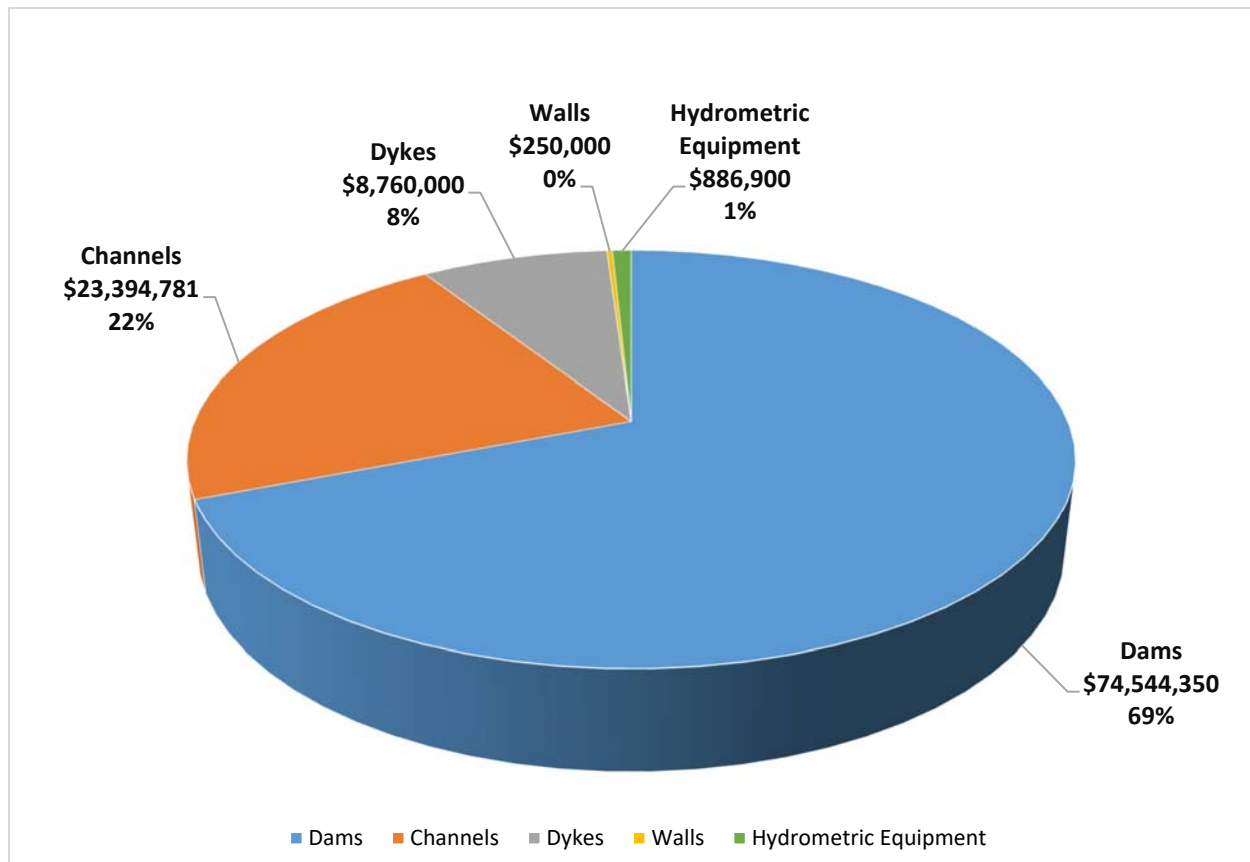
- 1. Local price indices:** This is the most accurate method. TRCA has collected recent acquisition data demonstrating similar replacement activities.
- 2. Published price indices:** Where local indices are not available, TRCA uses published indices which although appropriate and standardized. Not a complete sentence.
- 3. Accounting estimates:** When assets cannot be estimated against either index, TRCA uses accounting methodology based on historic cost, estimated useful life and inflationary effects to determine replacement value. Figure 1- Total Replacement Value.

Asset Type	Replacement Value
Dams	\$74,544,350
Channels	\$23,394,781
Dykes	\$8,760,000
Walls	\$250,000
Hydrometric Equipment	\$886,900
Total	\$107,836,031



Flood Control Infrastructure

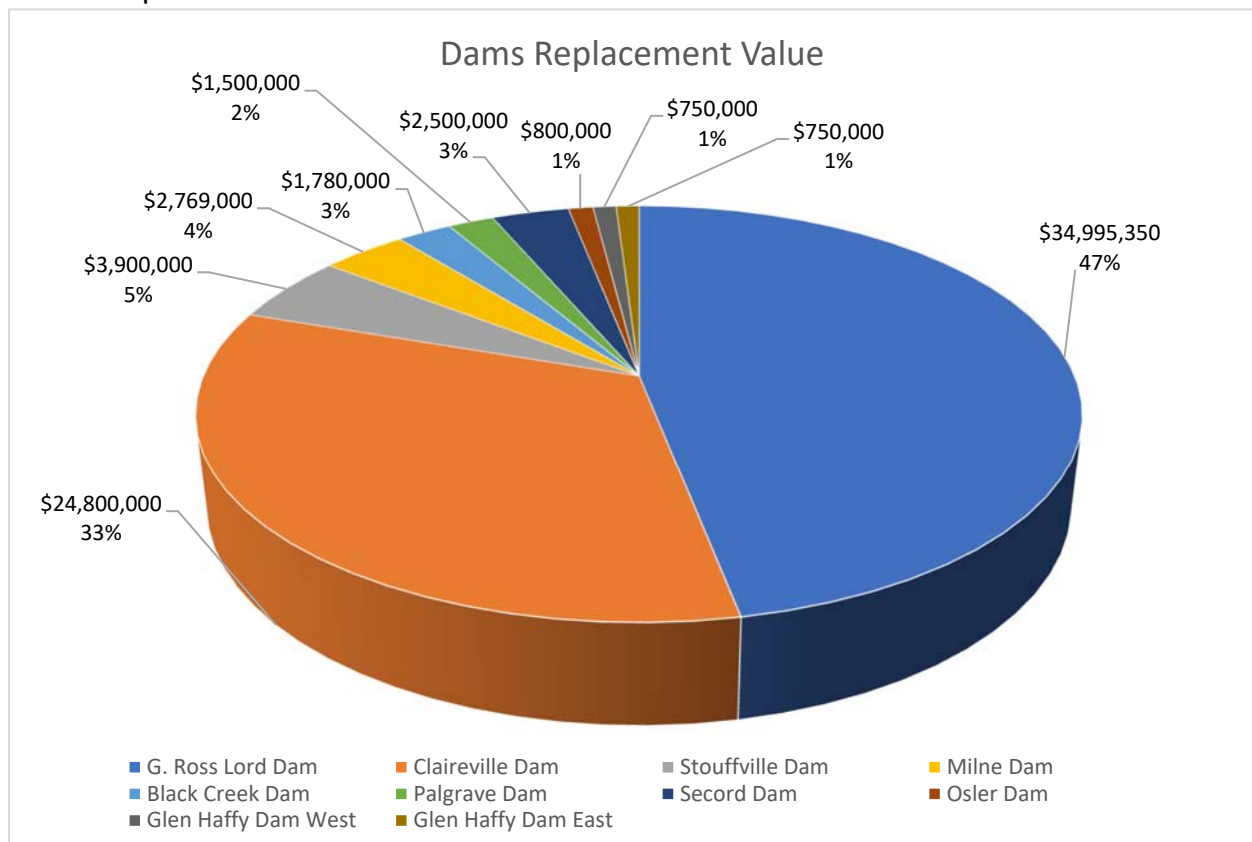
Figure 1 - Total Flood Control Infrastructure Replacement Value.



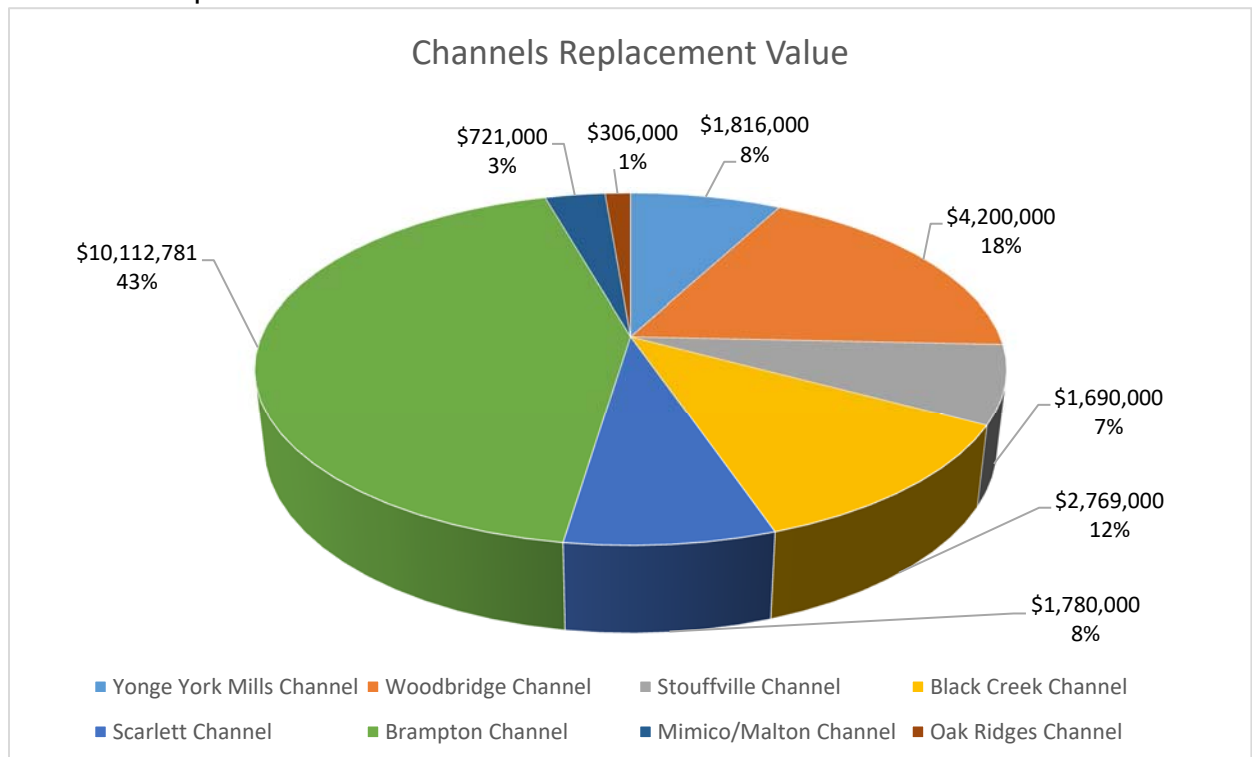


Flood Control Infrastructure

Dams Replacement Value



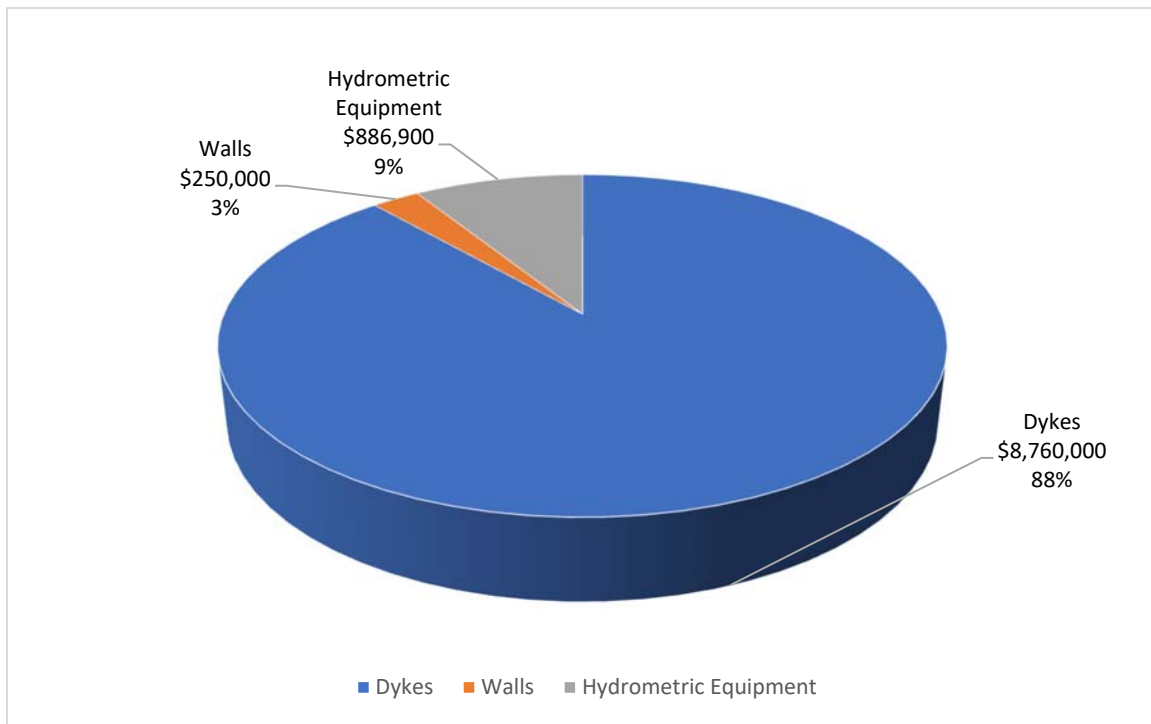
Channels Replacement Value





Flood Control Infrastructure

Other Assets Replacement Value



Asset Useful Life

The useful life of dams and channels assets was determined during implementation of Public Sector Accounting Board Standard PSAB 3150. The useful life of the assets is shown in the table below:

System	Design Life*
Administration / Operation	80-100 years for physical structures Indefinite for personnel, procedures, and records
Reservoir	Indefinite
Spillway Structures	80 years (Civil)
Mechanical Systems	50 years
Embankment Dams	> 100 years
Groundwater Drainage / Management Systems	50 years
Electric Power Supply	30 years
Control and Monitoring Systems	20 years
Communications	10 years
Safety Systems	10 years

* Ref: EPRI: Hydropower Plant Modernization Guide, 1989.



Flood Control Infrastructure

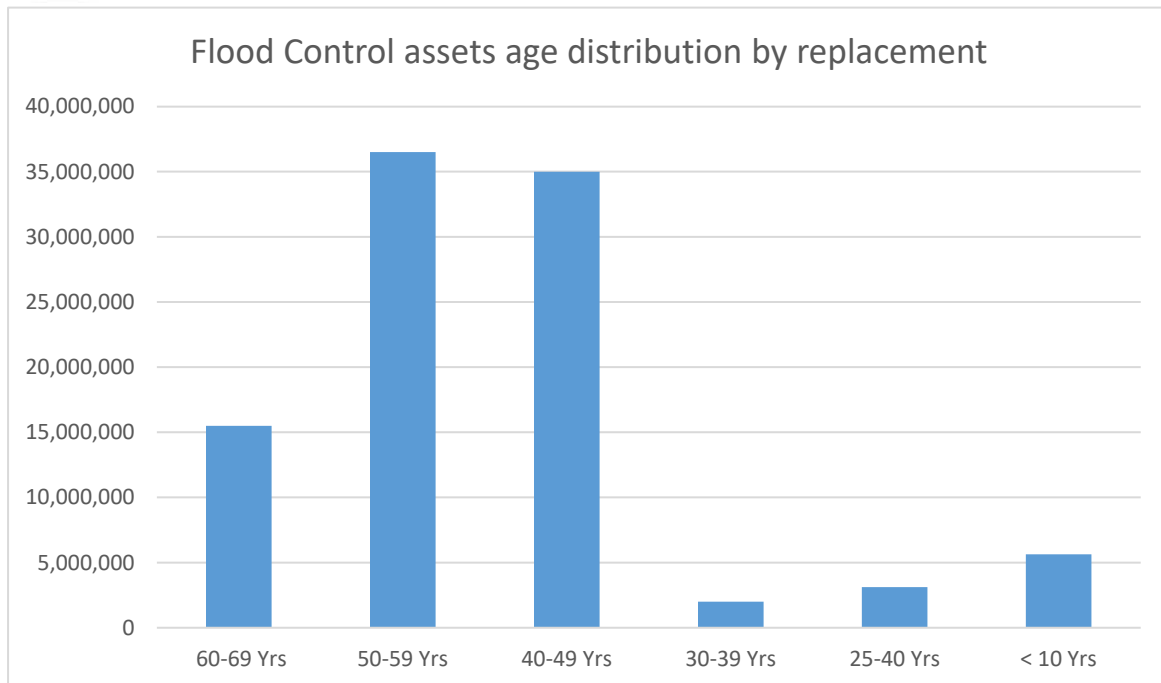


Figure - Flood Control asset age distribution by replacement

TRCA's flood control dam structures range in age from 47 years old to 60 years with an estimated useful life of 75 years, this implies that many of the structures will need significant rehabilitation in the near future, like what has already been seen with the urgent rehabilitation works that are required to Dam. Therefore, significant investments into dam assets will be required in the near future

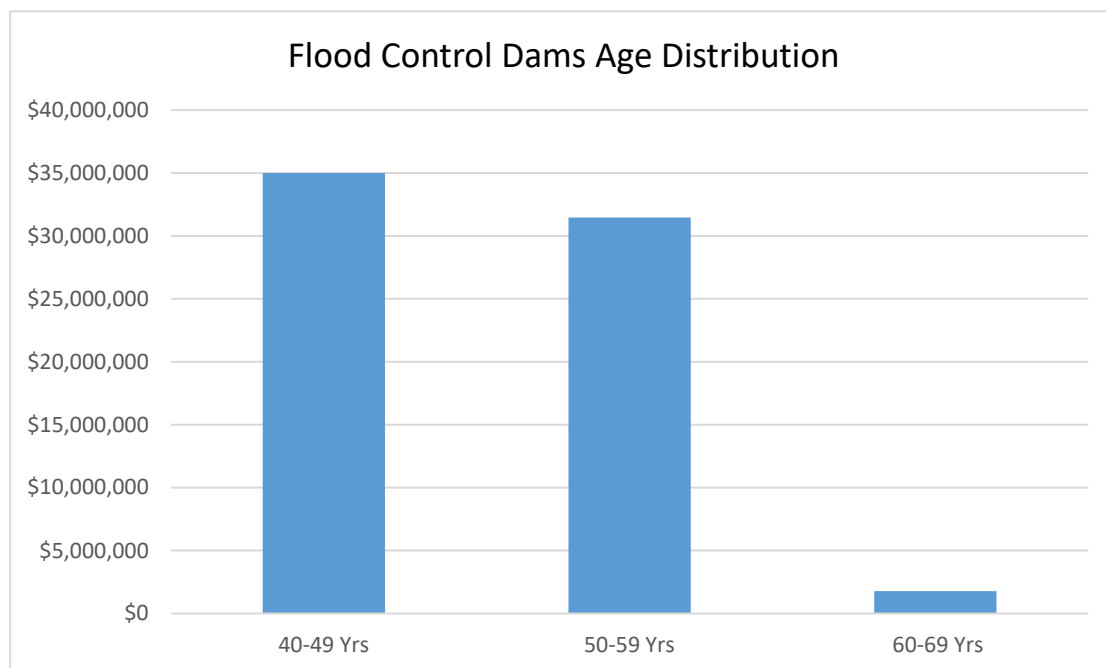


Figure - Dams age distribution by replacement



Flood Control Infrastructure

90% of channels assets are more than 40 years old and based on a typical useful life of 65 years, these assets are nearing the end of their useful life. Another 10% of assets are between the ages of 30-39 years which is about the mid-point of the useful life. Therefore, channels assets are at or past the mid-point of their useful life and will begin to require rehabilitation or replacement.

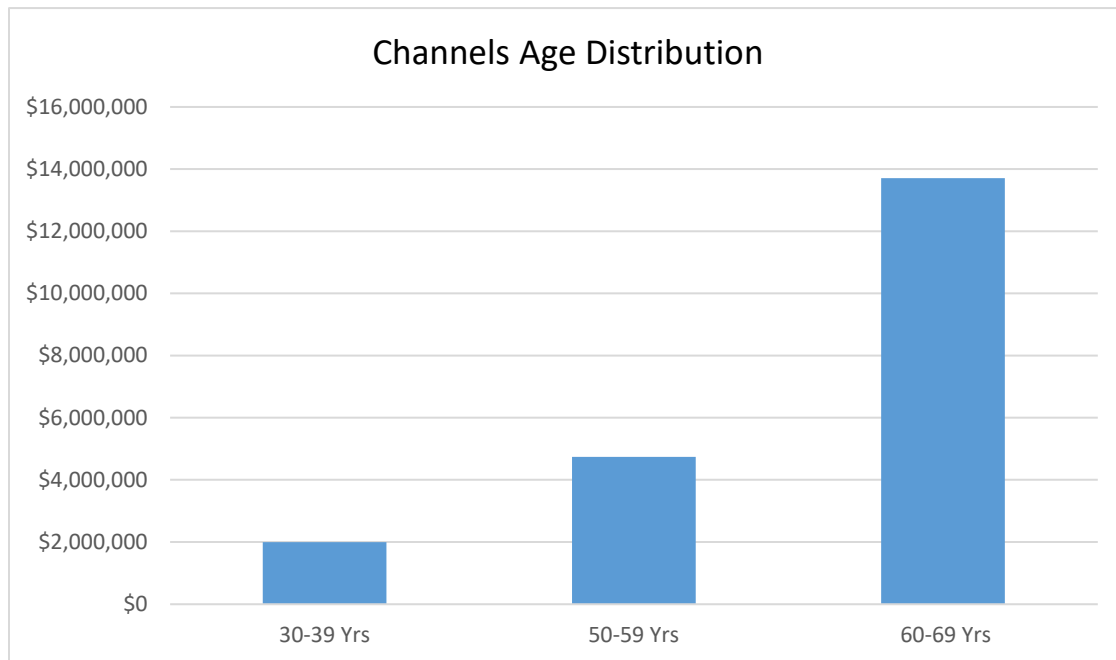
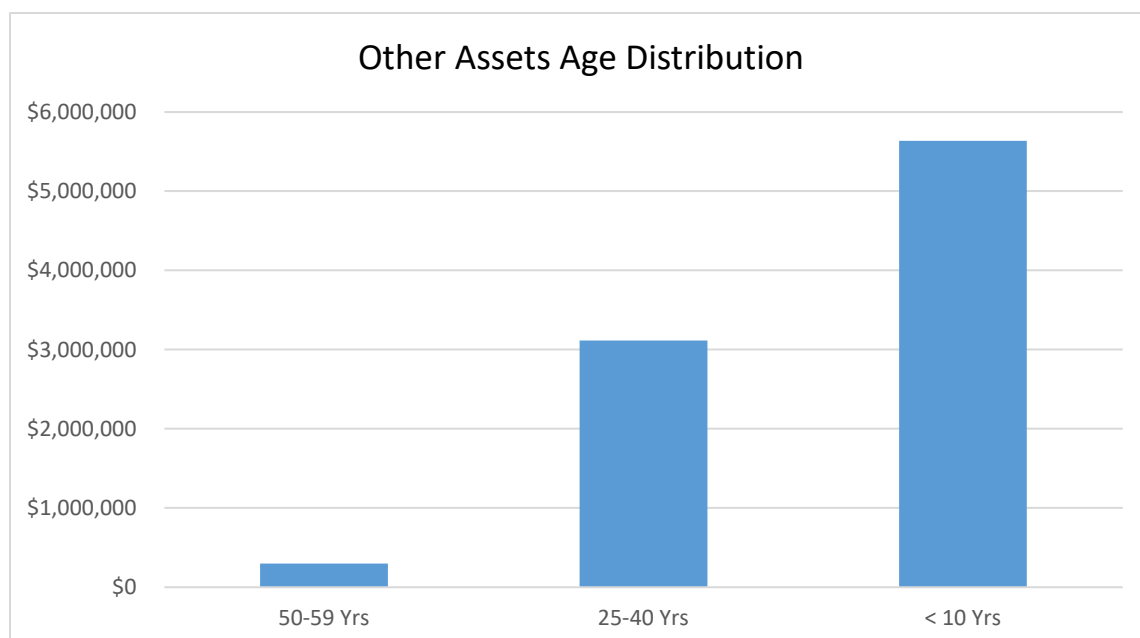


Figure - Channels age distribution by replacement

The remaining of asset distribution by age is comprised of Dyke, Flood Walls, Hydrometric Equipment. Figure - Dyke, Flood Walls, Hydrometric Equipment age distribution by replacement





Flood Control Infrastructure

Asset Condition

The condition of Flood Control assets is reviewed and analyzed on a regular basis by both internal staff at TRCA and external engineering consultants.

Details relating to the condition of each asset are maintained in Excel spreadsheets and an Access database. These details were reviewed and applied against the following 5 Point Rating / Scale, produced by the Federation of Canadian Municipalities (FCM), Canadian Construction.

Association (CCA), Canadian Public Works Association (CPWA), and Canadian Society of Civil Engineering (CSCE), to determine the overall condition of the assets. The rating scale ranges from Very Good to Very Poor and is commonly used by other public sector organizations, therefore allowing for benchmarking against other organizations.

Rank	Condition	Definition
1	Very Good	The infrastructure in the system is in generally good condition, typically new or recently rehabilitated. A few elements show signs of deterioration that require attention.
2	Good	The infrastructure in the system is in good condition; some elements show signs of deterioration that require attention. A few elements show sign of significant deficiencies
3	Fair	The infrastructure in the system or network is in fair condition; it shows general signs of deterioration and requires attention. Some elements exhibit significant deficiencies.
4	Poor	The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.
5	Very Poor	The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.

Table– Five Point Infrastructure Rating Scale

TRCA has made significant progress in upgrading the condition of its flood infrastructure over the last ten years. Numerous projects have been undertaken to restore flood channels and increase dam safety, redundancy and reliability. Thorough DSR's and engineering studies have helped TRCA understand how the structures rank in terms of risk to the public and how to mitigate this risk.

A key part of TRCA Engineering Services role in reducing flood risk is to operate, monitor and maintain various flood protection structures. The Flood Infrastructure and Hydrometrics section conduct daily, monthly and annual inspections on each structure depending on the level of risk and the technical standard of surveillance. For example, large dams with high associated risks are required to have daily, monthly and annual inspections. Small, lower risk structures such as flood protection channels are required to undergo only an annual inspection. Starting in 2016, in order to further reduce risk, TRCA has increased surveillance of small dams so that they will receive monthly and annual inspections. All flood control channels and dykes are inspected annually. The results of these inspections are used to determine if the structure is safe and to prioritize capital works to maintain the safety of these structures.



Flood Control Infrastructure

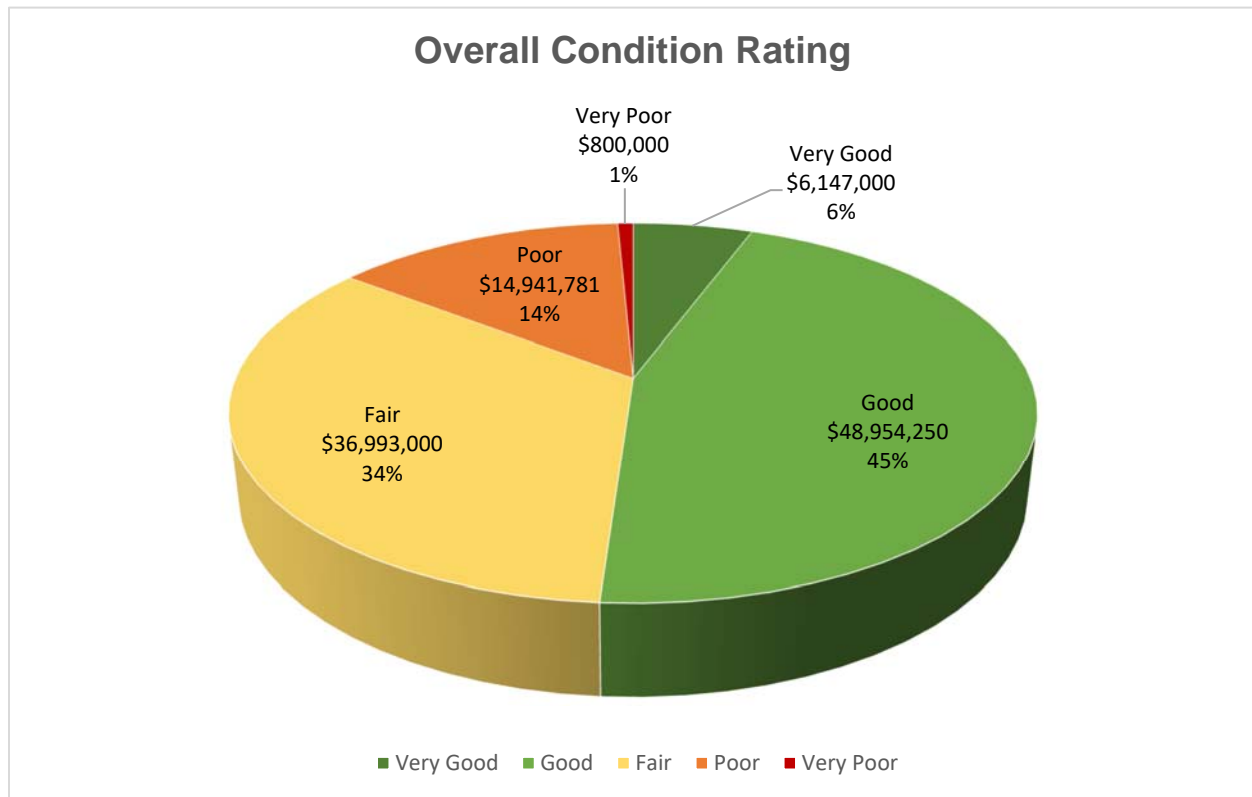
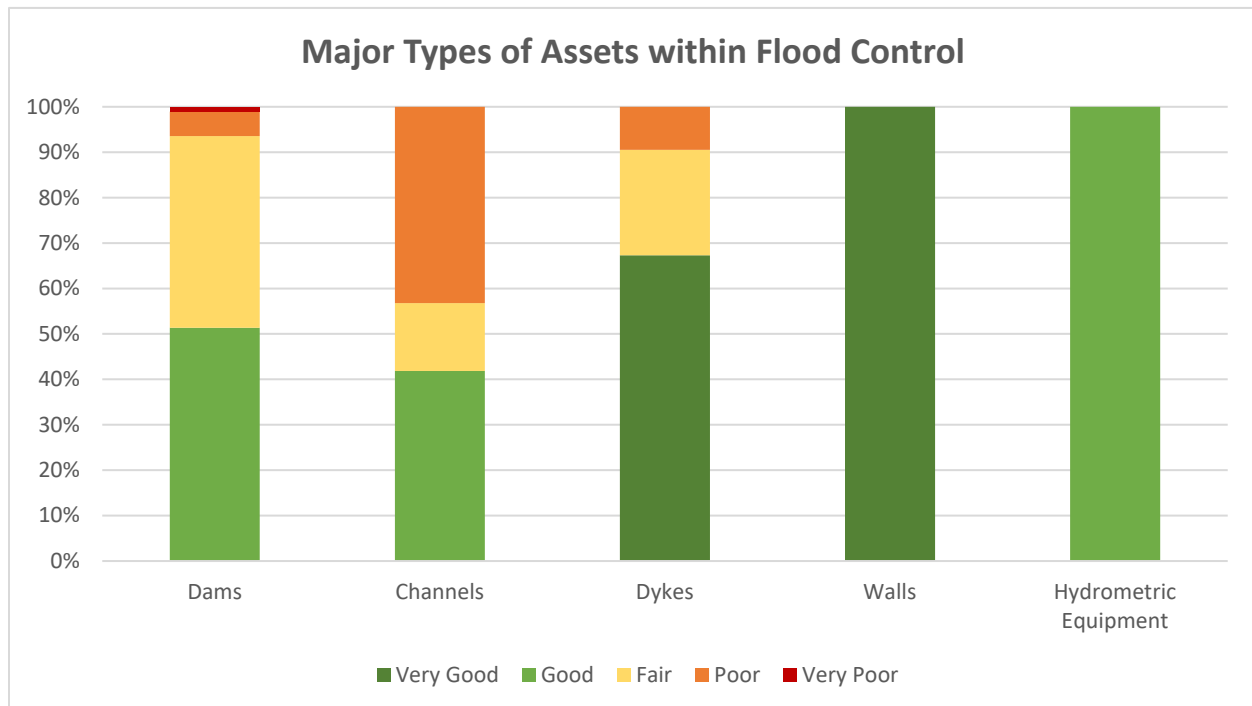


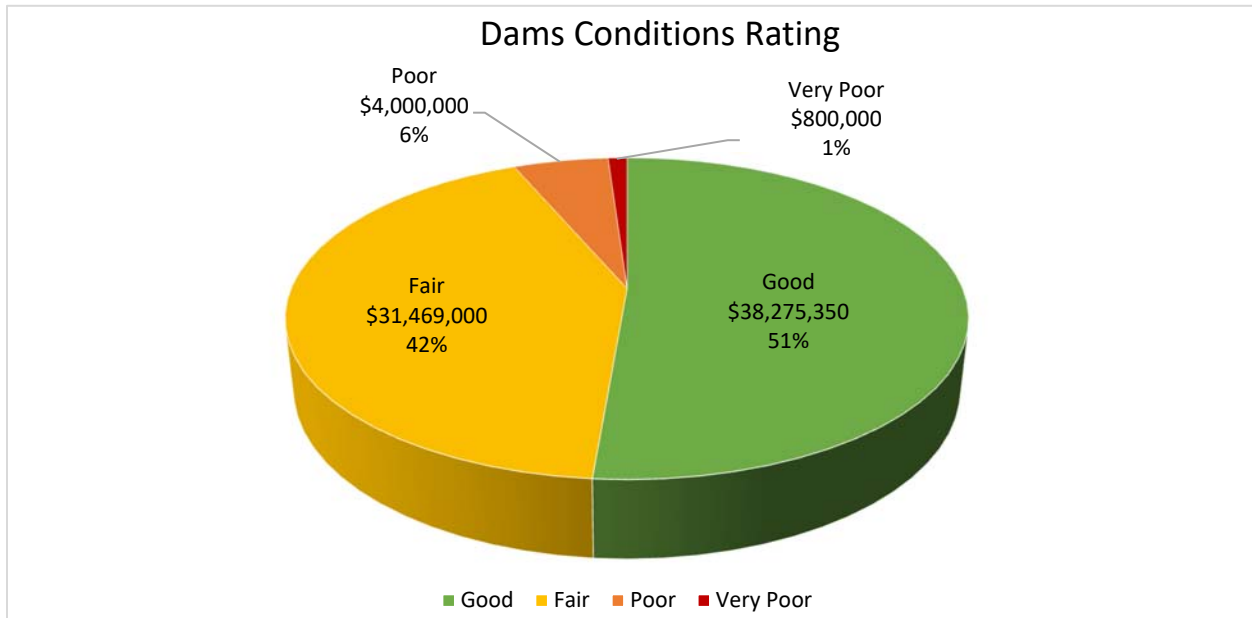
Figure – Overall Condition Rating for Flood Control Infrastructure



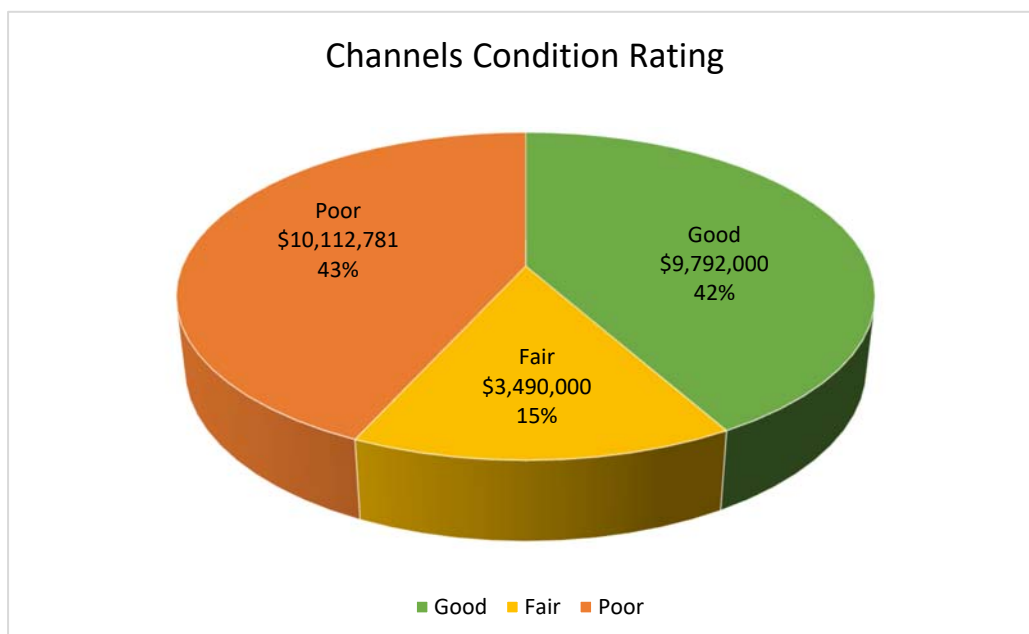


Flood Control Infrastructure

Although various components may be in better or worse shape, an internal analysis by TRCA staff has determined that generally dam assets are in Good condition overall. G. Ross Lord Dam and Black Creek Dam, representing 51% of assets are in good condition. Claireville Dam, Stouffville Dam and Milne Dam representing 42% of assets are in fair condition. This information is summarized in the table below. Dams Conditions Rating



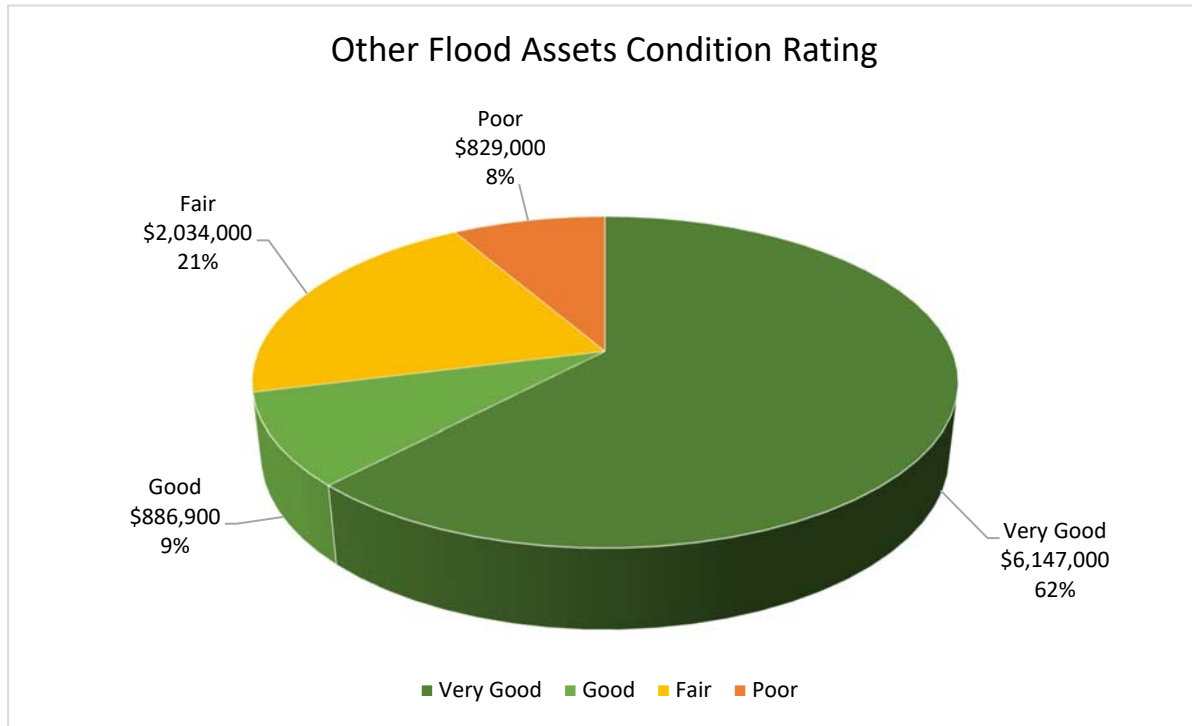
An internal analysis by TRCA staff has determined that, generally, channels assets are in fair to poor condition. Yonge York Mills Channel, Woodbridge Channel and Stouffville Channel are in good condition and represent 33% of the replacement value of the assets. Brampton Channel and Sheppard Channel has been rated as being in poor condition and represents 50% of the replacement value of channel assets. Channels Conditions Rating





Flood Control Infrastructure

Other Flood Structures Conditions Rating



Service	Asset		Inventory	Unit	Replacement Value (\$000)
	Dams	Flood Control Dams	5	Each	\$68,244,350.00
		Recreation Dams	5	Each	\$6,300,000
	Channels	Flood Control Channels	10,050	Meters	\$23,394,781.00
	Dyke	Flood Control	3,570	Meters	\$8,760,000.00
	Flood Wall	Flood Control Wall	1	Each	\$250,000.00
	Hydrometric Equipment		97	Each	\$886,900.00
TOTAL					\$107,836,031



Flood Control Infrastructure

GOOD



Total Asset Replacement

Value: \$107,836,031

Current Condition:

Good



Future Condition Trend (next 10 years):

Increasing



TRCA Strategic Plan:

Reduction or elimination of existing flood risks within our jurisdiction.

Assets Included in this Category:

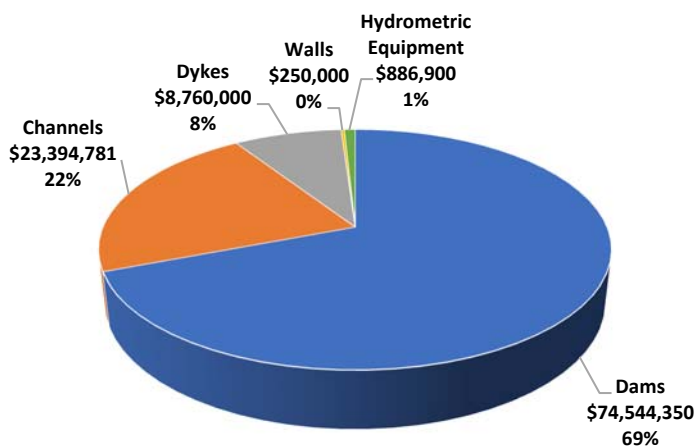
Dams, Channels, Dyke, Flood Wall and Hydrometric Equipment

Data Confidence and Reliability:

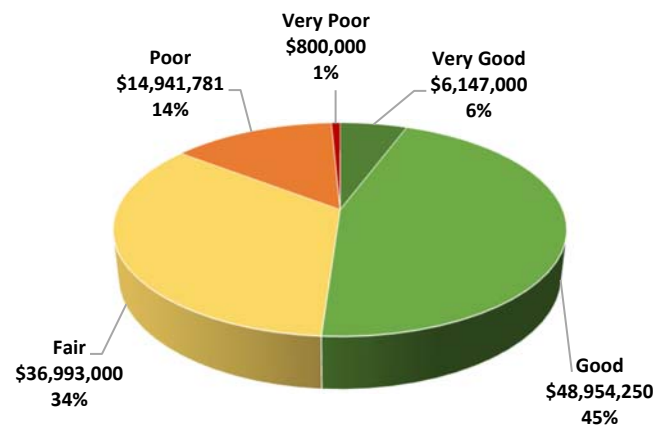
Condition Based: Medium

The total replacement value of TRCA Flood Control infrastructure is \$107.8 million. The 50% of the assets are in Good to Very Good condition, and 34% are in Fair condition, with the remaining assets close to, or past, the end of Service Life. As the TRCAs Flood Control services assets are overall in Good condition, these assets are meeting current needs but aging and may require attention.

REPLACEMENT VALUE BY ASSET TYPES



CONDITION OF FLOOD CONTROL INFRASTRUCTURE ASSETS



RES.#A24/21 -**TRCA LAND MANAGEMENT AND MASTER PLANS**

Update on the status of land management and master plans for TRCA properties.

Moved by: Mike Layton
Seconded by: Linda Jackson

IT IS RECOMMENDED THAT an update on the status of land management and master plans for TRCA properties be received.

CARRIED

BACKGROUND

Of the mandated programs and services that Toronto and Region Conservation Authority (TRCA) provides, a key service is the responsible management of natural resources within its jurisdiction. TRCA has 16,139 hectares (ha) of greenspace secured throughout its watershed communities through ownership or management agreements with various stakeholders, representing 6.7% of the total land area in TRCA's jurisdiction.

Management of these greenspaces supports TRCA conservation efforts through the planning and provision of water conveyance features, flood control reservoirs and channels, riverside erosion control, shoreline protection on the Lake Ontario waterfront, habitat creation and enhancement projects, parks and trails, and cultural heritage resource management. TRCA cares for these greenspaces as conservation parks, education field centres, resource management tracts, conservation reserves, forest and wildlife areas, and other conservation lands. These greenspaces are critical pieces of municipal greenspace, natural heritage and park systems. The programming of TRCA lands often varies in response to the needs of the municipality and its residents.

The COVID-19 pandemic has brought an unprecedented increase in public use of TRCA greenspaces. Based on a series of permanent trail counters at several TRCA trail access locations, TRCA is projecting an increase of approximately 140% over 2019 user numbers at the same locations. This is putting additional pressure on existing facilities and infrastructure. TRCA must manage users and address the duty of care and operational maintenance needed to ensure the sustainability of the lands and quality visitor experiences.

TRCA Land Management Models

TRCA-secured lands may be managed by TRCA, by a municipality or other conservation organizations subject to a land management agreement, or some sort of co-management through a trail or co-management agreement (see Table 1).

Table 1: Management direction for existing TRCA land securements

Type	Area (hectares)	% of TRCA Land Holdings
TRCA lands managed by others (subject to a land management agreement)	3,291	26
TRCA-managed or co-managed lands	11,986	74
<i>TRCA-managed lands with current management plans</i>	<i>7,260</i>	<i>45</i>
<i>TRCA-managed lands without current management plans</i>	<i>4,725</i>	<i>29</i>
Total	16,139	100

TRCA land and trail management agreements include:

- **Land management agreements with local municipalities** for park, recreational, flood control and conservation purposes. These management agreements transfer the cost and responsibility of activities to develop and maintain the lands, such as management planning, daily operations and infrastructure improvements, to the municipality. TRCA retains responsibility for all aspects of the river channels, flood control, river protection, erosion control and dams in the agreements. TRCA participates on technical or steering committees when a municipality is preparing land management or master plans for TRCA-owned property.
 - a. TRCA has such agreements with the City of Mississauga and City of Toronto and with the Town of Whitchurch-Stouffville, to transfer management responsibility for all TRCA land holdings, with some exceptions, to the municipality.
 - b. TRCA also has such agreements for select properties with most other municipalities (examples include Milne Dam Conservation Park in the City of Markham, Cold Creek Conservation Area in the Township of King and Greenwood Conservation Area in the Town of Ajax).
- **Land or trail agreements with local user groups or conservation associations** for those groups to assist TRCA in the management of lands and trails.
 - a. TRCA has such agreements with Green Durham Association and Durham Mountain Biking Association for the East Duffins Headwaters Properties and with Humber Valley Heritage Trail Association to manage the Humber Valley Heritage Trail through Bolton Resource Management Tract.

In addition to managing TRCA-owned greenspace, TRCA manages 1,754 ha of greenspace on behalf of others through agreements or easements. For example, TRCA manages the Oak Ridges Corridor Park as part of the Oak Ridges Corridor Conservation Reserve in the City of Richmond Hill on behalf of Infrastructure Ontario (IO) and Glassco Park in the City of Vaughan on behalf of the Ontario Heritage Trust (OHT).

Management Direction for TRCA-Managed Lands

All greenspaces require regular and proper inspection, planning, management and monitoring to ensure reduced risk to people and property and to improve the visitor experience, contributing to healthy lifestyles and meaningful engagement with TRCA. While a general management and operational approach is often determined at the time of property acquisition, the following instruments provide land care direction and procedures for TRCA-managed lands:

- TRCA policies and procedures
- Land tax models, such as Conservation Land Tax Incentive Program
- Land management and master plans
- Forest management plans
- Asset management plans.

Plans articulate a response to current pressures, anticipated demands and TRCA capacity to accommodate lifecycle costs. They use forecasts to ensure that TRCA can continue to be a leader in its care for naturally and culturally significant greenspaces in the Toronto region. Site-specific objectives, priorities and actions are prescribed in land management planning documents such as land management plans and master plans. These planning documents provide long-term visions for properties, land management zones and management recommendations. They may also include public use plans, trail plans, restoration plans and facilities plans. When TRCA prepares these plans, consideration is given to how the

infrastructure can be built and sustained so that TRCA can manage its duty of care and provide quality visitor experiences. Therefore, these planning tools help leverage investment in capital and green infrastructure to support TRCA programs and services.

TRCA engages our municipal partners, local residents, greenspace users and the community at large in the planning process. A public advisory committee is formed with municipal representatives, partners, local stakeholders and neighbours to provide input into the development of the various plan components. These committees often develop into stewardship groups that continue to support TRCA and engage the community in implementing the recommendations of the plans. General public engagement happens through a variety of means, including meetings, information centres, online presentations/webinars, surveys, newsletters and other engagement techniques.

TRCA has prepared land management planning documents for 60% of the TRCA-managed properties (see Table 1, maps in **Attachment 1**, and a list of current management planning documents in **Attachment 2**). These plans are at various stages of implementation.

Major parcels of TRCA-managed land holdings that do not have approved land management planning documents include:

- Black Creek Pioneer Village in the City of Toronto
- Boyd Conservation Area in the City of Vaughan
- Glen Haffy Conservation Area in the Town of Caledon
- Petticoat Creek Conservation Area in the City of Pickering

Care of TRCA greenspaces without management plans are guided by one or more of the following:

- Forest Management Plans that specify practices as part of the Managed Forest Tax Incentive Program and the Conservation Lands Tax Incentive Program.
- TRCA policies and standard operating procedures also provide management guidance to TRCA land holdings. TRCA is finalizing a risk-based land classification process that will establish standard levels of care across TRCA land holdings.
- Partnership models that allow for partners to assist and support TRCA care of TRCA greenspaces, such as the agreement for land management support of the Duffins Headwaters Properties with Green Durham Association.

RATIONALE

The COVID-19 pandemic has brought an unprecedented increase in public use of TRCA lands. These greenspaces allow people the opportunity to stay close to home and use the outdoors as a venue for physical activity and mental restoration and as a place to be able gather safely while maintaining physical distance requirements. Based on a series of permanent trail counters at several TRCA trail access locations, TRCA is projecting an increase of approximately 140% over 2019 user numbers at the same locations. This is putting additional pressure on existing facilities and infrastructure and requires TRCA to manage users (both through education and enforcement) and to address the duty of care and operational maintenance required to ensure the sustainability of the lands and quality visitor experiences. Municipal enforcement capacity is also being burdened responding to parking issues along municipal roads where people park to gain access to TRCA trails and facilities.

The *Conservation Authorities Act* provides TRCA the objective of providing programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals within TRCA's watersheds, and to

manage the lands we secure in a manner that supports this objective. Land management and master plans are valuable planning initiatives that support the successful delivery of programs and services related to the conservation and care of TRCA greenspaces. These plans ensure that parks, conservation areas and other greenspaces are managed to achieve the greatest environmental and community benefits possible. They also address factors around risk management, infrastructure state of good repair, and exceptional visitor experience. TRCA has been able to leverage past planning documents for further investment in TRCA lands and infrastructure. This planning-driven revitalization has led to greater attendance and revenue at TRCA facilities.

The Toronto Region has developed around TRCA lands, so these spaces are even easier to access than before. TRCA greenspaces also play an integral part of the greenspace systems of its partner municipalities. TRCA needs to embrace these visitors and guide them on how to use these greenspaces responsibly so that access and conservation objectives can be achieved harmoniously.

Opportunities

Opportunities exist to further and improve TRCA implementation of land management plans and master plans to leverage TRCA's vision and support the delivery of TRCA programs and services.

Strategic Opportunities

- **Improve fulsome lifecycle asset management** to address failing capital infrastructure that is critical to TRCA programs and services. There is a need to address issues around state of good repair so that TRCA can continue to support existing and proposed greenspace programming. TRCA is in the process of creating asset management plans that will address lifecycle management actions required for existing infrastructure. Management plans help identify actions required to sustain new and existing assets over the long term. If existing infrastructure falls into a further state of disrepair because of lack of maintenance, cost estimates at the time of management plan approvals will not accurately reflect the costs required to address state of good repair.
- **Review and update existing plans** to ensure that they support current programs and services with realistic funding approaches for outstanding deliverables. TRCA can identify strategic linkages between TRCA and municipal strategies and plans to develop shared visions for the future and meaningful ways to achieve each other's goals. TRCA can then align the implementation of these projects with capital budget planning processes so that TRCA can leverage additional investment by municipalities. This approach is being used to implement TRCA's Trail Strategy for the Greater Toronto Region.
- **Explore diversification of land management models.** Management of lands can be transferred to local municipalities so that they are responsible for the management of the lands, including taxes and utilities, where the lands better serve local initiatives. New models that involve municipal management of lands with co-branding or cooperative utilization of a site with TRCA can also be explored. There is also an opportunity to explore co-management models with park agencies with similar objectives and mandates, such as Parks Canada or Ontario Parks.
- **Pursue opportunities for municipalities, park agencies and others to partner on greenspace management** to satisfy both development-related greenspace requirements, as well as public demand. TRCA has an abundance of lands that are interwoven into greenspace networks within its watershed. TRCA can increase municipal, park agency and

community relationships/partnerships through Memorandums of Understanding (MOUs) and develop new partnerships to deliver infrastructure and programs identified through development and municipal planning processes. Partnering with others who have similar objectives to co-manage lands will allow TRCA to further opportunities to invest in land care. This may include supporting proactive land management planning and implementation through regular capital budgets from regional and local municipal partners in a manner that supports a consistent level of continued adaptive management of TRCA lands. Continued coordination with municipal partners will allow for collective management implications related to access to and use of TRCA lands, such as parking and washrooms, to be better coordinated in the local area. This could be achieved by coordinated parking and access studies that look at opportunities outside of the lens of a single agency.

- **Increase the responsiveness of TRCA community learning initiatives.** There is an opportunity to improve community education across TRCA's land base so that people better understand the services provided by the greenspace and how to recreate responsibly in these spaces. Building on the Trail Ambassador initiative during the spring and summer of 2020, TRCA community learning staff can be directed to areas where there has been a higher incident of problems or unauthorized uses or where there are new initiatives that impact how people use an area, so that TRCA can engage positively with users to teach people how to use areas responsibly, given the rules and etiquette of particular areas.

Funding Opportunities

- **Build on-going land care costs into the land securement decision-making framework.** As soon as TRCA secures lands, there is an associated cost for its care. The cost of managing TRCA lands varies depending on the programs and services to which the land contributes. As TRCA continues to refine the standards of care associated with TRCA's draft land service level framework, the on-going costs of managing TRCA lands to satisfy the desired service level can be identified early so that implications on land care budgets can inform decisions about the potential land securement.
- **Identify opportunities to animate TRCA greenspaces and make them destinations.** This can include providing for third party investment to increase opportunities for public use where appropriate. TRCA should continue to explore and nurture partnerships that can lead to support implementation of the plan recommendations. Increased use can animate TRCA greenspaces and generate revenues that can be reinvested in capital asset management and development to continue to support public use and natural and cultural heritage conservation and restoration.

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 3 – Rethink greenspace to maximize its value

FINANCIAL DETAILS

All properties, regardless of the management category and intensity of public use, require regular and proper inspection, land planning, management and monitoring to ensure that TRCA lands support TRCA programs and services. Regular management of TRCA lands as part of TRCA's Land Care Program includes basic inspections of and response to property boundary securement conditions and hazards to respond to TRCA's basic duty of care responsibilities. These boundary maintenance activities consist of minor encroachment resolutions, work order resolution, garbage removal, neighbour relations management, property identification and regulatory signage, fence and gate installation and maintenance, tree assessments and tree hazard mitigation. These actions include activities that are both proactive and reactive. As such,

response and mitigation costs can vary from year to year.

The cost of managing TRCA lands varies depending on the programs and services to which the land contributes. TRCA established a land care rate of \$309/ha in 2008 (nearly \$370/ha in 2020\$). As part of the Greenspace Securement and Management Plan that is being developed by staff, TRCA staff are updating the annual aggregate cost to perform the aforementioned basic land care responsibilities to reflect current regulatory requirements and TRCA policies and procedures that inform the more comprehensive approach to land management that TRCA undertakes. Preliminary estimates for basic land care activities, taxes and insurance is estimated at approximately \$465/ha for lands classified as low service in TRCA's draft land service level strategy. This amount fluctuates based on social, environmental and operational factors such as weather events, changes in service levels, invasive species destruction, and ease of access from nearby communities. Additional natural and cultural resource management activities, enforcement, outreach and other programming are not included in the \$465/ha rate.

In addition to the basic duty of care responsibilities, TRCA may add services to the lands to support additional TRCA programs and services. These range from no-fee, passive use trails and supporting infrastructure to fee-supported, active recreation programs and significant built infrastructure. These additional services increase the costs to service said lands and are supported through business and budget planning. TRCA costs associated with delivery of these programs and services are being refined through the Greenspace Securement and Management Plan project.

TRCA currently receives land care funding from the Region of Durham, the Region of Peel and the Region of York. The degree to which these support TRCA land management planning, on-going operations, management of passive use and conservation lands, and some capital development recommended in the land management and master plans varies by regional municipality because of the different funding amounts provided to TRCA for land care.

TRCA's only current land management and master planning project for TRCA-managed lands is the master plan for Glen Haffy Conservation Area and Surrounding Niagara Escarpment Properties, funded through Peel Land Care (440-01). Occasionally, plans are developed that supplement master plans or management plans in place for certain sites. For example, a Public Use Activation Plan is being prepared for Claireville Conservation Park, which complements the Management Plan already in place.

In addition to funds levied from partner municipalities, TRCA has leveraged investment from local municipalities, community partners, and the development industry to complete priority projects identified in land management and master plans. However, TRCA has not secured full financing to implement all capital development recommended in the approved land management and master plans.

DETAILS OF WORK TO BE DONE

The current financial realities coupled with the ongoing increase in use of TRCA lands has clearly demonstrated a need to rethink the way we plan, manage and care for TRCA greenspaces. This has been further amplified because of the COVID-19 pandemic. The unprecedented increase in public use of TRCA lands has brought to light the need to clearly address infrastructure to manage and control users and to address the state of good repair and operational maintenance required to ensure the sustainability of our land.

Therefore, there is a need to focus on completing several key initiatives in support of general TRCA land care. These include:

- **Improve lifecycle asset management.**
 - Develop asset management plans to improve TRCA's capital asset management with a better understanding of the state of good repair of existing infrastructure to support the current and expected use of TRCA greenspaces.
- **Use an adaptive management approach to guide TRCA land planning and care.**
 - Review and update implementation plans for management and master plans with outstanding deliverables to identify actions that reflect the current operating environment, the demand for access to greenspace during the COVID-19 pandemic, a consistent duty of care approach across TRCA-managed lands and TRCA's strategic objectives. These updated implementation plans will be incorporated into TRCA's capital budget planning process to provide clear priorities for the next five years and the 10-year forecast.
 - Continue to develop the master plan for Glen Haffy Conservation Area and Surrounding Niagara Escarpment Open Space System (NEPOSS) properties, with a target completion of Q4 2022. NEPOSS properties are to have a land management/master plan for each park and open space in the NEPOSS in accordance with 3.1.5.1 of Part 3 of the *Niagara Escarpment Plan* (2017).
 - Employ a combination of community learning and enforcement to engage people in responsible use of TRCA greenspaces, with a focus on areas with the greatest pressures and impact risks.
- **Diversify land management models.**
 - Continue to develop a land classification risk model so that TRCA can better respond to the demands for use of TRCA greenspaces and refine TRCA standards of care that influence on-going land care costs associated with greenspace securement.
 - Continue MOU and Service Level Agreement (SLA) discussions with municipal partners to look at new taxation and funding models for TRCA lands, informed by the asset management plans that will be developed.
 - Explore potential partnerships with municipalities, park agencies and third parties on animation, enforcement and co-management of TRCA greenspaces.
 - Update TRCA's Forest Management Plan to leverage the stewardship of TRCA's forest assets to better support land care objectives and current TRCA programs and services.

Report prepared by: Deanna Cheriton, extension 5204

Emails: deanna.cheriton@trca.ca

For Information contact: Deanna Cheriton, extension 5204, Ralph Toningner, extension 5366

Emails: deanna.cheriton@trca.ca, ralph.toningner@trca.ca

Date: December 18, 2020

Attachments: 5

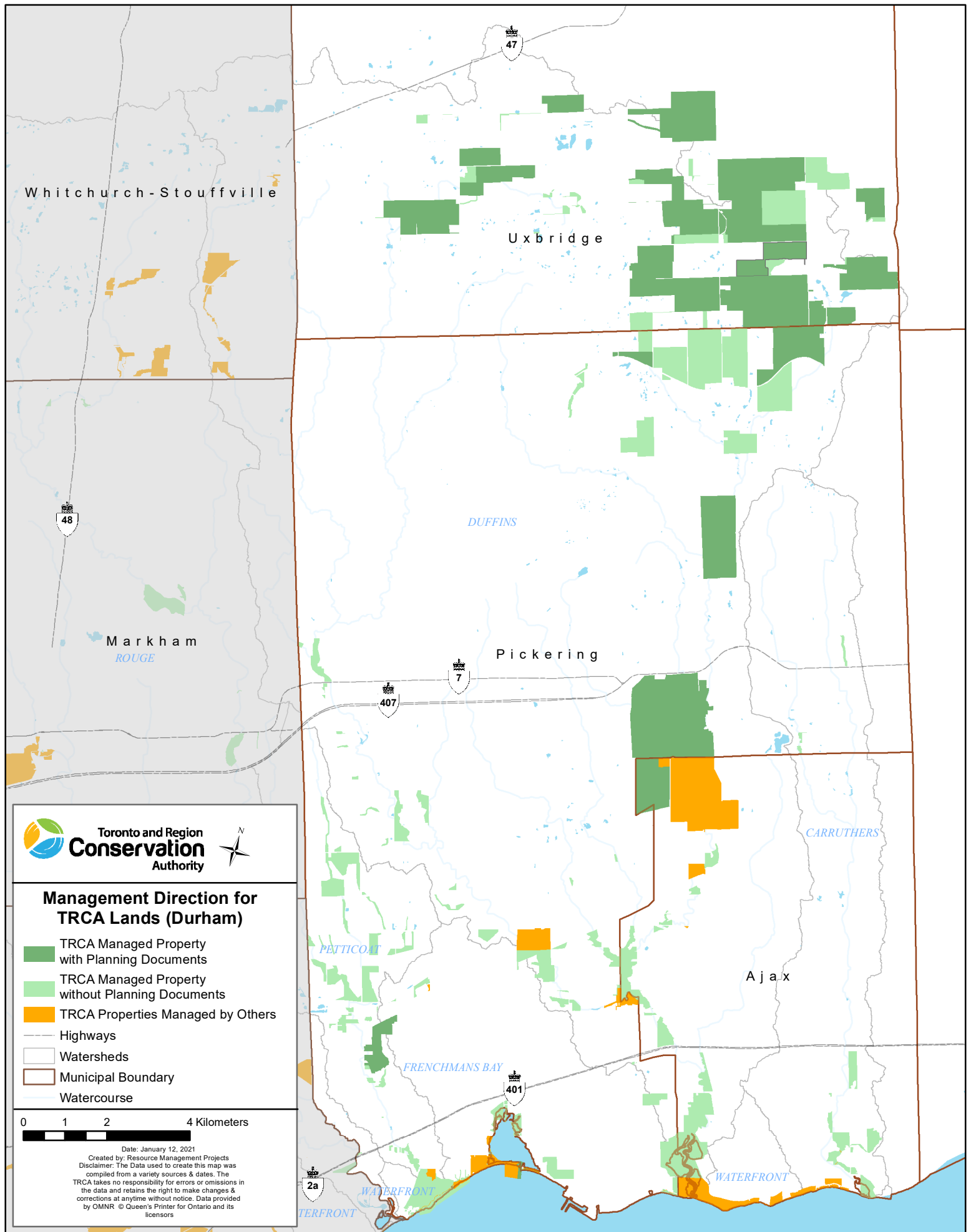
Attachment 1: Region of Durham Map of TRCA properties with Management Plans

Attachment 2: Region of York Map of TRCA properties with Management Plans

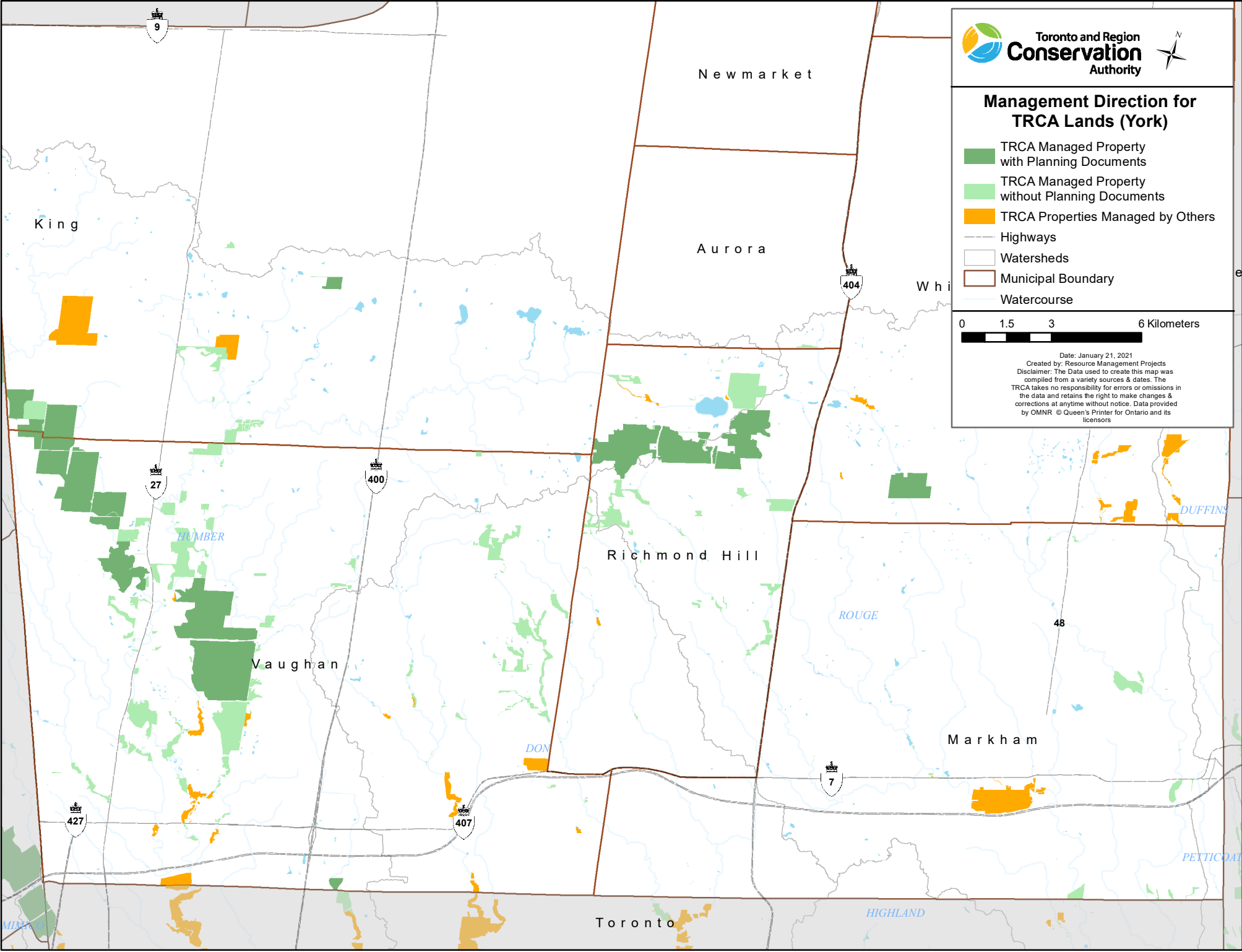
Attachment 3: Region of Peel, Town of Mono and Township of Adjala-Tosorontio Map of TRCA properties with Management Plans

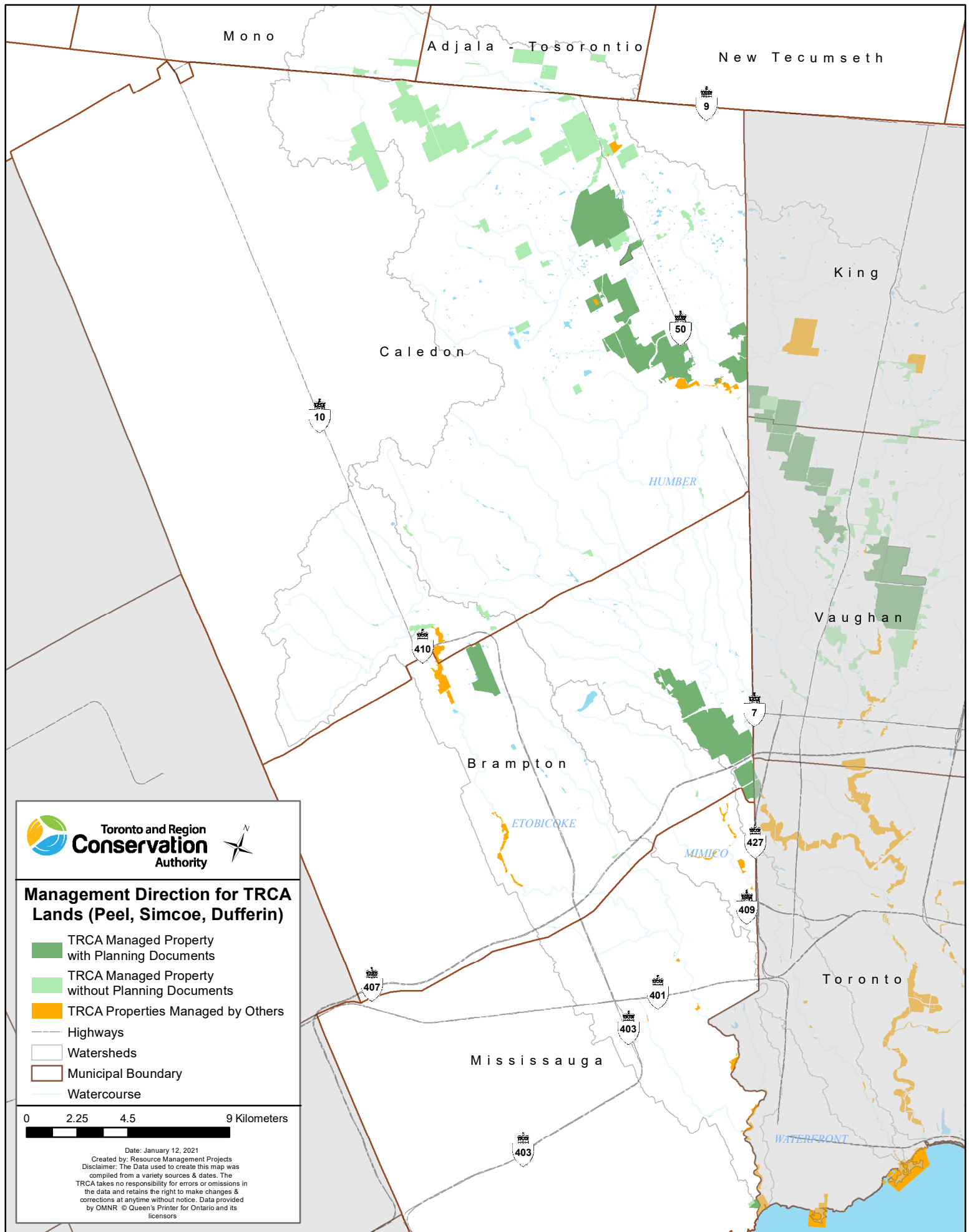
Attachment 4: City of Toronto Map of TRCA properties with Management Plans

Attachment 5: List of Land Management Planning Documents for TRCA-managed Properties

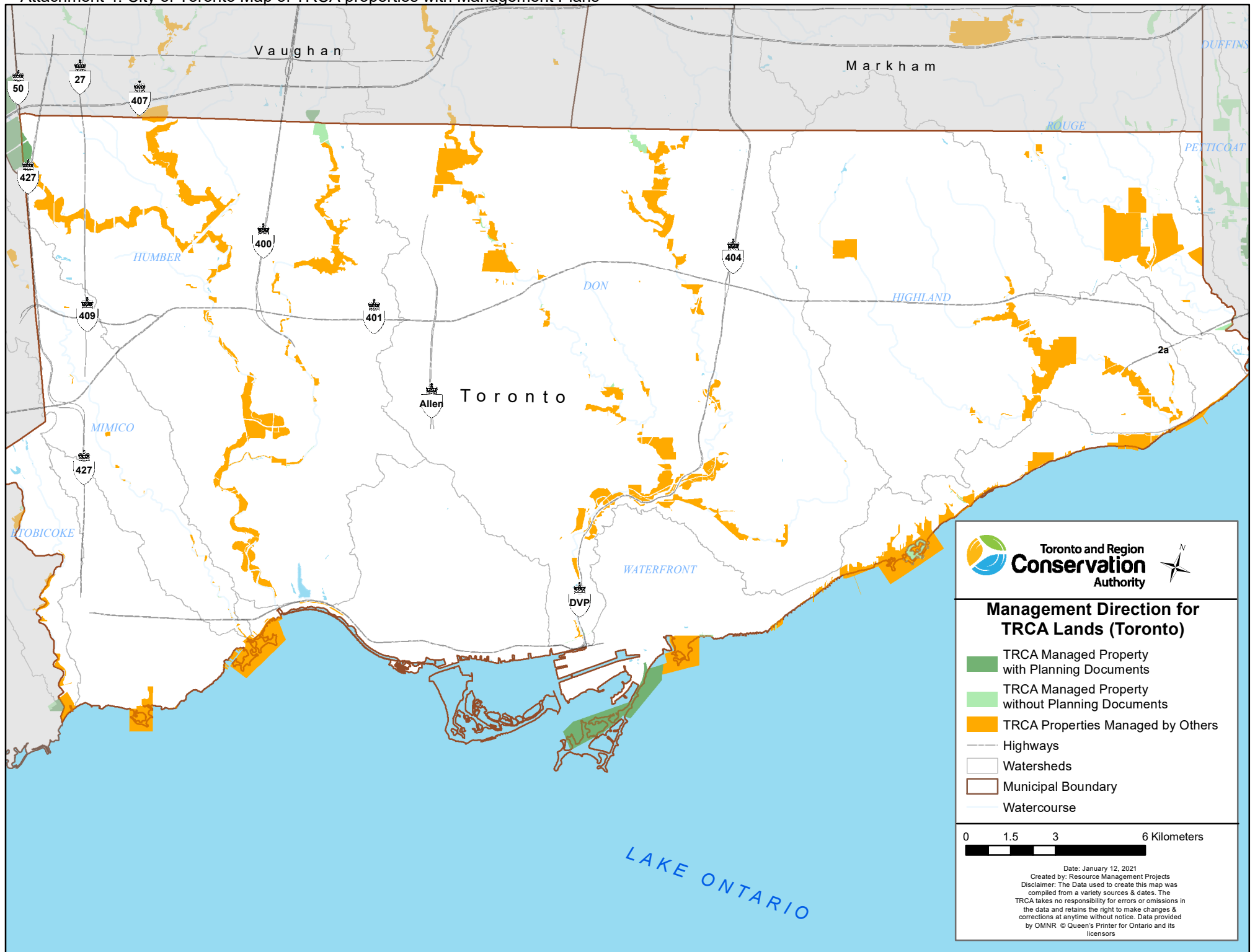


Attachment 2: Region of York Map of TRCA properties with Management Plans





Attachment 4: City of Toronto Map of TRCA properties with Management Plans



List of land management planning documents for TRCA-managed properties

Regional Municipality	Local Municipality	Land Owner	Land Manager	Land Planning Document	Endorsement Date	Plan Type
Durham	Ajax, Pickering	TRCA	TRCA, Ajax	Greenwood Conservation Area Management Plan	2004	Management
Durham	Pickering	TRCA	TRCA	Altona Forest Environmental Management Plan	1996	Management
Durham	Pickering	TRCA	TRCA	Greenwood Conservation Lands Master Plan	2014	Master
Durham	Pickering	TRCA	TRCA, Pickering	Rotary Frenchman's Bay Park West	2021	Master
Durham	Uxbridge, Pickering	TRCA, OHT	TRCA	Duffins Creek Headwaters Management Plan for TRCA Properties	2003	Management
Durham	Uxbridge, Pickering	TRCA, OHT	TRCA	East Duffins Headwaters Management Plan Update	2013	Management
Peel	Brampton	TRCA	TRCA	Heart Lake Conservation Area Master Plan	2006	Master
Peel	Caledon	TRCA	TRCA	Albion Hills Conservation	2016	Master

Attachment 5: List of Land Management Planning Documents for TRCA-managed Properties

				Area Master Plan		
Peel	Caledon	TRCA, OHT	TRCA	Bolton Resource Management Tract Management Plan	2013	Management
Peel	Mississauga	TRCA	TRCA, Mississauga	Arsenal Lands Master Plan	2007	Master
Peel, Toronto	Brampton, Toronto	TRCA	TRCA	Claireville Conservation Area Management Plan Update	2012	Management
Toronto	Toronto	TRCA, MNRF, Ports Toronto	TRCA, Toronto	Tommy Thompson Park Master Plan	1992	Environmental Assessment/ Master
York	King	TRCA	TRCA	Humber Source Woods Management Plan	2011	Management
York	King, Vaughan	TRCA	TRCA	Nashville Conservation Reserve Management Plan	2015	Management
York	Richmond Hill	IO	TRCA	Oak Ridges Corridor Park Management Plan	2006	Management
York	Richmond Hill	TRCA, IO	TRCA	Oak Ridges Corridor Park East	2011	Management

Attachment 5: List of Land Management Planning Documents for TRCA-managed Properties

				Management Plan		
York	Vaughan	TRCA	TRCA	Black Creek Pioneer Village North Lands Master Plan	2013	Master
York	Vaughan	TRCA	TRCA	The Living City Campus Master Plan	2006	Master
York	Vaughan	TRCA, OHT	TRCA	Boyd North and Glassco Park Management Plan	1999	Management
York	Whitchurch-Stouffville	TRCA	TRCA	Bruce's Mill Conservation Area Master Plan	2011	Master

RES.#A25/21 -

TRAIL STRATEGY FOR THE GREATER TORONTO REGION

A progress update on the implementation of the [Trail Strategy for the Greater Toronto Region](#).

Moved by: Jack Heath
Seconded by: Chris Fonseca

WHEREAS the Toronto and Region Conservation Authority's (TRCA) Trail Strategy for the Greater Toronto Region was approved at Board of Directors Meeting held on September 27, 2019;

AND WHEREAS TRCA staff were directed to engage with partner municipalities and trail partners on priority projects, service level agreements, and funding agreements in support of the development of the regional trail network;

AND WHEREAS TRCA staff were directed to request that the Province recognize and build components of the Trail Strategy for the Greater Toronto Region into the Province's transit and transportation strategies, projects, and provincial land use plans including the Metrolinx Regional Transportation Plan, the Growth Plan for the Greater Golden Horseshoe and official plan update and conformity processes;

IT IS RECOMMENDED THAT the progress update on the implementation of the Trail Strategy for the Greater Toronto Region be received.

CARRIED

BACKGROUND

The [Trail Strategy for the Greater Toronto Region](#) (the Trail Strategy) has been developed in collaboration with municipal partners and trail stakeholders. Between 2018-2020, TRCA staff engaged these partners in the development of the Trail Strategy, including the development of an implementation plan to construct proposed trail and amenity capital projects. The Trail Strategy received final approval by the TRCA Board of Directors at the September 27, 2019 meeting (Res.#A158/19) in part, as follows:

THEREFORE, LET IT BE RESOLVED THAT the TRCA Trail Strategy for the Greater Toronto Region be approved;

THAT TRCA staff be directed to meet with partner municipalities to discuss priority projects, service level agreements, and funding agreements in support of the expansion and management of the regional trail network;

THAT TRCA request the Province recognize and build components of the TRCA Trail Strategy for the Greater Toronto Region into the Province's transit and transportation strategies, projects, and provincial land use plans including the Metrolinx Regional Transportation Plan, the Growth Plan for the Greater Golden Horseshoe and official plan update and conformity processes;

A summary of engagement with municipal partners on implementation progress on priority projects during 2019-2020 is outlined below.

2019

TRCA staff collaborated with municipal partners and trail stakeholders to discuss a draft implementation plan. TRCA staff and municipal partners developed a draft list of priority trail and

amenity infrastructure projects that aligned capital project planning priorities. These projects present opportunities for collaboration; both advancing the implementation of the Trail Strategy and achieving municipal capital improvement goals. The municipal partners engaged included:

- Town of Ajax
- Township of Uxbridge
- City of Pickering
- Town of Whitchurch-Stouffville
- City of Richmond Hill
- Township of King
- City of Markham
- City of Vaughan
- City of Mississauga
- City of Brampton
- City of Toronto
- Town of Caledon
- Region of York
- Region of Durham
- Region of Peel
- Waterfront Regeneration Trust
- Ontario Ministry of Transportation (MTO)

2020

TRCA staff re-engaged with an initial group of municipal partners to confirm priority trail and amenity projects for 2021-2025. Meetings included discussions on project scoping and capital planning timelines. The initial group of municipal partners engaged included:

- Town of Ajax
- Township of Uxbridge
- City of Pickering
- City of Richmond Hill
- City of Vaughan
- City of Brampton
- City of Toronto

Engagement meetings to discuss ongoing prioritization of trail and amenity implementation projects will be scheduled with the remaining partner municipalities and trail organizations beginning in early 2021.

Discussions with partner municipalities have confirmed a shared desire to streamline the delivery of priority trail and amenity implementation projects. In this engagement, TRCA staff reiterated the ongoing desire to advance Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) between TRCA and municipal partners. These instruments will help facilitate the implementation of priority trail and amenity projects by streamlining the execution of agreements necessary to engage TRCA services. With an SLA in place, a municipality may quickly engage TRCA to provide services to execute Trail Strategy implementation projects through a simple, standardized Letter Agreement process. As an example, TRCA maintains a Master Servicing Agreement with the City of Toronto – Transportation Services and Parks Forestry and Recreation. This arrangement simplifies delivery of projects and strengthens our partnerships. The detailed list of services can be found [here](#).

RATIONALE

Since September 27, 2019 meeting, TRCA staff have achieved significant progress in advancing the Trail Strategy:

- TRCA staff and municipal partners have progressed the implementation of trail and amenity infrastructure projects identified in the Trail Strategy. TRCA has received new project grant funding to initiate infrastructure projects, executed new project agreements to undertake infrastructure projects, and reached capital project construction milestones. Progress achieved on these items is detailed in *Trail Strategy: Implementation Progress Achieved (2019-2021)* (**Attachment 1**).
- TRCA staff and municipal partners are developing the *Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)*, an implementation plan for priority trail and amenity infrastructure projects (**Attachment 2**).
- TRCA staff circulated the endorsed Trail Strategy for TRCA staff and municipal staff to reference in the review and advancement of related projects and plans.
- TRCA staff convened the internal TRCA Trails Working Group.
- TRCA staff incorporated Trail Strategy initiatives and actions into work plans and business planning processes. For example, TRCA is currently undertaking a review of Greenspace Master and Management Plans, as well as the TRCA Asset Management process.
- TRCA staff pursued funding to deliver priority trail and amenity capital projects through the budget planning process, the grants centre and partnership funding with municipalities.
- TRCA staff developed the [Trail Strategy Dashboard](#) to communicate progress in building the proposed interregional trail network.

TRCA will ensure that the priority trail and amenity projects outlined in the *Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)* (**Attachment 2**) are incorporated into the annual TRCA capital budget planning process. As the implementation of these projects moves forward, TRCA will re-engage annually with municipal partners to discuss implementation progress, confirm future priority projects, and discuss capital budget planning timelines for these projects. This engagement will occur in Q3 of a given year and will inform an annual update to the *Trail Strategy: Trail and Amenity Projects Implementation Plan* in Q4. As TRCA's capital budget planning process begins in Q1 of the following year, the appropriate Trail Strategy implementation priorities will be captured based on the latest implementation plan update. Annual re-engagement with municipal staff project planning teams will support alignment on TRCA capital budget priority discussions with municipalities in Q2. This process for project planning in 2021 and 2022 is illustrated in Figure 1.

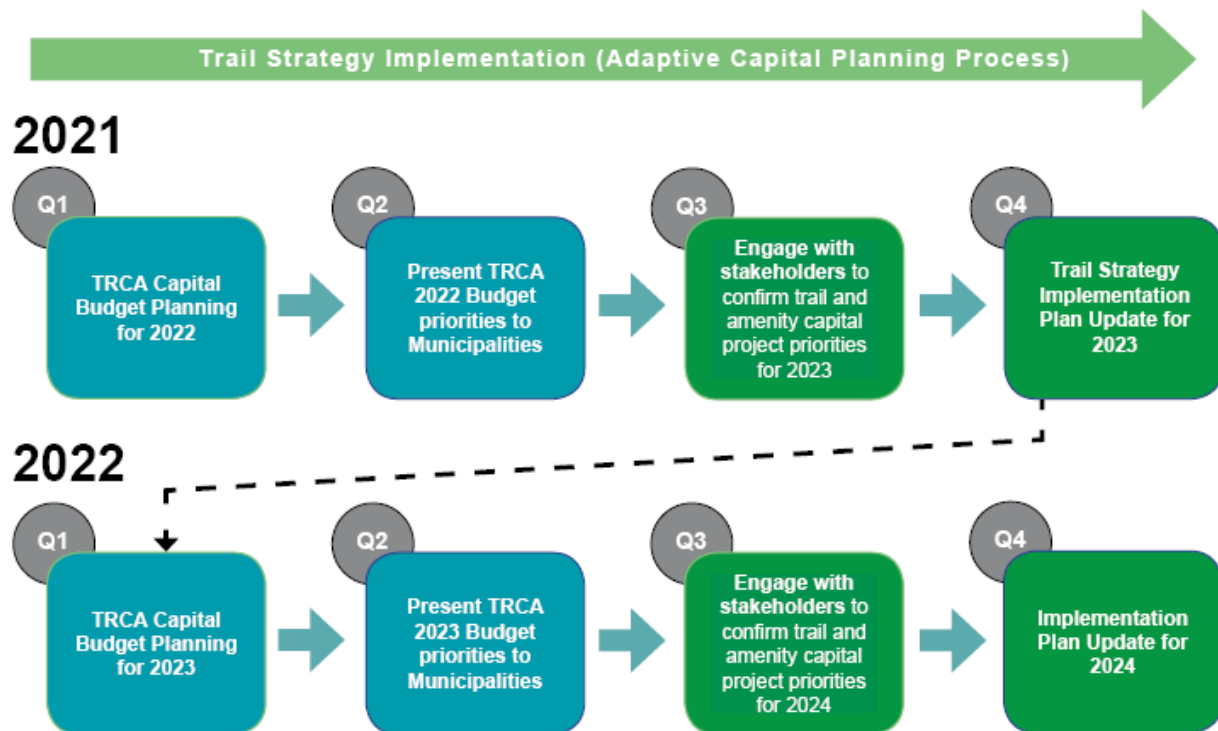


Figure 1: Trail Strategy Implementation Integration with TRCA Capital Budget Planning Process

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 3 – Rethink greenspace to maximize its value

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

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

Undertaking the coordination of the Trail Strategy is currently an ongoing capital project funded through the Peel Trail Strategy (440-25) and York Trail Strategy (442-93) accounts.

Trail and amenity capital project implementation are funded through TRCA's Peel Trail Program (440-03), York Trail Program (442-04) and Durham Trail Program (444-09) accounts as well as through fee-for-service agreements with our municipal partners and grant funding.

DETAILS OF WORK TO BE DONE

- Continue to advance the *Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)* (**Attachment 2**) with municipalities and other trail partners.
- Based on the *Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)* (**Attachment 2**), develop trail and amenity project plans in collaboration with municipal partners to include: Scope of Work, List of Recoverable Services, Project Timeline, ROM Cost Estimate, Estimated Project Budget, Funding.
- Draft and execute project agreements.
- Initiate projects identified with executed agreements.

Report prepared by: Caitlin Harrigan, ext. 5267, Corinna Thomassen-Darby, ext. 5625
Email: caitlin.harrigan@trca.ca; corinna.thomassen-darby@trca.ca
For Information contact: Caitlin Harrigan, ext. 5267
Emails: caitlin.harrigan@trca.ca
Date: February 26, 2021
Attachments: 2

Attachment 1: Trail Strategy: Implementation Progress Achieved (2019-2021)
Attachment 2: Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)

Attachment 1:

Trail Strategy Implementation Progress Achieved (2019-2021)

TRCA staff and municipal partners have progressed the implementation of trail and amenity capital projects identified in the Trail Strategy. TRCA has received new project grant funding to initiate infrastructure projects, executed new project agreements to undertake infrastructure projects, and reached capital project construction milestones. This document includes detailed tables presenting the projects which have contributed to this progress.

TABLE OF CONTENTS

Table 1: Capital Project Grant Funding Received	2
Table 2: Capital Project Agreements Executed	3
Table 3: Capital Project Construction Milestones Reached	5

ATTACHMENT 1:**Trail Strategy Implementation Progress Achieved (2019-2021)**

TABLE 1: CAPITAL PROJECT GRANT FUNDING RECEIVED					
	Project	Municipality	Grant Funding	Value	Year
1	Claremont Greenway and Accessible Trail Loop: Feasibility Study	City of Pickering	Trans Canada Trail Capital Improvement Program Grant	\$70,000	2019
2	EDH to Rouge National Urban Park: Trans Canada Trail Signage	Township of Uxbridge	Trans Canada Trail Capital Improvement Program Grant	\$15,500	2019
3	Oak Ridges Corridor Trail (Phase 5): Lake-to-Lake Trail Completion	York Region	York Region Pedestrian and Cycling Municipal Partnership Program	\$160,000	2020

ATTACHMENT 1:**Trail Strategy Implementation Progress Achieved (2019-2021)**

TABLE 2: CAPITAL PROJECT AGREEMENTS EXECUTED					
	Project	Municipality	Services	Value	Year
1	Claireville Conservation Area Inter-Regional Trail (North)	City of Brampton	Planning and Design, Permits and Approvals, Procurement and Contract Management, Site Works	\$3,350,000	Pending (Under Review)
2	Kennedy Valley Trail Protection Works	City of Brampton	Planning and Design, Permits and Approvals, Procurement and Contract Management, Site Works	\$235,000	2020
3	Waterfront Trail Improvements - Bruce Handscomb Park to Elvira Court	City of Pickering	Background Studies, Planning and Design, Contract Management	\$50,000	Pending (Under Review)
4	Macleod Estate Trail Linkage	City of Richmond Hill	Background Studies, Planning and Design, Permits and Approvals, Contract Management, Site Works	\$630,000	Pending (Under Review)
5	Don Mills Access Trail Project (Phase 3)	City of Toronto	Planning and Design, Site Works	\$170,000	2020
6	Governor's Bridge Lookout (Phase 2)	City of Toronto	Planning and Design, Permits and Approvals, Contract Management	\$140,000	2020
7	Hanlan's Point Boardwalk Replacement (Phase 1)	City of Toronto	Background Studies, Planning and Design, Permits and Approvals	\$100,000	2020
8	Lambton Woods Pedestrian Bridge Replacement (Phase 2)	City of Toronto	Procurement and Contract Management, Site Works	\$446,624	Pending (Under Review)

ATTACHMENT 1:**Trail Strategy Implementation Progress Achieved (2019-2021)**

9	Mid-Humber Gap Municipal Class EA	City of Toronto	Planning and Design, Permits and Approvals	\$923,808	2021
10	Moore-Heath Switchback Trail Connection (Phase 2)	City of Toronto	Planning and Design, Permits and Approvals, Contract Management, Site Works	\$850,000	Pending (<i>Under Review</i>)
11	Rosedale Valley Road Multi-Use Trail Upgrades	City of Toronto	Planning and Design, Permits and Approvals	\$260,000	2020

ATTACHMENT 1:**Trail Strategy Implementation Progress Achieved (2019-2021)**

TABLE 3: CAPITAL PROJECT CONSTRUCTION MILESTONES REACHED				
	Project	Municipality	Milestone Completed	Year
1	Albion Hills Conservation Park Riverview Trail (Phase 1)	Peel Region	Detailed Design, Permits and Approvals, Construction (<i>In-Progress</i>)	2020
2	Bolton Resource Management Tract North Trail (Phase 2)	Peel Region	Design, Permits and Approvals, Construction (<i>Complete</i>)	2020
3	Nobleton Tract Trail	York Region	Detailed Design, Permits and Approvals (<i>Complete</i>)	2020
4	Nashville CR Kirby Road Multi-Use Trail (Phase 2)	York Region	Permits and Approvals, Construction (<i>In-Progress</i>)	2020
5	Mud Creek Inlet and Boardwalk	City of Toronto	Contract Management, Construction, Site Restoration (<i>Complete</i>)	2020
6	Cottonwood Flats	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
7	Chorley Park Natural Surface Trail	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
8	Don Mills Access Trail Project (Phase 2)	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
9	Bestview Park Natural Surface Trail	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
10	Cudmore Creek Trail Improvements	City of Toronto	Detailed Design, Permits and Approvals (<i>Complete</i>)	2020
11	Black Creek Trail at Shoreham Drive	City of Toronto	Contract Management, Construction, Site Restoration (<i>Complete</i>)	2020
12	Humber Arboretum Trail	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
13	East Don Trail (Phase 1)	City of Toronto	Contract Management, Construction (<i>In-Progress</i>)	2020
14	East Don Trail (Phase 2)	City of Toronto	Contract Management, Construction (<i>Complete</i>)	2020
15	The Meadoway: Section 5 (Phase 1)	City of Toronto	Detailed Design, Permits and Approvals, Construction Tender Award (<i>Complete</i>)	2020
16	The Meadoway: Section 5 (Phase 2)	City of Toronto	60% Detailed Design complete and Permits and Approvals (<i>In-Progress</i>)	2020
17	The Meadoway: Section 3	City of Toronto	60% Detailed Design (<i>In-Progress</i>)	2020
18	The Meadoway: Section 6	City of Toronto	60% Detailed Design (<i>In-Progress</i>)	2020
19	Upper Highland Pan Am Path: Phase 1	City of Toronto	Contract Management, Construction (<i>In-Progress</i>)	2020
20	South Mimico Creek Trail	City of Toronto	Detailed Design, Permits and Approvals (<i>In-Progress</i>)	2020

ATTACHMENT 2

Trail Strategy: Trail and Amenity Projects Implementation Plan (2021-2025)

TRCA staff have collaborated with municipal partners and trail stakeholders to develop a draft Trail Strategy implementation plan which identifies a list of priority trail and amenity infrastructure projects for 2021-2025. These projects present opportunities to advance both the implementation of the Trail Strategy and municipal capital improvement goals. To date, this draft plan includes implementation project priorities for the municipalities identified in the Table of Contents.

TABLE OF CONTENTS

Ajax Implementation Project Priorities	2
Brampton Implementation Project Priorities	4
Pickering Implementation Project Priorities	6
Richmond Hill Implementation Project Priorities	8
Toronto Implementation Project Priorities	10
Uxbridge Implementation Project Priorities	15
Vaughan Implementation Project Priorities	17

Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

TOWN OF AJAX											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
A1	The Great Trail - Bridge 1003	Potential Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development, Hazard Management, Watershed Restoration	Existing Trail State of Good Repair. Repair and/or replace of an out-of-service bridge and provide shoreline erosion restoration.	P					
A2	The Great Trail - Lift Bridge Erosion Repair	Potential Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development, Hazard Management, Watershed Restoration	Existing Trail State of Good Repair. Repair trail wash-out and install erosion protection measures.	C					
A3	Waterfront Trail - Rotary Park Boardwalk	Active Project. Funded.	TBC	TBC	Existing Trail State of Good Repair. Construct new boardwalk in place of the current trail to prevent recurring washout.	C					
A4	Waterfront Trail - Twinning at Paradise Park and Lakeview Boulevard	Potential Project. Under Review.	TBC	TBC	TBC	C					
A5	Meadoway - Gatineau	Active Project. Funding Required For Detailed Design and Construction	Municipality	TBC	Proposed Trail Construction. Durham is leading the development of a new trail in Hydro corridor.	P					
A6	Carruthers Creek Trail - Kingston Road	Potential Project. Funding Required for Planning.	Municipality	Permitting	Proposed Trail Construction. Proposed trail through new development						
A7	Carruthers Creek Trail - Section under 401	Potential Project. Funding Required for Planning.	Municipality	TBC	Proposed Trail Construction. Proposed trail under 401 corridor						

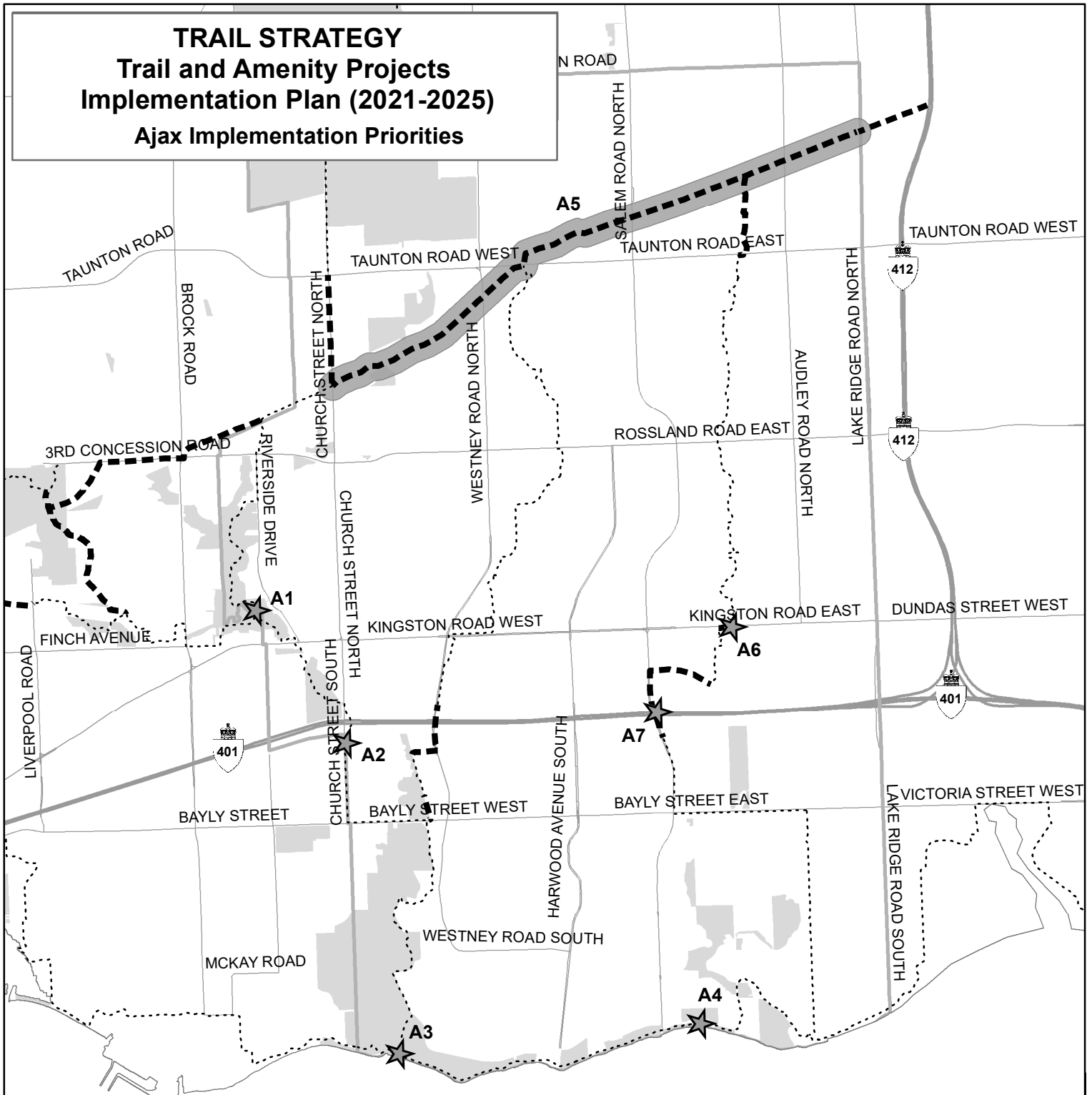
ANTICIPATED SCHEDULE - LEGEND

- P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA
- D DESIGN - Detailed Design, Tender Drawings
- C CONSTRUCTION - Construction

TRAIL STRATEGY

Trail and Amenity Projects Implementation Plan (2021-2025)

Ajax Implementation Priorities



Legend

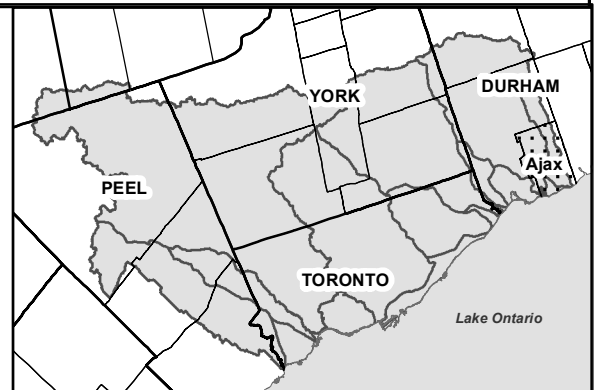
- Trail Strategy:
Conceptual Trail Network
- Trail Strategy:
Existing Trail Network
- Implementation Plan Priorities:
Trail Alignment
- Implementation Plan Priorities:
Project Site
- Municipal Boundaries
- TRCA Property



Toronto and Region
**Conservation
Authority**



0 0.5 1 2
Kilometers



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF BRAMPTON											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
B1	West Humber Trail - Goreway Drive through Claireville CA	Active Project. Funding Required For Detailed Design and Construction	TRCA	Trail Planning, Trail Development, Watershed Restoration, Hazard Management, Implementation	Proposed Trail Construction. Proposed greenspace connection from Goreway Dr or McVean Dr through Claireville CA to Queen St	D/C	C				
B2	Kennedy Valley Trail Improvements	Active Project. Funded.	Joint	Trail Planning, Trail Development, Watershed Restoration, Hazard Management,	Existing Trail State of Good Repair. TRCA providing project management and construction services for trail repairs and upgrades along Etobicoke Creek Trail	C					
B3	Esler Lake Trail - Don Doan and Chinguacousy Trail Connection to Bramalea GO	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. Proposed multi-use trail along channelized Spring Creek across Steeles Ave to Bramalea GO.			P	D	C	C
B4	Access to Heart Lake Conservation Area from Countryside Drive	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed trail connections to improve access to Heart Lake Conservation Area through Countryside Drive						
B5	Pipeline Trail	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed on-road connection along Sandalwood Pkwy W. Proposed greenspace connections from Hurontario St to east of Hwy 410 through Morris Kerbel Park, White Spruce Park						
B6	Main – West Humber Trail Connection	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed on-road connections along Goreway Dr, Cottrelle Blvd, Lexington Road, Castlemore Road, Countryside Drive. Proposed greenspace connection along West Humber River through Castlegrove Park						
B7	Riverstone Golf Course Connection	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed trail through the Riverstone Golf Course						
B8	Sesquicentennial Park	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. Proposed trail through municipal park space	P	P	D	C		
B9	Gore Meadows East Community Park	Active Project. Funded through Development.	Municipality	TBC	Proposed Trail Construction. Proposed trail through new development	P	P	D	C	C	
B10	Humber Trail - south of Mayfield, west of McVean Rd	Potential Project. Funding Required for Planning.	Municipality	Permitting	Proposed Trail Construction. Proposed trail through new development						
B11	Moraine North Development trails	Potential Project. Funding Required for Planning.	Municipality	Permitting	Proposed Trail Construction. Proposed trail through new development						

ANTICIPATED SCHEDULE - LEGEND

P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA

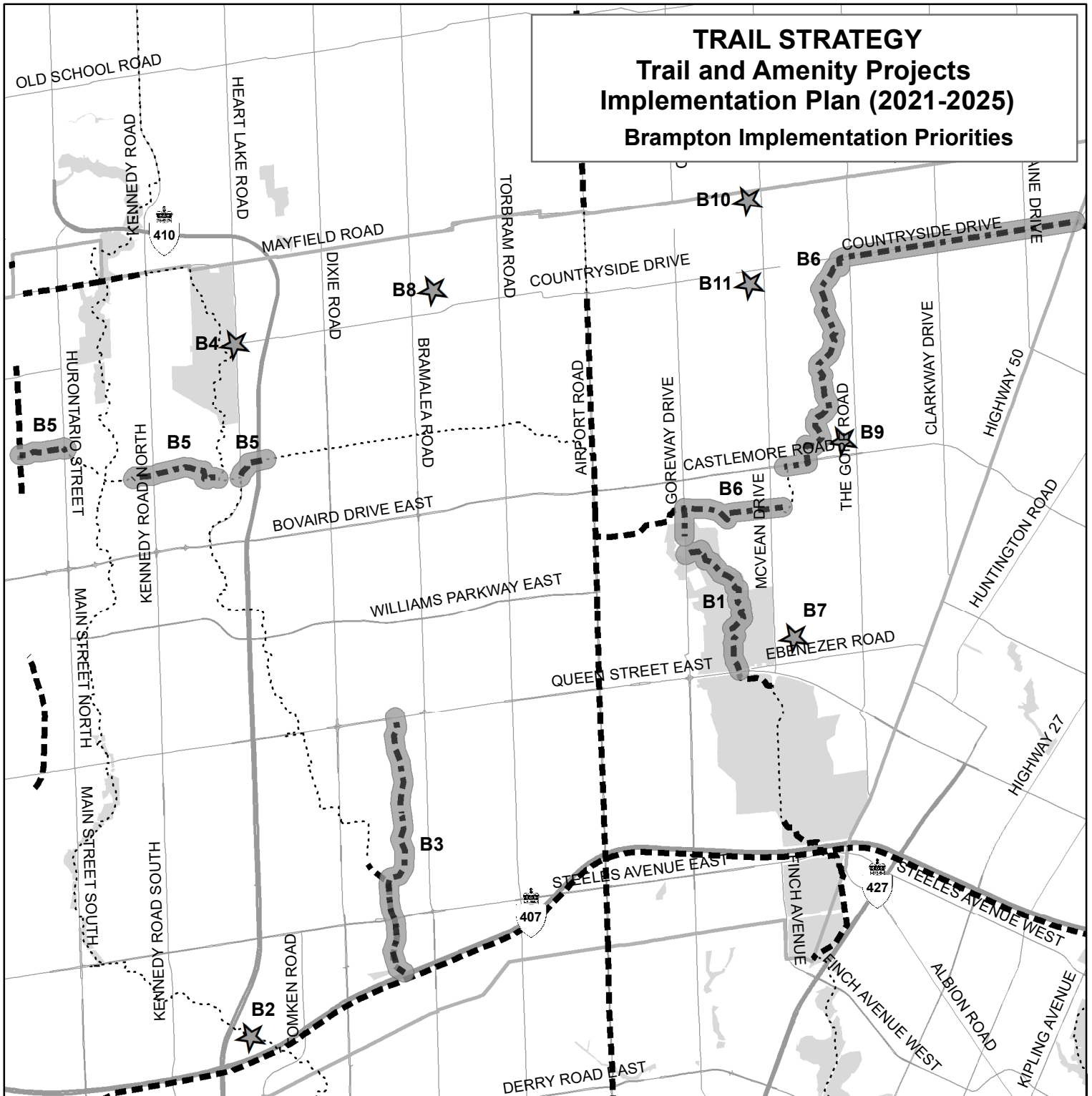
D DESIGN - Detailed Design, Tender Drawings

C CONSTRUCTION - Construction

TRAIL STRATEGY

Trail and Amenity Projects Implementation Plan (2021-2025)

Brampton Implementation Priorities



Legend

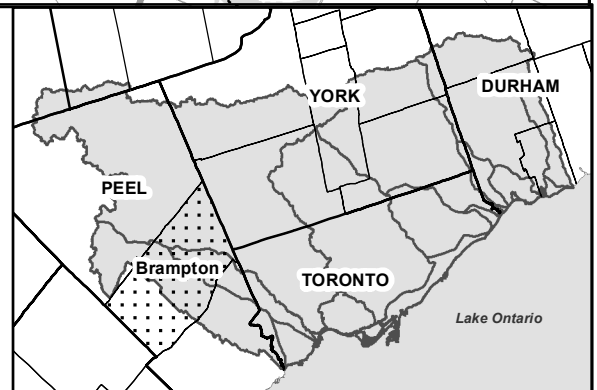
- Trail Strategy:
Conceptual Trail Network
- Trail Strategy:
Existing Trail Network
- Implementation Plan Priority:
Trail Alignment
- Implementation Plan Priority:
Project Site
- Municipal Boundaries
- TRCA Property



Toronto and Region
**Conservation
Authority**



0 1 2 4
Kilometers



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF PICKERING											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
P1	Waterfront Trail Improvements - Bruce Handscomb Park to Elvira Court	Active Project. Funding required for Construction	Joint	Trail Planning, Trail Development, Implementation, Watershed Restoration	Existing Trail State of Good Repair. Safety enhancements to an existing watercourse crossing.	D					
P2	The Great Trail - Claremont Reroute	Active Project. Funding Required for Detailed Design, Construction.	TRCA	Trail Planning, Trail Development, Implementation	Proposed Trail Construction. 1.4km realignment of The Great Trail and a 1.9km accessible trail loop and parking area. The parking area will serve as a new entry point in to The Great Trail system. TCT interested in providing funding.						
P3	The Great Trail - Claremont to Westney	Active Project. Funding Required for Planning.	TRCA	Trail Planning, Trail Development, Implementation	Proposed Trail Construction. New trail in greenspace from Claremont Field Centre to Westney Road and on-road TCT re-alignment to EDH.						
P4	Seaton Trail - North Gap and South Gaps	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed trail in greenspace along Duffins Creek tributary.						
P5	Waterfront Trail – Marksbury Road to West Shore Boulevard	Potential Project. Under Review.	TBC	TBC	Existing Trail State of Good Repair. Shoreline erosion protection and possible trail realignment.						
P6	Waterfront Trail - Beachfront Park Reconstruction	Potential Project. Under Review.	TBC	TBC	TBC						
P7	Waterfront Trail - Duffins Marsh	Potential Project. Under Review.	TBC	TBC	TBC						
P8	The Meadoway - Gatineau	Active Project. Funding Required For Detailed Design and Construction	Municipality	TBC	Proposed Trail Construction. Durham is leading the development of a new trail in Hydro corridor.	P					
P9	Seaton Community Trail Network	Active Project. Funding Required for Design.	Municipality	TBC	Proposed Trail Construction. New neighbourhood connector trails and recreational trails within Seaton neighbourhood.						

ANTICIPATED SCHEDULE - LEGEND

P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA

D DESIGN - Detailed Design, Tender Drawings

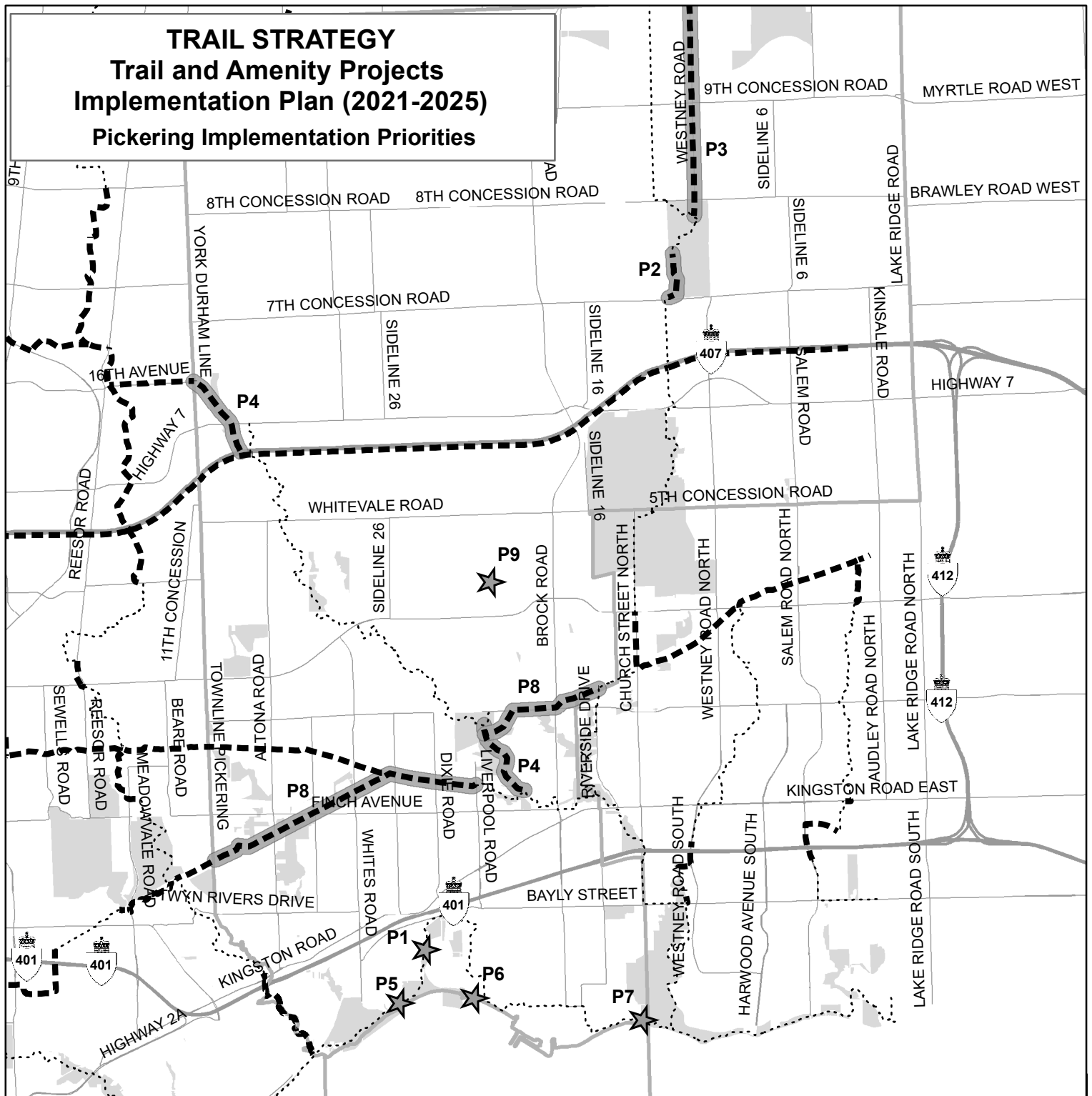
C CONSTRUCTION - Construction

TRAIL STRATEGY

Trail and Amenity Projects

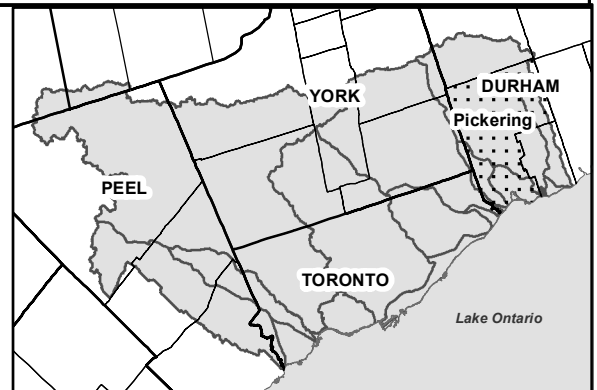
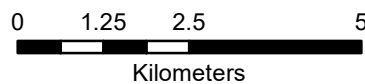
Implementation Plan (2021-2025)

Pickering Implementation Priorities



Legend

- Trail Strategy: Conceptual Trail Network
- Trail Strategy: Existing Trail Network
- Implementation Plan Priorities: Trail Alignment
- Implementation Plan Priorities: Project Site
- Municipal Boundaries
- TRCA Property



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF RICHMOND HILL											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
R1	Lake-to-Lake Trail - Leslie St from William Bell Parkway to 19th Avenue	Active Project. Funded.	Municipality	Permitting	Proposed Trail Construction. New multi-use pathway along Leslie Street.	C					
R2	Macleod Estate Trail Connection	Potential Project. Funding Required for Design	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Proposed greenspace trail connection from the Macleod's Landing neighbourhood (Silver Maple Drive) to the ORCCR spine trail.		D				
R3	Lake-to-Lake Trail - Priority Spine #2 through Times Development	Active Project. Funding Required For Detailed Design and Construction.	Municipality	TBC	Proposed Trail Construction. New trail through upcoming Times development, through stormwater pond, and into greenspace near watercourse.	D				D	C
R4	Lake-to-Lake Trail - ORCCR to Bloomington	Potential Project. Funding Required for Planning.	Municipality	Permitting	Proposed Trail Construction. Multi-use pathway along Bayview Ave.						
R5	19th Avenue Trail	Active Project. Funded.	Municipality	Permitting	Proposed Trail Construction. Proposed on-road connection along 19th Avenue.		C				
R6	Oak Ridges Corridor Conservation Reserve Parking	Potential Project. Funding Required for Planning.	TBC	TBC	Existing Trail Amenity Upgrade. (1) New 30+ vehicular parking area just north of intersection of Bayview Ave./Stouffville Rd (on east side of Bayview Ave within IO land). (2) New 30+ vehicular parking area along Yonge Street near Bond Lake (within IO land).						
R7	Richmond Hill Connection - Priority Spine #1 - Segment from 16th Avenue to Richmond Hill Centre	Active Project. Funding Required For Detailed Design and Construction.	Municipality	TBC	Proposed Trail Construction. Proposed greenspace trail within CNR corridor from Langstaff Rd to Dovestone Park, and from Unity Park to Crosby Ave. Proposed on-road connections along Cedar Ave and Weldrick Road East.						D
R8	Oak Ridges Corridor Park Trail - Jefferson Forest connections to West Gormley development and Gormley GO	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed greenspace connections through ORCCR and West Gormley developments. Small proposed on-road connection along Leslie St.						
R9	Pipeline Trail	Active Project. Funding Required For Detailed Design and Construction.	Municipality	TBC	Proposed Trail Construction. Proposed greenspace connections within the pipeline corridor.						D
R10	New Trail Opportunity: 8905 Bathurst Street development beside Webster Park	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction.						

ANTICIPATED SCHEDULE - LEGEND

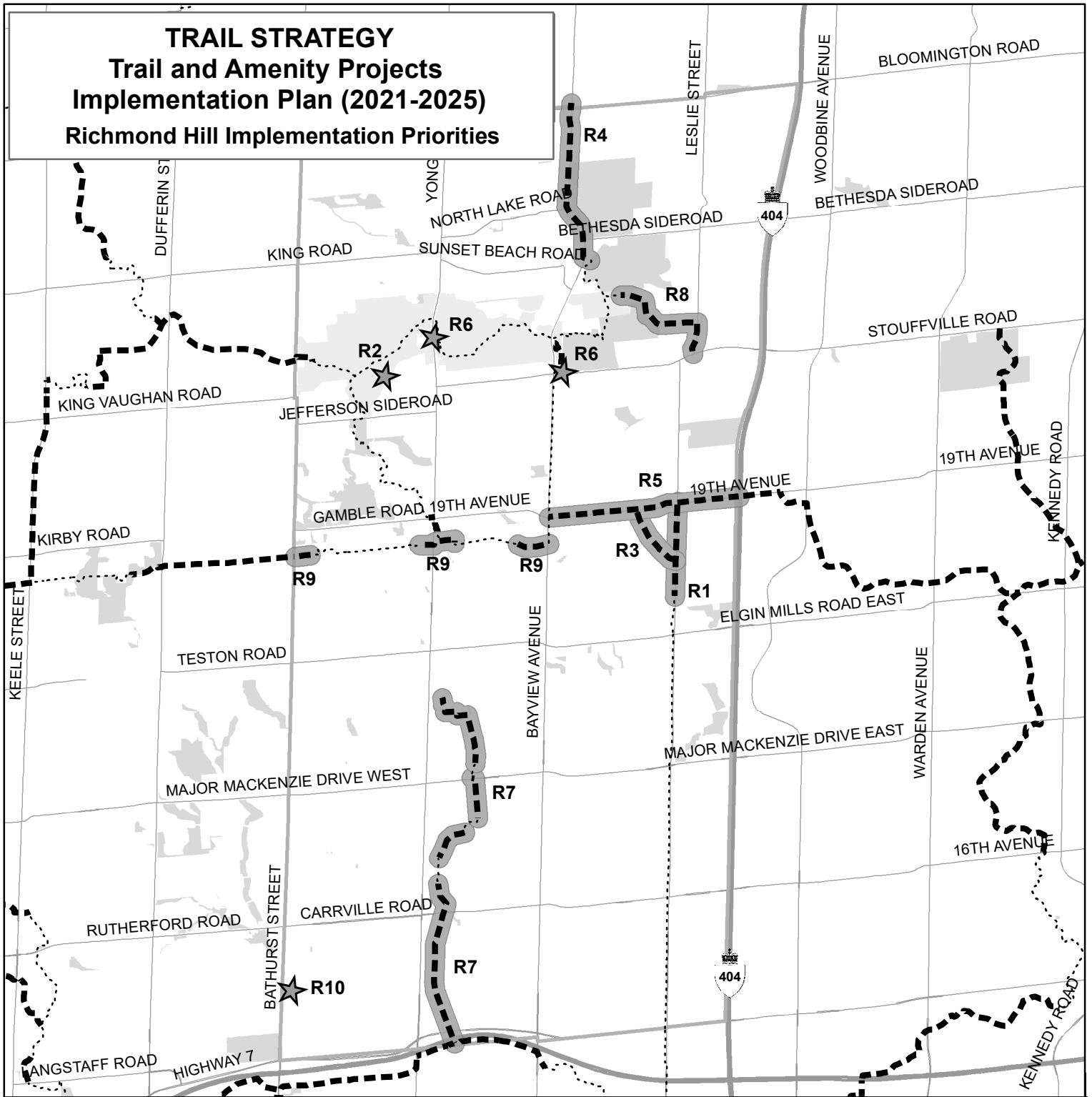
P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA
D DESIGN - Detailed Design, Tender Drawings
C CONSTRUCTION - Construction

TRAIL STRATEGY

Trail and Amenity Projects

Implementation Plan (2021-2025)

Richmond Hill Implementation Priorities



Legend

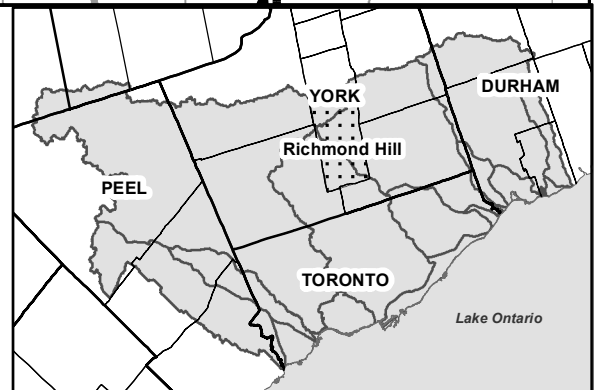
- Trail Strategy: Conceptual Trail Network
- Trail Strategy: Existing Trail Network
- Implementation Plan Priority: Trail Alignment
- Implementation Plan Priority: Project Site
- Municipal Boundaries
- Provincial Lands (TRCA-Managed)
- TRCA Property



**Toronto and Region
Conservation
Authority**



0 1 2 4
Kilometers



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF TORONTO											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
T1	East Don Trail - Phase 1 and Phase 2	Active Project. Funded.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. Proposed greenspace connection within Don Valley from Don Mills Road to Charles Sauriol CA.	C					
T2	Humber Trail - Mid-Humber Gap	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. Proposed greenspace trail along Humber River, crossing CP rail line.	P	D	D			
T3	Lake to Lake Trail - Celestica - Leslie Connection	Active Project. Funded.	Municipality	Permitting	Proposed Trail Construction. multi-use trail along Leslie St and bridge.	D					
T4	Meadoway - Gattineau: Section 5 (The Ravines)	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Multi-use trail within the Hydro corridor including a pedestrian bridge, seating and lookouts, a boardwalk, and wayfinding.	C	C				
T5	Meadoway - Gattineau: Section 6 (401 Eastern Entrance)	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Multi-use trail within the Hydro corridor including a pedestrian bridge, on-road section along Conlins Ave, and trail through UTSC campus. Potential to align with Eglinton LRT station.	D (P1)					
T6	Meadoway - Gattineau: Section 3 (Lawrence Ave Community Hub)	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Multi-use trail within the Hydro corridor including crossing over the GO line.	D (P1)					
T7	Meadoway - Gattineau: Bermondsey Rd. to Victoria Park Ave.	Potential Project. Funding Required for Planning.	Municipality	TBC	Proposed Trail Connection Multi-use trail within the Hydro Corridor from Bermondsey Ave. to Victoria Park.			P			
T8	Scarborough Waterfront Trail - West Segment (Brimley Road South)	Active Project. Funded.	Joint	Trail Planning, Trail Development, Implementation	Proposed Trail Construction. Multi-use trail along the east side of Brimley Road South, south of Barkdene Hills to Bluffer's Park.	D/C	C				
T9	Scarborough Waterfront Trail - West Segment (Shoreline from Bluffer's Park to Meadowcliffe and Multi-Use Trail)	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Shoreline multi-use trail from Bluffer's Park to the Meadowcliffe headland-beach system, facilitated through land expansion (shoreline erosion protection feature expansion on the east side of Bluffer's Park and west side of the Meadowcliffe headland-beach system, allowing for Bluffer's Park sand beach expansion).	D	C	C	C	C	C
T10	Scarborough Waterfront Trail - Central Segment (Meadowcliffe to Guild Park and Gardens)	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Shoreline multi-use trail from Meadowcliffe headland-beach system to shoreline below Guild Parks and Gardens.		D	C	C	C	C

Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

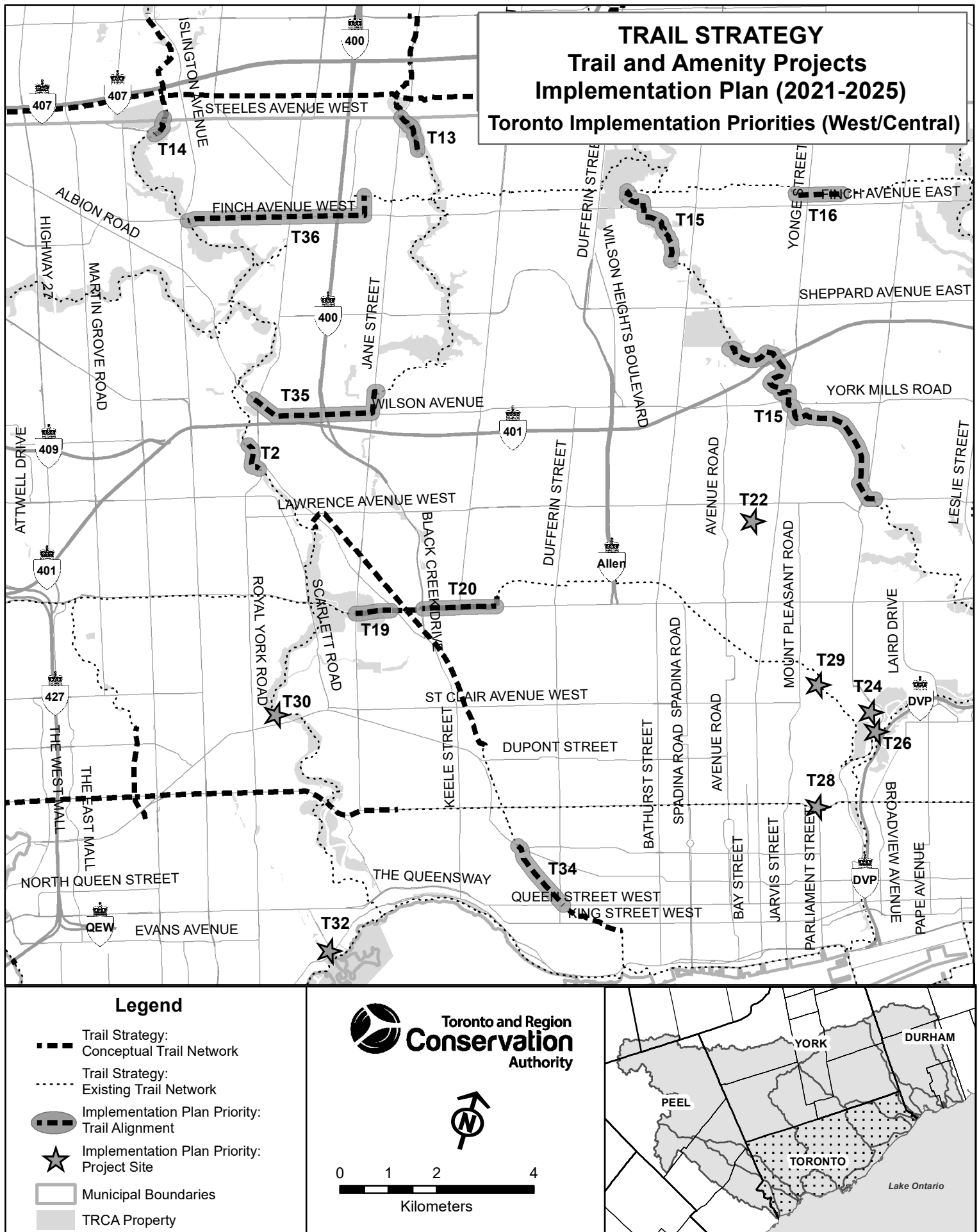
CITY OF TORONTO											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
T11	Scarborough Waterfront Trail - East Segment (Greyabbey Park to East Point Park)	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Trail Construction. Shoreline multi-use trail connecting to top-of-bluffs.						D/C
T12	East Don Trail Phase 3	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Trail in greenspace from Lawrence Ave to Betty Sutherland Trail Park.						
T13	Black Creek Trail (Northern Gap)	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed greenspace trail through Black Creek Pioneer Village.						
T14	Humber Trail - Connection south of Steeles Ave.	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed greenspace trails along Humber River.						
T15	West Don Trail (between G. Ross Lord Park and Lawrence Ave)	Potential Project. Funding Required for Planning.	TBC	TBC	Proposed Trail Construction. Proposed greenspace trail through West Don Parkland.						
T16	Meadoway - Finch: Yonge St Corridor	Active Project. Funding Required for Detailed Design and Construction.	Municipality	TBC	Proposed Trail Construction. New multi-use trail in Hydro corridor from Greenview to Willowdale.						
T17	Meadoway - Finch: Pharmacy to Birchmount	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. New multi-use trail in Hydro corridor from Pharmacy to Birchmount.	C					
T18	Meadoway - Warden	Potential Project. Funding Required for Planning.	Municipality	TBC	Proposed Trail Construction. New multi-use trail in Hydro corridor from Meadoway - Gattineau to Meadoway - Finch just west of Warden Ave.	P					
T19	Eglinton Avenue Trail - Jane to Weston	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. New multi-use trail along Eglinton Ave from Jane St to just west of Weston Rd.	P					
T20	Eglinton Avenue Trail - Black Creek to South of Beltline Trail	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. New multi-use pathway along Eglinton Ave constructed as part of Eglinton Crosstown LRT.		C				
T21	Morningside Park East Scarborough Storefront Trail Connection	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. 150 m by 2.5 m asphalt trail from 4010 Lawrence Ave East to the trail system in the flood plain.		C				
T22	Burke Brooke Boardwalk	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Existing Trail State of Good Repair. Trail improvements in the Burke Brook Ravine.		C				
T23	Thornccliffe Nature Trail	Active Project. Funding Required for Detailed Design and Construction.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. Formalization of trails in Thornccliffe Park.		D				

Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF TORONTO											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
T24	Don Valley Brickworks Governors Bridge Ratepayers Association Lookout	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Existing Amenity State of Good Repair. New trail lookout.	D	C				
T25	Hanlan's Point Boardwalk	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Existing Trail - State of Good Repair. Boardwalk Replacement.	D	C				
T26	Cudmore Creek	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Proposed Amenity Construction. New trailhead feature and restored wetland area.	C					
T27	Don Mills Trail	Active Project. Funded.	Joint	Trail Planning, Watershed Restoration, Implementation, Terrestrial Planting	Proposed Amenity Construction. Restoration and Stair removal.	D					
T28	Rosedale Valley Mutli-Use Path	Active Project. Funded.	Joint	Trail Planning, Trail Development	Existing Trail State of Good Repair. Multi-use trail upgrades along Rosedale Valley Road.	D	C				
T29	Beltline Trail (Moore to Heath)	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Existing Trail State of Good Repair. Trail improvements including a switchback.	C					
T30	Lambton Woods Pedestrian Bridge	Active Project. Funding Required for Construction.	Joint	Trail Planning, Trail Development	Existing Trail State of Good Repair. Pedestrian bridge replacement.	C					
T31	Beare Hill Park Trail Upgrades	Active Project. Funding Required For Detailed Design and Construction.	Joint	Trail Planning, Trail Development	Existing Trail State of Good Repair. Trail and amenity upgrades in Beare Hill Park.		D				
T32	South Mimico Trail	Active Project. Funded.	Joint	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. New trail connection on the east bank of Mimico Creek near the waterfront. Access agreements are necessary.	D					
T33	Williamson Ravine Trail	Active Project. Funding Required for EA.	Joint	Trail Planning	Proposed Trail Construction. TRCA to provide PM Services and Technical Study for potential new ravine trails.		P				
T34	West Toronto Railpath	Active Project. Funded.	Municipality	Watershed Restoration, Terrestrial Planting	Proposed Trail Construction. New trail within rail corridor near Dundas and Lansdowne.			C			
T35	Black Creek Trail - Wilson St Gap	Potential Project. Funding Required for Planning.	TBC	Trail Planning, Trail Development, Watershed Restoration, Implementation	Proposed Trail Construction. Proposed on-road trail trail along Wilson Ave and Jane St.						
T36	Meadoway - Finch: Norfinch Drive to Humber Trail	Active Project. Funded.	Municipality	TBC	Proposed Trail Construction. New multi-use pathway along Finch Ave constructed as part of Finch LRT.			C			

ANTICIPATED SCHEDULE - LEGEND

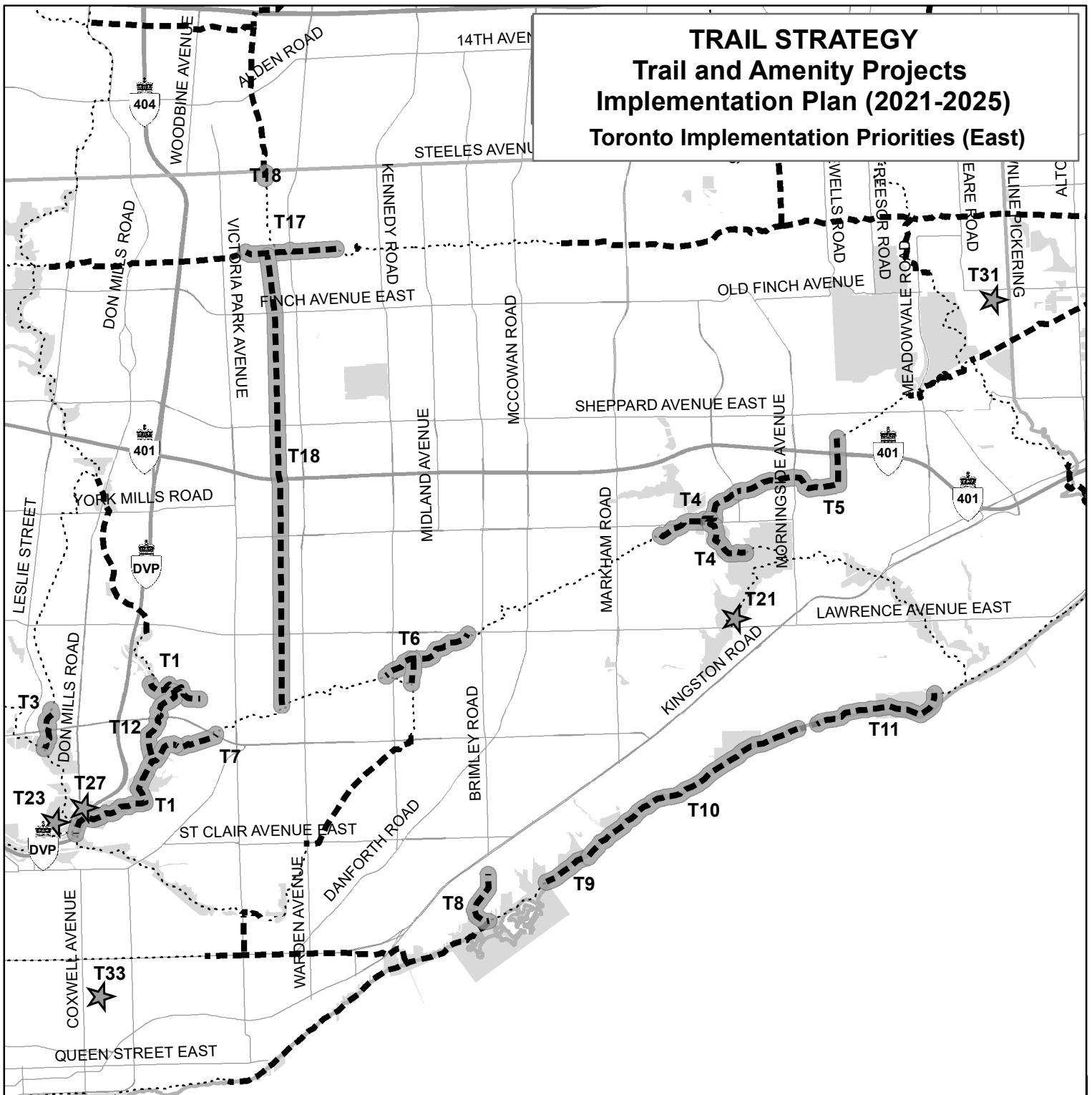
- P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA
- D DESIGN - Detailed Design, Tender Drawings
- C CONSTRUCTION - Construction



TRAIL STRATEGY

Trail and Amenity Projects Implementation Plan (2021-2025)

Toronto Implementation Priorities (East)



Legend

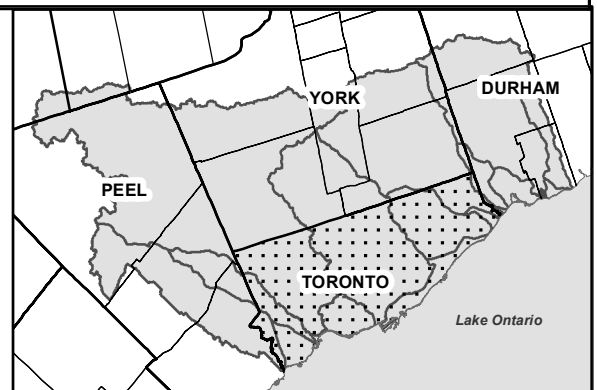
- Trail Strategy:
Conceptual Trail Network
- Trail Strategy:
Existing Trail Network
- Implementation Plan Priority:
Trail Alignment
- Implementation Plan Priority:
Project Site
- Municipal Boundaries
- TRCA Property



Toronto and Region
**Conservation
Authority**



0 1 2 4
Kilometers



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

TOWN OF UXBRIDGE												
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	BUDGET	ANTICIPATED SCHEDULE					
							2021	2022	2023	2024	2025	2026+
U1	East Duffins Headwaters Trail Access Parking	Potential Project. Funding Required for Planning.	Municipality	TBC	Existing Trail - Proposed Amenity Infrastructure. Site selection, feasibility, design, and implementation of washroom improvements.	TBC	P					
U2	East Duffins Headwaters Trail Access Washrooms	Potential Project. Funding Required for Planning.	TBC	TBC	Existing Trail - Proposed Amenity Infrastructure. Site selection, feasibility, design, and implementation of parking capacity improvements.	TBC	P					

ANTICIPATED SCHEDULE - LEGEND

P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA

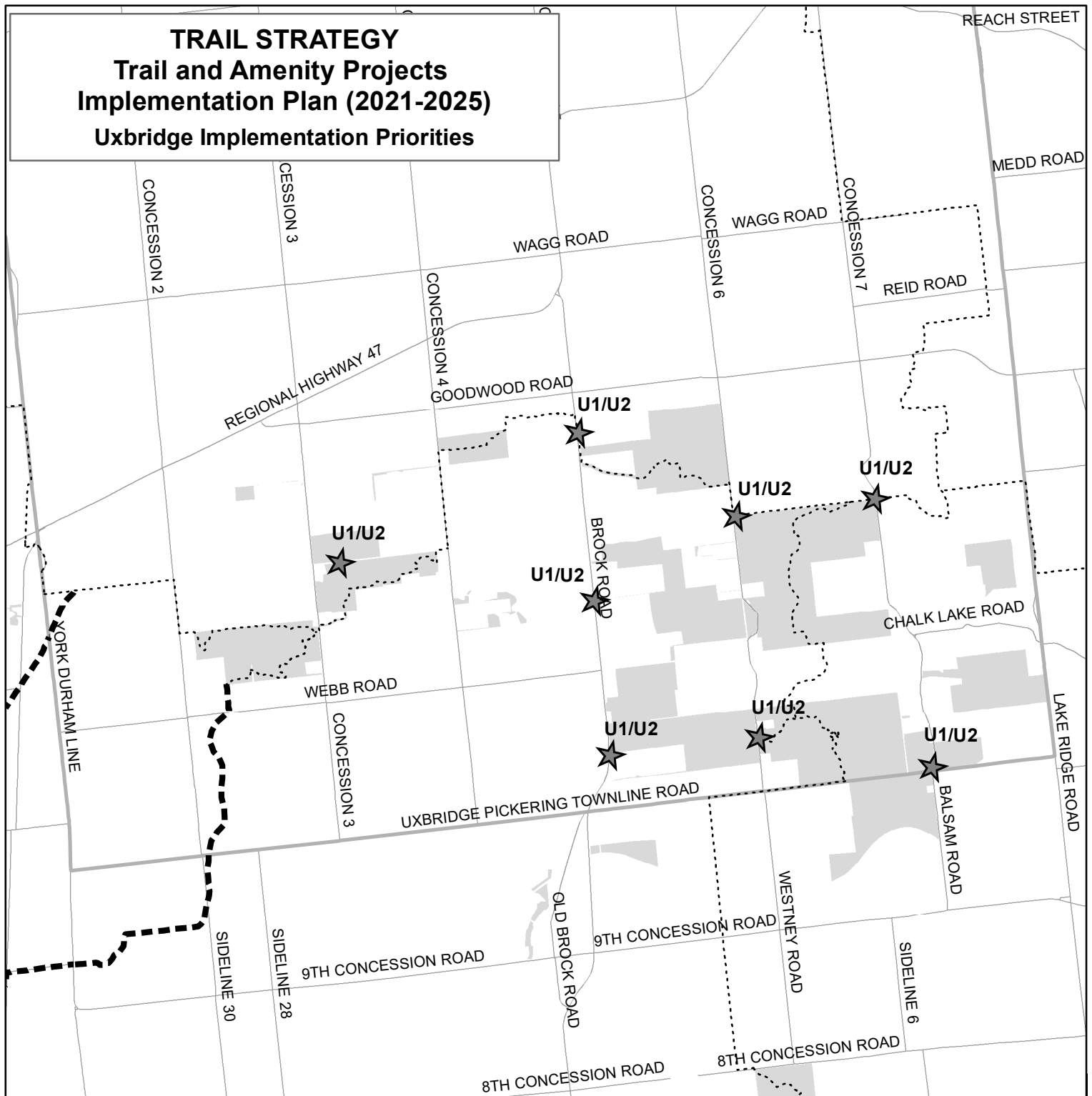
D DESIGN - Detailed Design, Tender Drawings

C CONSTRUCTION - Construction

TRAIL STRATEGY

Trail and Amenity Projects Implementation Plan (2021-2025)

Uxbridge Implementation Priorities



Legend

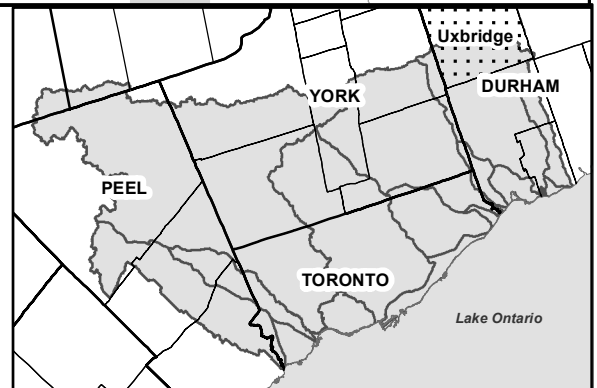
- Trail Strategy:
Conceptual Trail Network
- Trail Strategy:
Existing Trail Network
- Implementation Plan Priorities:
Project Site
- Municipal Boundaries
- TRCA Property



Toronto and Region
**Conservation
Authority**



0 1 2 4
Kilometers



Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF VAUGHAN											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
V1	Humber Trail - Nashville	Active Project. Funding Required for Phase 3 Planning, Detailed Design, Construction, along with Accessible Trail and Parking Area	TRCA	Watershed Restoration, Trail Planning, Trail Development, Trail Management, Hazard Management, Implementation	Proposed Trail Construction. 1 km accessible trail, parking area, and McEwen bridge replacement and trail. Phase 1 complete, Phase 2 under construction, Phase 3 agreements and funding required.	C					
V2	Humber Trail - Boyd	Potential Project. Funding Required for Detailed Design and Construction	Municipality	Trail Planning, Trail Development, Trail Management, Hazard Management, Implementation	Proposed Trail Construction. Trail in greenspace in Boyd CA and connection to Langstaff, bridge replacement.	D					
V3	Humber Trail - Riverwalk to HWY7	Active Project - Confirm with Vaughan what funding is needed for and what is covered in Phase 2A and Phase 2B	Municipality	Permitting	Proposed Trail Construction. Trail in greenspace near Humber River, City requires services from TRCA for permitting assistance, outreach. Phase 2A funding in place, Phase 2B subject to Council approval.	C	C				
V4	Humber Trail - South of Langstaff to Doctors Maclean and South of HWY7 to Steeles	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. New greenspace trail near Humber River.						
V5	West Don Trail - McNaughton to Keele	Active Project. Funding Required For Detailed Design and Construction	Municipality	Permitting	Proposed Trail Construction. Primarily greenspace trail along Don River.	P	D	C	C	C	C
V6	West Don Trail - Langstaff Park Underpass	Active Project. Funding Required for Construction	Municipality	Permitting	Proposed Trail Construction. New trail crossing implementation.	C	C				
V7	West Don Trail - Langstaff Road Underpass	Active Project. Funding Required for Detailed Design and Construction	Municipality	Permitting	Proposed Trail Construction. New trail ROW crossing.	P	P				
V8	West Don Trail - McNaughton Trail Underpass	Active Project. Funding Required for Detailed Design and Construction	Municipality	Permitting	Proposed Trail Connection. Proposed multi-use pathway under McNaughton road along Bartley Smith Greenway.	P					
V9	West Don Trail - Bartley Smith Greenway Steeles Crossing	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. New trail crossing - Requires discussion with Toronto.						
V10	East-West Humber Trail Connection - Block 55 Open Space	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. East-west greenspace trail through the Block 55 open space lands generally along pipeline.				P	P	
V11	East-West Humber Trail Connection (Kirby Road)	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. Proposed on-road trail connection along Kirby Road - Road EA required.						

Attachment 2 - Trail Strategy: Trail and Amenity Projects Implementation Plan 2021-2025

CITY OF VAUGHAN											
ID	PROJECT TITLE	PROJECT STATUS	PROJECT LEAD	TRCA SERVICE	PROJECT DESCRIPTION	ANTICIPATED SCHEDULE					
						2021	2022	2023	2024	2025	2026+
V12	Black Creek Trail - Vaughan Metropolitan Centre	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. New greenspace and on-road trail.						
V13	Meadoway - South York Greenway	Active Project. Funding Required For Detailed Design and Construction	Municipality	TBC	Proposed Trail Construction. New trail within 407 corridor.	P					
V14	Block 51/52 local trail	Active Project. Funding Required For Detailed Design and Construction	Municipality	Permitting	Proposed Trail Construction. New greenspace trail within pipeline corridor.	P	D	C	C	C	C
V15	Pipeline Trail - Rail Crossing	Active Project. Funding Required For Detailed Design and Construction	Municipality	Permitting	Proposed Trail Construction. New trail crossing implementation	P	P	P			
V16	North Maple Regional Park Greenspace	Potential Project. Funding Required for Planning	Municipality	Permitting	Proposed Trail Construction. New greenspace trail connections.			P	P	C	C
V17	MacMillan Farm Connection	Active Project. Funding Required for Construction	Municipality	Permitting	Proposed Trail Construction. New trail within farm area.	P	D	C	C	C	C
V18	Jane St AT Cycletrack	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. Proposed cycle track along Jane St from Teston to HWY 7.						
V19	Yonge Bathurst Rail Trail	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. Trail south of rail corridor from Bathurst to Yonge.			P	P		
V20	Board of Trade	Potential Project. Funding Required for Planning	TBC	TBC	Proposed Trail Construction. Trail within golf course along Clarence Street near HWY 7, part of the Board of Trade development						

ANTICIPATED SCHEDULE - LEGEND

P PLANNING - Project Scoping, Feasibility Study, Master Plan, EA

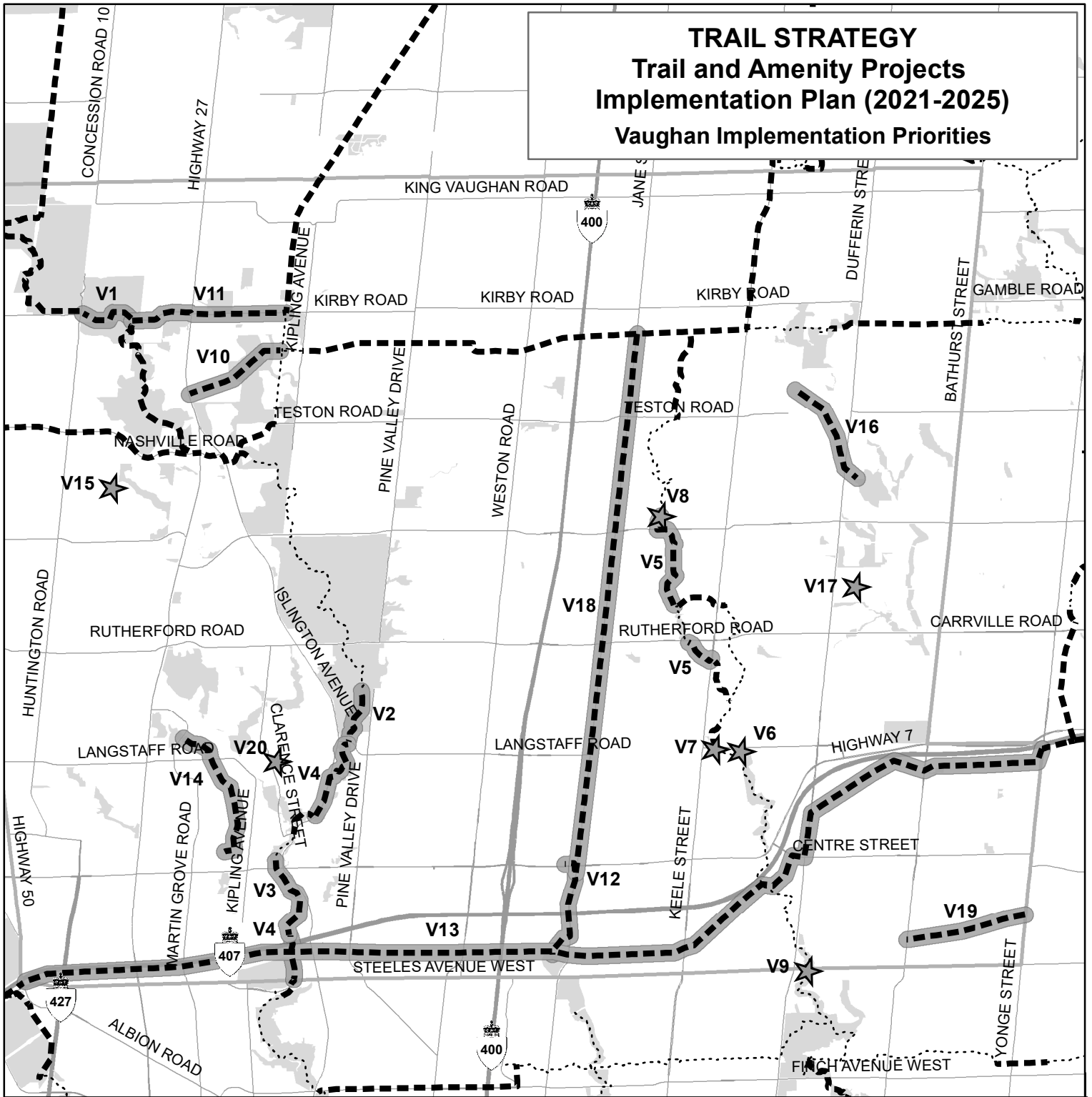
D DESIGN - Detailed Design, Tender Drawings

C CONSTRUCTION - Construction

TRAIL STRATEGY

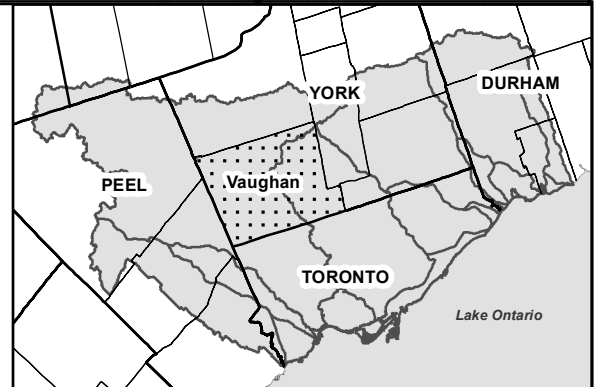
Trail and Amenity Projects Implementation Plan (2021-2025)

Vaughan Implementation Priorities



Legend

- Trail Strategy: Conceptual Trail Network
- Trail Strategy: Existing Trail Network
- Implementation Plan Priority: Trail Alignment
- ★ Implementation Plan Priority: Project Site
- Municipal Boundaries
- TRCA Property



RES.#A26/21 -

**UPDATE ON MUNICIPAL MEMORANDUMS OF UNDERSTANDING
AND SERVICE LEVEL AGREEMENTS**

Update on work underway to update and achieve Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) with partner municipalities in the context of the updated *Conservation Authorities Act* (CA Act) and forthcoming regulations.

Moved by: Mike Layton
Seconded by: Linda Jackson

IT IS RECOMMENDED THAT this progress report be received;

THAT staff report back to the Board of Directors on the progress of Memorandum of Understanding and Service Level Agreements once *Conservation Authorities Act* regulations are released;

AND FURTHER THAT the Clerk and Manager, Policy, circulate this report to TRCA's municipal partners, and the Province, including the Ministry of Environment, Conservation and Parks, Ministry of Natural Resources and Forestry, and Ministry of Municipal Affairs and Housing.

CARRIED

BACKGROUND

A review of the *Conservation Authorities Act* (CA Act) was initiated in 2015 by the Ministry of Natural Resources and Forestry (MNR). The objective of the review was to identify opportunities to improve the legislative, regulatory, and policy framework governing the creation, operation, and activities of conservation authorities. Following extensive consultation, the Government of Ontario introduced the *Building Better Communities and Conserving Watersheds Act, 2017* (Bill 139) which received Royal Assent on December 12, 2017. Bill 139 amendments to the CA Act that affected the mandate of conservation authorities included a new [“purpose” section](#), minor adjustments to the [“objects” and “power” sections](#), and new provisions addressing the following three categories of required and permitted programs and services:

1. *Mandatory programs and services* that are required by regulation.
2. *Municipal programs and services* that the authority agrees to provide on behalf of municipalities situated in whole or in part within its area of jurisdiction under a Memorandum of Understanding (MOU).
3. *Other programs and services* that the authority may determine are advisable to further its objects.

The CA Act was amended, again, on June 6, 2019 as part of Schedule 2 of the *More Homes, More Choice Act* (Bill 108).

Bill 108 retains the three categories of programs and services added by Bill 139 and specifies four areas of *mandatory programs and services* that may be prescribed by regulation:

1. Programs and services related to the risk of natural hazards.
2. Programs and services related to the conservation and management of lands owned or controlled by the authority, including any interests in land registered on title.
3. Programs and services related to the authority's duties, functions and responsibilities as a source protection authority under the *Clean Water Act, 2006*.
4. Programs and services related to the authority's duties, functions and responsibilities under an Act prescribed by the regulations (e.g. the *Planning Act*).

Bill 108 made minor changes to the provisions governing *municipal programs and services, (i.e., non-mandatory)*, that require an MOU or agreement be made available to the public, be reviewed at regular intervals, and that the programs and services an authority agrees to provide on behalf of a municipality be provided in accordance with the terms and conditions set out in the MOU or agreement. Bill 108 added criteria for *other programs and services, (i.e. non-mandatory)* that states that a conservation authority may provide, within its area of jurisdiction, such other programs and services it determines are advisable to further its objects. If municipal financing is required, there must be an agreement in accordance with the regulations and with funding determined in accordance with the CA Act and associated regulations.

The CA Act was amended again on December 8, 2020, through the *Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020* (Bill 229). These amendments make minor revisions to the provisions governing agreements for the delivery of non-mandatory programs and services, including standards and requirements for delivery of the programs and services.

Many of the provisions of the CA Act have not been proclaimed, and are subject to enabling regulations. Anticipated regulations include:

- Mandatory Program and Service Regulations – standards and requirements;
- Transition Regulation – Transition Plan, consultation, timeframe to achieve compliance;
- Governing appointment of operating expenses and capital costs; and
- Classes of programs and services for fees and prescribed amounts.

In anticipation of the upcoming CA Act enabling regulations, and following TRCA Board direction, staff have been meeting with our partner municipalities to discuss shared priorities and desired outcomes for MOUs and SLAs. This has led to agreement on the importance of developing new standardized agreements to ensure consistency, accountability, and transparency. Pursuing MOUs and SLAs with our partner municipalities will help us identify ongoing funding for TRCA's programs, projects and services for 2021 and beyond, while also supporting our municipalities in their needs, priorities and desired outcomes. Additionally, MOUs are good business practice and would allow a municipality to procure our services more easily through procurement policy exemptions.

To learn more about the amendments to the CA Act, please refer to TRCA's dedicated [CA Act Update page](#).

At [Board of Directors Meeting #11/19](#), held on January 24, 2020, Resolution #A237/19 regarding the "Update on Memorandums of Understanding and Service Level Agreements with Partner Municipalities" report was adopted in part as follows:

THEREFORE, LET IT BE RESOLVED THAT staff continue to work with partner municipalities to execute updated MOUs and SLAs based on mutually agreed upon services;

THAT the Board of Directors representatives in lower tier municipalities request support from their municipal staff in ensuring that consideration is given for TRCA to be relieved from standard purchasing requirements based on their unique expertise and within the scope and mandate of the Conservation Authorities Act (e.g. flood and erosion management) in a manner similar to the City of Toronto and other municipalities in our jurisdiction;

THAT staff be directed when negotiating MOUs and SLAs that where there is any conflict between an upper and lower tier municipality for any services related to Planning Act matters, the municipality that is deemed the approval authority under the Planning Act shall prevail;

THAT staff report back to the Board of Directors on the progress of these agreements once draft Conservation Authorities Act regulations are released;

The topic of MOUs with municipalities for the purposes of review related to the *Planning Act* has also been raised both with partner municipalities and at the Board of Directors. Most recently, at [Board of Directors meeting #3/20](#), held on April 24, 2020, Resolution #A31/20 regarding the 'Update on Planning Act Related Memorandums of Understanding and Service Level Agreements with Partner Municipalities' was adopted in part as follows:

WHEREAS through Bill 108, the More Homes, More Choices Act, the Planning Act was amended to streamline development approvals processes and facilitate faster decisions by reducing decision timelines for municipalities and the province;

THEREFORE, LET IT BE RESOLVED THAT given the reduced timelines for application review under Bill 108, Toronto and Region Conservation Authority (TRCA) staff be directed when negotiating or updating Memorandums of Understandings (MOUs) and Service Level Agreements (SLAs) dealing with Planning Act matters, that agreements include provisions to ensure TRCA can provide comments within the statutory timeframes;

THAT such provisions provide a mechanism to ensure official plan policies for complete applications are regularly reviewed to ensure TRCA's requirements are fully reflected; provide for strengthened coordination with TRCA in the municipality's pre-application process; and provide for coordinated representation of municipal and TRCA interests for Local Planning Appeal Tribunal (LPAT) appeals, where feasible;

THAT TRCA continues to work with BILD, consultants, development companies and municipal partners on updated TRCA guidelines, that help with the streamlining of applications;

THAT TRCA ensure that any fees for services provided to municipalities that are recouped from the taxpayers or service users, be collected in accordance with the Municipal Act as well as the Conservation Authorities Act and associated regulations;

Furthermore, at [Board of Directors Meeting #6/20](#) held on September 25, 2020, staff were authorized to continue working partner municipalities to develop and execute MOUs and SLAs for non-mandatory services and fee for service work. Staff also shared several resources that have been developed to move forward MOU and SLA development and execution. These resources included:

- A detailed list of TRCA services
- A draft template MOU and SLA
- A template Corporate report to support municipalities in bringing forward agreements to Council
- A template MOU/SLA update dashboard

In addition, staff have developed project maps and briefs outlining the work that TRCA is doing

in each municipality to facilitate initial municipal discussions. Staff also undertook a review of procurement by-laws and/or policies for each municipality in TRCA's jurisdiction to understand whether any amendments to procurement mechanisms may be required in order to enter into an MOU and SLA.

The Province has also indicated that they will be providing a deadline by which conservation authorities will be required to enter into agreements with partner municipalities for the provision of non-mandatory services. Following the amendments to the [Conservation Authorities Act](#) and *Planning Act* through Schedule 6 of [Bill 229](#) on December 8, 2020, the Province [announced](#) the formation of a Conservation Authorities Working Group on December 16, 2020. As noted on the Province's [website](#), this working group will provide input on the first phase of proposed regulations to implement the changes to the Act, that will be subject to stakeholder and public consultation, including: the mandatory programs and services that conservation authorities would be required to provide; the agreements between municipalities and conservation authorities and the transition period associated with non-mandatory programs and services; and how local community members can participate in their conservation authorities through community advisory boards. TRCA has representation on the Working Group, with additional representation from other conservation authorities, Conservation Ontario, the Association of Municipalities of Ontario, and the development and agriculture sectors.

RATIONALE

Staff have been undertaking discussions with partner municipalities since June 2019, with discussions increasing in frequency and productivity over the last six to eight months. The productivity of MOU/SLA discussions has been supported by the resources developed by staff and described above.

Since the last update to the Board of Directors on the MOU-SLA process (Meeting #6/20, September 25, 2020), discussions with many partner municipalities have progressed (Attachment 1). This progress includes the following:

- Initial discussions and/or meetings have been undertaken with all municipalities within TRCA's jurisdiction.
- Discussions on MOUs and SLAs have progressed to a more detailed stage with many municipalities. These detailed discussions include municipal staff reviewing TRCA's list of services, considering which services they currently utilize or might utilize, and reviewing any additional considerations, both internally and with TRCA staff. These detailed discussions may also include municipalities reviewing the template MOU and SLA with their legal counsel and/or conferring with their procurement/purchasing staff to understand any limitations and whether amendments may be required to current municipal procurement mechanisms.
- The execution of MOUs and/or MOUs moving to an advanced stage of development or approval. This includes where an MOU and the associated list of services has been drafted and is under review.

Staff have also reached out to neighbouring conservation authorities to provide updates on discussions with municipalities and to coordinate future discussions, where desired by a municipality.

TRCA staff and municipalities recognize that depending on the timing of the CA Act regulations and the results of the Conservation Authorities Working Group, some MOUs may need to be updated to cover any non-mandatory services needed. Some municipalities are preferring to wait until the regulations are released to finalize and execute MOUs but, given the time required

to develop these agreements, are working with TRCA staff to move the MOUs and SLAs forward to an advanced stage.

The Province has indicated that the first task of the Provincial Conservation Authority Working Group's will include looking at the first phase of proposed regulations that impact conservation authorities and their participating municipalities. TRCA will continue to support the Working Group and will formally respond to any proposals or consultation documents that may be forthcoming from the Province.

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

There is no immediate financial impact due to carrying out the recommendations above. The process of undertaking agreements with municipalities related to non-mandatory municipal programs and services provided by TRCA under the amended *Conservation Authorities Act*, as well as with other external organizations, is expected to have positive financial impacts for TRCA based on the interest from most municipalities in providing funding and or jointly seeking funding for a selection of TRCA service areas that support areas of need for the municipalities in question and shared municipal and TRCA interests.

DETAILS OF WORK TO BE DONE

- Communicate, once known, to TRCA Board of Directors, municipal partners and relevant stakeholders, information related to the enabling regulations;
- Continue to meet with municipal partners in order to continue development and execution of MOUs based on municipal preferences and needs;
- Work with municipalities, where required, to address any potential procurement policy approvals or required by-law amendments to support updated MOUs and SLAs;
- Continue working with neighbouring Conservation Authorities in order to coordinate MOU development; and,
- Update existing, and finalize new MOUs and SLAs, as appropriate.

Report prepared by: Nancy Gaffney, extension 5313, Victoria Kramkowski, extension 5707

Emails: Nancy.Gaffney@trca.ca, Victoria.Kramkowski@trca.ca,

For Information contact: Nancy Gaffney, extension 5313, Victoria Kramkowski, extension 5707

Emails: Nancy.Gaffney@trca.ca, Victoria.Kramkowski@trca.ca

Attachments: 1

Attachment 1: Municipal MOU/SLA Status Progress Table

Attachment 1: Municipal MOU/SLA Status Progress Table

Municipality	Initial Meeting or Discussions Held	Draft MOU Shared	Draft Corporate Report Shared	Detailed Discussions Undertaken	Advanced MOU Development or Execution
Adjala-Tosorontio	X	X			
Mono	X	X			
City of Toronto					
Parks Forestry and Recreation, and Transportation	X	X	X	X	X
Toronto Water	X	X	X	X	
Waste Management	X				
Create TO	X	X		X	
Toronto Botanical Gardens	X	X	X	X	
Durham Region					
Region of Durham	X	X	X	X	
Ajax	X	X	X	X	
Pickering	X	X	X	X	
Uxbridge	X	X	X	X	
Peel Region					
Region of Peel	X	X			
Brampton	X	X	X	X	X
Caledon	X	X	X		
Mississauga	X	X	X		
York Region					
Region of York	X	X			
King	X	X	X	X	
Markham	X	X	X	X	
Richmond Hill	X	X	X		
Vaughan	X	X	X	X	
Whitchurch-Stouffville	X	X	X	X	

RES.#A27/21 -

METROLINX NOTICE OF APPLICATION FOR APPROVAL TO EXPROPRIATE

Lakeshore Rail Corridor - Easement on TRCA Property for an Access Path at Long Branch Station (CFN 63844). To provide information regarding receipt of a Metrolinx Notice of Application for Approval to Expropriate for an easement to permit an access path on TRCA property for the Lakeshore Rail Corridor at Long Branch Station.

Moved by: Mike Layton
Seconded by: Linda Jackson

IT IS RECOMMENDED THAT the information regarding the receipt of a Metrolinx Notice of Application for Approval to Expropriate for an easement to permit an access path on TRCA property for the Lakeshore Rail Corridor at Long Branch Station be received.

CARRIED

BACKGROUND

Metrolinx is undertaking the Lakeshore Rail Corridor Expansion Project as part of the GO Transit Expansion Program. TRCA staff have been working with Metrolinx staff since August 2020 regarding a request for an easement in favour of Metrolinx on TRCA property for an access path at Long Branch Station for the Lakeshore Rail Corridor project.

In cooperation with Metrolinx, TRCA staff have taken the following steps to review and process the request.

- Review of the terms of the original acquisition to ensure compliance. The property was acquired using provincial funding, however, the disposition does not require approval from the Minister of Environment, Conservation and Parks, as the disposition is for provincial infrastructure purposes.
- Review of the proposed scope of the easement area.
- Communication with City of Toronto staff regarding the proposed easement (the property is under management agreement with the City of Toronto).
- Technical staff review of the proposal. The original proposed access path extended into the regulated area. Plans have been revised to remove the path from the regulated area.
- An archaeological review will be required. Metrolinx will be responsible for undertaking the review once the proposed easement area has been defined.
- Awaiting appraisal to facilitate negotiations.

On January 11, 2021 TRCA was sent a registered letter advising that on December 17, 2020 the Lieutenant Governor signed an Order-in-Council that permits the expropriation of this property to proceed without a Hearing of Necessity inquiry process.

On January 25, 2021 TRCA received three additional notices of applications to expropriate for the Lakeshore East Central Corridor Expansion Project, each of which is subject to an Order-in-Council permitting the expropriations to proceed without a Hearing of Necessity. TRCA staff are reviewing these requests and will continue to work with Metrolinx to negotiate the terms and resolve any issues or concerns.

RATIONALE

TRCA staff have been working with Metrolinx to review and process a request for easement for an access path on TRCA property for the Lakeshore Rail Corridor at Long Branch Station. On December 17, 2020 the Lieutenant Governor signed an Order-in-Council permitting the expropriation of this property to proceed without a Hearing of Necessity. On January 11, 2021 the Notice of Application for Approval to Expropriate was sent to TRCA.

The correspondence with the Notice of Application for Approval to Expropriate states that the Order-in-Council does not interfere with any rights to compensation under the *Expropriations Act, R.S. O. 1990, c. E.26*. TRCA staff will continue to work with Metrolinx to ensure that the terms of the easement address the requirements of TRCA, the City of Toronto and Metrolinx before the Plan of Expropriation is registered.

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

FINANCIAL DETAILS

TRCA staff will work toward negotiating fair market value for the easement, with Metrolinx being responsible for any associated costs.

DETAILS OF WORK TO BE DONE

TRCA staff will continue to work with Metrolinx toward a mutually satisfactory agreement and compensation, pursuant to the *Expropriations Act, R.S.O. 1990, c.E.26*, which will be brought to the Board of Directors for Approval.

Report prepared by: Trina Seguin, extension 6433; Daniel Byskal, extension 6452

Emails: trina.seguin@trca.ca; daniel.byskal@trca.ca

For Information contact: Trina Seguin, extension 6433; Daniel Byskal, extension 6452

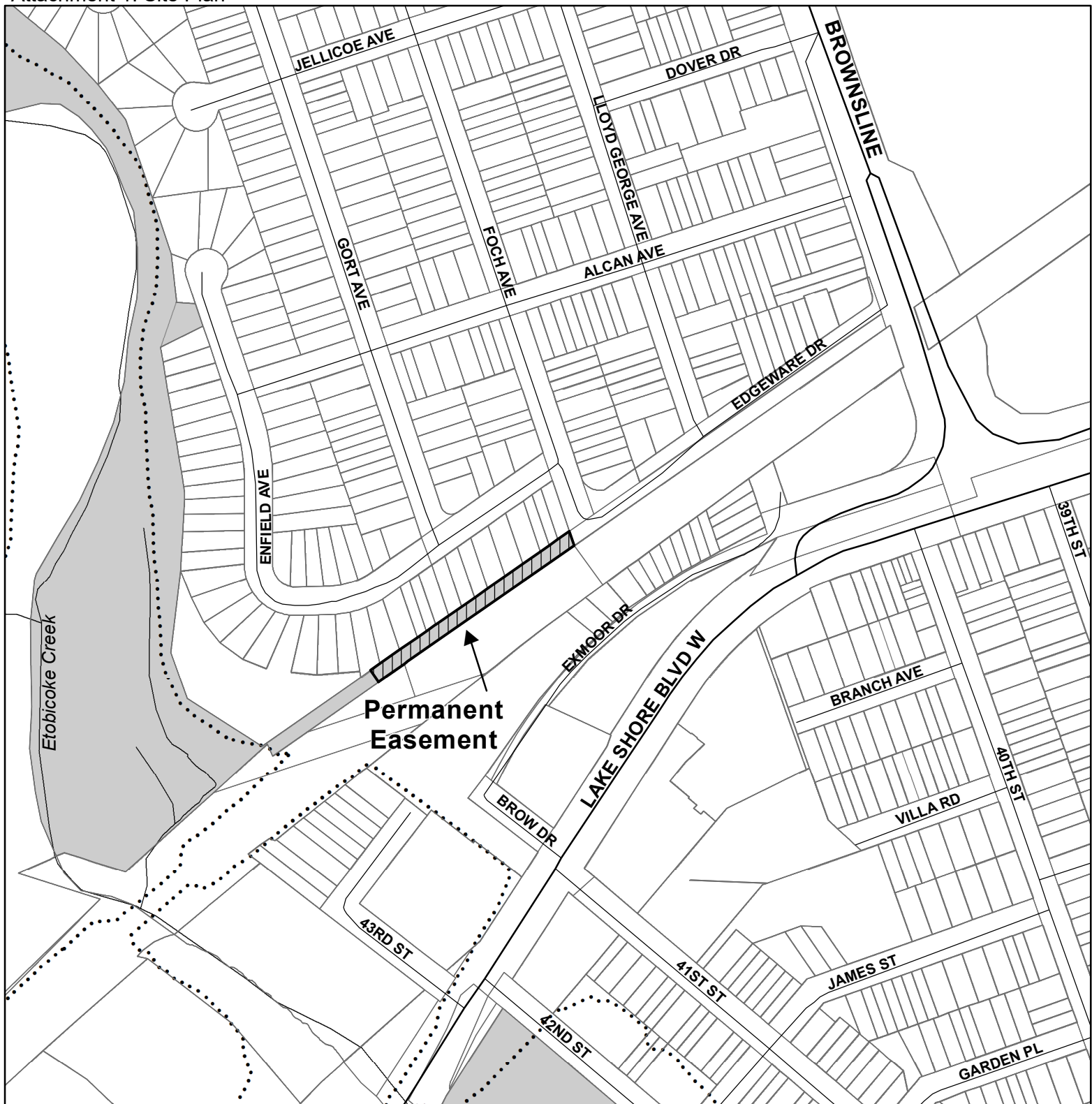
Emails: trina.seguin@trca.ca; daniel.byskal@trca.ca






Date: January 22, 2021

Attachments: 2

Attachment 1: Site Plan

Attachment 2: Orthophoto


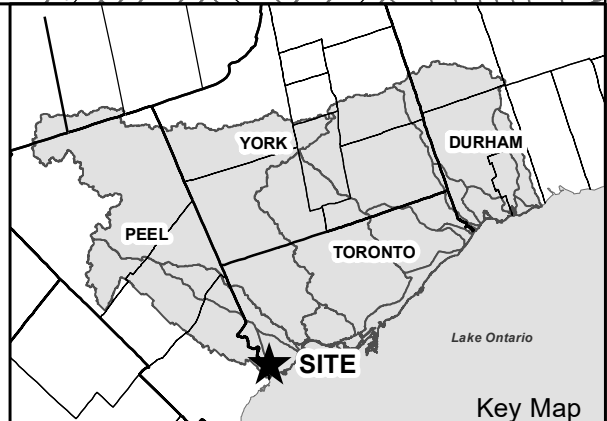


-  Permanent Easement
-  Watercourse
-  Floodline
-  TRCA Property
-  Parcel Assessment

 **Toronto and Region
Conservation
Authority**







0 100 200 m


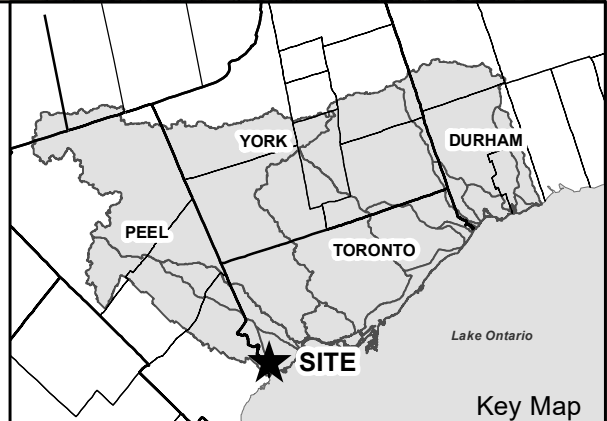
Key Map



-  Permanent Easement
-  Watercourses
-  TRCA Property
-  Parcel Assessment



0 100 200 m

Key Map

RES.#A28/21 -

**THE MEADOWAY PROJECT – PHASE 1 TENDER FOR
CONSTRUCTION OF HIGHLAND CREEK TRAIL**

Update on the award of contract #10033680 for the supply of all labour, equipment and materials necessary for the construction of Highland Creek trail as part of The Meadoway Project, in the City of Toronto.

Moved by: Mike Layton
Seconded by: Linda Jackson

IT IS RECOMMENDED THAT the staff report regarding the award of contract for general contractor services in support of Phase 1 of the Meadoway Project be received.

CARRIED

BACKGROUND

Led by Toronto and Region Conservation Authority (TRCA), in partnership with Toronto and Region Conservation Foundation, City of Toronto, Hydro One, and the Weston Family Foundation, The Meadoway Project will transform 16 kilometres of hydro corridor in Scarborough into one of the largest urban linear greenspaces in Canada.

One of the key deliverables of Phase 1 was the planning and design of the multi-use trail which will run the full 16 km of The Meadoway. The conceptual alignments for the multi-use trail were evaluated through a Municipal Engineers Class Environmental Assessment (Schedule C), which received approval by the Ministry of Environment, Conservation and Parks (MECP) in January of 2020. In support of the project's active transportation and connections objective, implementation of one of the exiting trail gaps at Highland Creek (Section 5) was included in the Phase 1 budget and deliverables. The Highland Creek trail gap spans 1.8 km between Ellesmere Road and Orton Park Road to the west and Neilson Road to the east. It includes a bridge crossing over the Highland Creek and a boardwalk over a wetland on the east side of the river. It also will connect with the Upper Highland Pan Am Path which is currently under construction and when complete will allow users to travel south to the Lake Ontario waterfront.

In order to continue progress on this deliverable, staff were looking to finalize the tender award by the end of 2020 so work could begin immediately in 2021.

At Board of Directors Meeting #8/20, held on November 20, 2020 Resolution #A184/20 was approved, in part, as follows:

WHEREAS no meetings of the Executive Committee and Board of Directors are scheduled for December 2020;

AND WHEREAS Resolution #A184/19, adopted at the October 25, 2019 Board of Directors meeting previously delegated the approval of all time sensitive procurements for the December 2020 period to the Chief Executive Officer or his designate;

AND WHEREAS the Weston Family Foundation, as the primary funder of The Meadoway project has advised Toronto and Region Conservation Authority (TRCA) to proceed with the tender of the Highland Creek trail construction and has committed to funding this deliverable, should the tender results be deemed acceptable;

THAT, subject to the approval of funding from the Weston Family Foundation, the Chief Executive Officer be delegated authority to award any contracts plus an appropriate contingency, required to move forward with the construction of the Highland Creek trail,

if staff is unable to report to the Board of Directors as per TRCA Procurement Policy due to timing constraints;

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

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;

THAT staff report back on the contract award to the Board of Directors meeting;

RATIONALE

The deadline for substantial completion of this project is July 23, 2021, being recognized that time will be of the essence of the Contract. In summer 2020, staff initiated a Request for Pre-Qualification (RFPQ) of general contractors for construction of The Meadoway Trail Project – Section 5. The RFPQ was publicly advertised on the electronic procurement website *Biddingo* (www.biddingo.com) on July 23, 2020. General contractors interested in pre-qualifying were advised that the criteria for evaluation would include meeting a series of mandatory and non-mandatory requirements as shown below:

Mandatory Requirements

- 2019 Contractor's Qualification Statement (CCDC 11);
- (3-5yrs) Relevant/compatible Experience (between \$3,500,000 to \$4,500,000)
- Bonding Verification;
- Insurance Verification;
- Health and Safety Policy Document;
- WSIB Clearance;
- Compliance with the City of Toronto's Fair Wage Schedule;
- A signed Pre-Qualification Form.

Non-Mandatory Requirements

- Project Specific Experience;
- Key Personnel; and
- Construction Management Experience.

On August 6, 2020, TRCA received pre-qualification submissions from the following 7 general contractors:

- Bronte Construction Ltd.;
- Clearway Construction Inc.;
- CSL Group Ltd.;
- Dynex Construction Inc.;
- Loc-Pave Construction Ltd.;
- McPherson-Andrews Contracting Ltd.;
- Metric Contracting Services Corporation.

Following receipt of the submissions, pre-qualifying documents were reviewed by the selection committee made up of TRCA staff. Evaluations were based on the criteria defined above. Based

on the evaluation process, Tender documents for construction services were made available on November 25, 2020 to the following six pre-qualified general contractors:

- Bronte Construction Ltd.;
- CSL Group Ltd.;
- Dynex Construction Inc.;
- Loc-Pave Construction Ltd.;
- McPherson-Andrews Contracting Ltd.; and
- Metric Contracting Services Corporation.

A mandatory bidders meeting/site tour was held on December 2, 2020. Tenders closed on December 21, 2020 and the Procurement Opening Committee opened the tenders with the following results:

BIDDERS	TOTAL TENDER AMOUNT (Plus HST)
McPherson-Andrews Contracting Ltd.	\$ 2,147,591
CSL Group Ltd.	\$ 2,227,646
Loc-Pave Construction	\$ 2,403,994
Metric Contracting Services Corporation	\$ 2,492,280
Bronte Construction Ltd.	\$ 2,620,764
Dynex Construction Inc.	\$ 3,108,169

All bids complied with the mandatory bid requirements as stipulated in the bid documents.

TRCA staff and Dillon Consulting (the Consultant) reviewed the bid received from McPherson-Andrews Contracting Ltd. against its own cost estimate and has determined that the bid is of reasonable value and also meets the requirements as outlined in the contract documents. Further assessment by Dillon Consulting of McPherson-Andrews Contracting Ltd.'s ability to undertake similar projects was conducted through internal research and resulted in positive feedback that McPherson-Andrews Contracting Ltd. is capable of undertaking the scope of work.

DETAILS OF WORK TO BE DONE

Contract #10033680 was awarded to McPherson-Andrews Contracting Ltd. on February 3, 2021. Since award, TRCA has finalized an Agreement with McPherson-Andrews Contracting Ltd. Additionally, the contractor has initiated equipment orders and submitted shop drawings for review and approval for material items with long lead times to mitigate project delays.

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 3 – Rethink greenspace to maximize its value

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

Strategy 5 – Foster sustainable citizenship

Strategy 12 – Facilitate a region-wide approach to sustainability

FINANCIAL DETAILS

Based on deliverable refinements, a revised budget of \$38.175M for 2018 – 2025 has been estimated for the overall project. \$10M was secured from the Weston Family Foundation for Phase 1, with an additional \$15M pledged which was contingent on TRCA raising matching

funding making the gap in funding currently \$13.175M. Because leverage funding has not been secured to date, the Weston Family Foundation is not in a position to release the \$15M pledged. However, in order to allow for continued progress on the project, they have approved in principal \$1.348M in bridge funding for 2021 to continue to advance meadow restoration and overall project management/coordination. Education, engagement and communications efforts will be suspended or scaled back during this transition. In addition, \$3.8M for the Highland Creek Trail connection and \$584,540 of consolidated unspent funds will be carried over into 2021 from the Phase 1 budget. This brings the total budget supported by the Weston Family Foundation for 2021 to \$5,732,580. Terms for an agreement for the new funding of \$1.348M in 2021 is currently being discussed. It is understood that this will be considered part of the \$15M pledge.

Funds for The Meadoway project are being tracked in account series: 260-01.

Report prepared by: Aaron J. D'Souza extension 5775

Email: aaron.dsouza@trca.ca

For Information contact: Mark Preston extension

Emails: mark.preston@trca.ca

Date: January 29, 2021

RES.#A29/21 -

MID HUMBER GAP MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT

Update to the Board of Directors regarding the award of contract #10035248 – planning and engineering consulting services in support of the Mid Humber Gap Municipal Class Environmental Assessment (MCEA).

Moved by: Mike Layton
Seconded by: Linda Jackson

IT IS RECOMMENDED THAT the staff report regarding the award of contract for professional planning and engineering consulting services in support of the Mid Humber Gap Municipal Class Environmental Assessment be received.

CARRIED

BACKGROUND

The Mid Humber Gap Project was one of 26 multi-use trail projects identified in the *Bikeway Trails Plan* adopted by Toronto City Council in 2012. The project is defined as a 1.4 km gap in the Humber Recreational Trail (HRT) near Weston Road and Lawrence Ave West, in the City of Toronto. This gap constitutes a significant barrier to a continuous trail system from Toronto's north-west boundary to Lake Ontario and is a discontinuity in the 80 km Pan Am Path, which extends from Brampton to Pickering. The Mid-Humber Gap is also identified in Toronto and Region Conservation Authority's (TRCA) Trail Strategy for the Greater Toronto Region as a key missing link in the regional trail network.

The Mid Humber Gap Project study area (***Attachment 1***) is located between two completed sections of the Humber River Recreational Trail just south of Mallaby Park and west of St. Phillips Road and the southern entrance to Crawford-Jones Memorial Park off Cardell Avenue.

In 2013, the City contacted TRCA to request assistance in planning and implementing a trail connection project to close the gap, via a multi-staged approach.

Stage 1 – Trail Construction and Improvement Work (Completed 2013)

In 2013, the City and TRCA completed Stage 1 of the Mid Humber Gap Project. During Stage 1, a 600-metre trail was constructed to connect Mallaby Park to the HRT system and a pre-existing dirt trail was formalized into a 3.5-meter-wide paved multi-use pathway.

Deliverables:

- Construction of a 600-metre trail connecting Mallaby Park to Cruickshank Park
- Preparation of preliminary trail alignment concepts for Stage 2 – Feasibility Study

Stage 2 – Feasibility Study (Completed 2019)

In 2019, the City and TRCA completed Stage 2 of the Mid Humber Gap project. During Stage 2, a Feasibility Study was undertaken to evaluate conceptual trail alignment options to close the remaining gap in the HRT between Mallaby Park and Crawford-Jones Memorial Park. The Mid Humber Gap project schedule is aligned with the City's 2019 *Cycling Network Plan Update* (Update to the 2016 *Cycling Network 10-Year Plan*). The 2019 Plan acknowledges that the Stage 2 - Feasibility Study was underway at the time of publishing and anticipated that the scoping of the Municipal Class Environmental Assessment (MCEA) could occur in 2020.

The Feasibility Study mirrors the formal MCEA process and provides project rationale for pursuing Stage 3 – MCEA Schedule B Planning Process. The Feasibility Study evaluated a

range of conceptual trail alignments, culminating in a recommended “in-ravine” and “on-road” option.

Trail alignment constraints include a steep slope and private property on the east bank of the river, and a privately owned golf course on the west bank. These constraints increase the complexity of the project, and likely require the construction of bridges, boardwalk structures, and securement of property. The Feasibility Study confirmed the rough order of magnitude costs for each trail alignment reviewed. Implementation costs are expected to be in the range of \$3.5 and \$9.5 million which subsequently makes this project subject to the MCEA Schedule B process.

The work undertaken as part of the Feasibility Study was informed by limited available baseline data and site topography. Information gaps were identified and recommended to be addressed in Stage 3 of the work. Most notably, a subsurface investigation was deemed required to inform the placement and design of any proposed water crossings. Complete ecological, geotechnical, water resources and geomorphologic assessments were also recommended to inform and refine the proposed trail alignment concepts.

The work on the Mid Humber Gap implements a key component of the Loop Trail concept that is being advanced by the City of Toronto, Evergreen and TRCA. The loop trail is an 81 kilometre off road multi-use route connecting the waterfront in the south, the Don Valley in the east, the Finch corridor in the North and the Humber Valley in the west. The completion of this section of the HRT will also provide an opportunity to include interpretive signage that celebrates the rich history of the Humber River as one of Canada's Heritage Rivers.

The Mid Humber Gap MCEA was brought forward at the November 20, 2020 Board of Directors Meeting, with the recommendation (Res.#A185/20) approved, in part, as follows:

THAT, subject to the execution of the Letter Agreement with the City of Toronto, the Chief Executive Officer be delegated authority to award any contracts plus an appropriate contingency, required to move forward with the Mid Humber Gap Municipal Class Environmental Assessment, if staff is unable to report to the Board of Directors as per TRCA Procurement Policy due to timing constraints;

THAT staff report back on the contract award to the future Board of Directors meeting.

RATIONALE

RFP documentation was posted on the public procurement website www.biddingo.com on December 14, 2020 and closed on January 22, 2021. One (1) announcement and two (2) addendums were issued to questions received. A total of twenty-six (26) firms downloaded the documents and four (4) proposals were received from the following Proponent(s):

- AECOM Canada Ltd.
- Aquafor Beech Ltd.
- R.J. Burnside and Associates Ltd.
- WSP Canada Ltd.

The proposal from Planmac Engineering was disqualified because it was received after the submission deadline of 12:00 pm on January 22, 2021.

An Evaluation Committee comprised of staff from TRCA and the City of Toronto reviewed the proposals. The criteria used to evaluate and select the recommended Proponent included the following:

Rated Criteria	Weight	Minimum score
Proponent's Information and Profile	5	
Key Personnel	20	
Experience and Case Studies	20	
Scope of Work Capabilities	20	
Proposed Work Plan and Timeframe	15	
Sub-Total	80	50
Pricing	20	
TOTAL	100	

At the proposal evaluation meeting held on January 29, 2021 consensus was reached between all members of the committee. Therefore, it is recommended that contract No. 10035248 be awarded to R.J. Burnside and Associates Ltd at a total cost not to exceed \$185,516.04, plus 15% 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.

FINANCIAL DETAILS

Undertaking the MCEA for the Mid-Humber Gap is a fee for service project undertaken through a Letter of Agreement with the City of Toronto, Transportation Services division under the Master Service Agreement. The Letter Agreement was executed on December 12, 2020. A budget of \$825,300 was approved by the City of Toronto plus a 10% contingency. The total maximum value of this project as per the Letter Agreement is \$907,830 plus HST. Funds will be tracked in account 186-42.

DETAILS OF WORK TO BE DONE

- Formal initiation of the MCEA process in January 2021 with the estimated completion of the study in February 2022.
- Stage 4 (Implementation) of the project will be discussed with the City of Toronto when TRCA is nearing completion of the MCEA.
- TRCA will continue to work with its partners in seeking funding from senior levels of government to implement components of the Regional Trail Strategy and Ravine Strategy (which includes the Loop Trail).

Report prepared by: Corey Wells, extension 5233

Emails: corey.wells@trca.ca

For Information contact: Lisa Turnbull, extension 5645

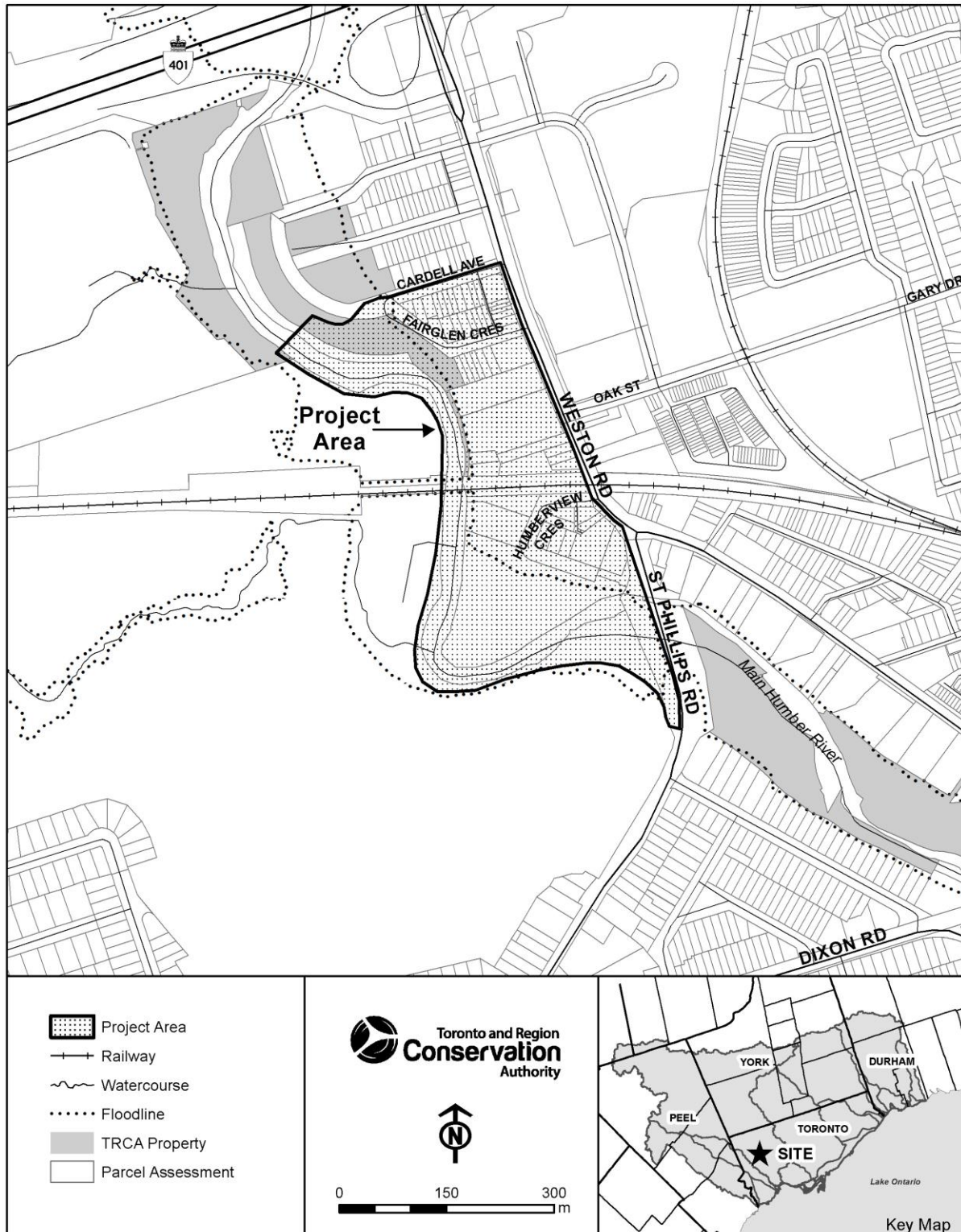
Emails: lisa.turnbull@trca.ca

Date: February 1, 2021

Attachments: 1

Attachment 1: Project Area

Attachment 1: Project Area



RES.#A30/21 -

OUTDOOR EDUCATION TASK FORCE MINUTES

Meeting #5/20, held on January 25, 2021 - [Meeting Minutes](#)

Moved by: Mike Layton
Seconded by: Linda Jackson

THAT the Minutes of Outdoor Education Task Force Meeting #5/20, held on January 25, 2021, be received.

CARRIED

MATERIAL FROM EXECUTIVE COMMITTEE MEETING, HELD ON FEBRUARY 5, 2021

[Meeting Minutes Link](#)

Section I – Items for the Board of Directors Action

RES.#A31/21 -

GREENSPACE ACQUISITION PROJECT FOR 2021-2030

Marshall Homes (Altona) Inc. Acquisition of property located west side of Altona Road and south of Finch Avenue, municipally known as 1956 Altona Road, in the City of Pickering, Regional Municipality of Durham, under the “Greenspace Acquisition Project for 2021-2030 (CFN 62848).
(Executive Committee RES.#B101/20)

Moved by: Ronald Chopowick

Seconded by: Josh Matlow

THAT 1.74 hectares (4.30 acres), more or less, of vacant land, located west side of Altona Road and south of Finch Avenue, said land being Part of Lots 2 and 3, Registered Plan 338, designated as Parts 2 and 3 on Registered Plan 40R-30889, municipally known as 1956 Altona Road, in the City of Pickering, Regional Municipality of Durham, be purchased from Marshall Homes (Altona) Inc.;

THAT the purchase price be \$2.00;

THAT a permanent easement for a head wall, polishing swale and maintenance will be granted to Marshall Homes (Altona) Inc. on Part 3, 40R-30889;

THAT the consideration be \$10,000 for the permanent easement;

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

THAT the transaction be completed at the earliest possible date and all reasonable expenses incurred incidental to the closing for land transfer tax, legal costs, and disbursements are to be paid by Marshall Homes (Altona) Inc.;

AND FURTHER THAT once Ministerial approval of the Greenspace Acquisition Project 2021-2030 is received, authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.

CARRIED

RES.#A32/21 -

REQUEST FOR PROPOSAL FOR VENDORS OF RECORD FOR RENTAL OF OPERATED HEAVY CONSTRUCTION EQUIPMENT

Award of Request for Proposal (RFP) No. 10035339 for a Vendors of Record (VOR) arrangement for rental of operated heavy construction equipment from April 1, 2021 to March 31, 2023.
(Executive Committee RES.#B102/20)

Moved by: Ronald Chopowick
Seconded by: Josh Matlow

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs/projects that require the utilization of operated heavy construction equipment;

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

THEREFORE, LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10035339 - Vendors of Record for Rental of Operated Heavy Construction Equipment be awarded to Dynex Construction Inc., Sartor Environmental Group Inc., TMI Contracting & Equipment Rentals Ltd. and Valefield Contracting Inc for two (2) years at a total cost not to exceed \$13,250,500.00, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$1,325,050.00 (approximately 10% of the anticipated expenditures), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

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

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

CARRIED

RES.#A33/21 -

VENDOR OF RECORD ARRANGEMENT FOR CONSOLIDATED LEGAL SERVICES

Award of Request for Proposal (RFP) No. 10034754 for a Vendor of Record (VOR) arrangement for the supply of consolidated legal services for a three year period.
(Executive Committee amended RES.#B103/20)

Moved by: Ronald Chopowick
Seconded by: Josh Matlow

THAT WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs and projects that require external legal services;

AND WHEREAS TRCA solicited proposals through a publicly advertised process and evaluated proposals received based on the criteria outlined in this report;

THEREFORE, LET IT BE RESOLVED THAT TRCA staff be directed to establish a Vendor of Record (VOR) arrangement with the following: Gowling WLG (Canada) LLP, Gardener Roberts LLP, Fasken Martineau DuMoulin LLP, Fogler, Rubinoff LLP, Willms & Shier Environmental Lawyers LLP and Hicks Morley LLP for the supply of legal services for a period of from February 1, 2021 to January 31, 2024;

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

AND FURTHER THAT TRCA staff be directed to report at a future meeting on TRCA's top legal services expenditures over the prior 5 years.

CARRIED

Section II – Items for Executive Action

RES.#A34/21 - SECTION II – ITEMS FOR EXECUTIVE ACTION

Moved by: Jack Heath
Seconded by: Xiao Han

THAT Section II items 13.2.1 - 13.2.2, contained in February 5, 2021 Executive Committee Meeting Minutes be received.

CARRIED

Section II Items 13.2.1 – 13.2.2

APPOINTMENT OF ENFORCEMENT OFFICER

(Executive Committee RES.#B105/20)

BLUFFER'S PARK CHANNEL DREDGING, CITY OF TORONTO

(Executive Committee RES.#B106/20)

Section III – Items for the Information of the Board

RES.#A35/21 - SECTION III – ITEMS FOR THE INFORMATION OF THE BOARD

Moved by: Shelley Carroll
Seconded by: Gino Rosati

THAT Section III items 13.3.1 – 13.3.4, contained in February 5, 2021 Executive Committee Minutes be received.

CARRIED

Section III Items 13.3.1 – 13.3.4

VOLUNTARY PROJECT REVIEW

(Executive Committee RES.#B107/20)

FUNDING AND GRANTS PROGRAM

(Executive Committee RES.#B108/20)

2021 BUDGET UPDATE

(Executive Committee RES.#B109/20)
Q4 2020 COMMUNICATIONS SUMMARY
(Executive Committee RES.#B110/20)

Section IV - Ontario Regulation 166/06, As Amended

**RES.#A36/21 - APPLICATION FOR PERMITS PURSUANT TO S.28.0.1 OF THE
CONSERVATION AUTHORITIES ACT (MINISTER'S ZONING
ORDERS) – PICKERING DEVELOPMENTS (SQUIRES) INC.**
(Executive Committee amended RES.#B111/20)

Moved by: Linda Jackson
Seconded by: Gino Rosati

THAT item 13.4.1 – Application for Permits Pursuant to s.28.0.1 of the *Conservation Authorities Act* (Minister's Zoning Orders) – Pickering Developments (Squires) Inc. be received.

CARRIED

RES.#A37/21 - MAJOR PERMIT AND DELEGATED PERMITS
(Executive Committee RES.#B113/20 and RES.#B113/20)

Moved by: Chris Fonseca
Seconded by: Michael Palleschi

THAT item 13.4.2 – Major Permit and Delegated Permits, contained in Executive Committee Minutes, held on February 5, 2021, be received.

CARRIED

ADJOURNMENT

ON MOTION by Anthony Perruzza, the meeting was adjourned at 12:09 p.m., on Friday, February 26, 2021.

Jennifer Innis
Chair

John MacKenzie
Secretary-Treasurer

/am