Board of Directors Meeting
Agenda

October 22, 2021
9:30 A.M.

The meeting will be conducted via a video conference

Members of the public may view the livestream at the following link:
https://video.isilive.ca/trca/live.html

1. ACKNOWLEDGEMENT OF INDIGENOUS TERRITORY

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

3. MINUTES OF MEETING HELD ON SEPTEMBER 24, 2021
   Meeting Minutes Link
   (September 24, 2021 Closed Session Minutes will be circulated to Board Members separately)

4. DELEGATIONS

5. PRESENTATIONS

6. CORRESPONDENCE

7. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

7.1. TORONTO AND REGION CONSERVATION AUTHORITY’S 2021-2022 EXTERNAL COMMUNICATIONS STRATEGY
      Planting the Seeds for Success

7.2. REQUEST FOR PROPOSAL FOR COMPENSATION REVIEW
      RFP No. 10036479
7.3. PROPOSED UPDATES TO THE PARTNERS IN PROJECT GREEN
EXECUTIVE MANAGEMENT COMMITTEE TERMS OF REFERENCE AND
NEW MEMBER APPOINTMENT

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

8.1. RECOGNITION OF THE WESTON FAMILY FOUNDATION’S SUPPORT OF
THE ENVIRONMENTAL LEADERS OF TOMORROW PROGRAM

8.2. UPDATE ON THE DELEGATED AUTHORITY TO AWARD CONTRACT No.
10035896 FOR TRCA SHORELINE HAZARD MAPPING UPDATE

8.3. FEASIBILITY STUDY OF PAID PARKING AT TRCA OWNED
CONSERVATION LANDS AND CITY OF RICHMOND HILL AND TOWNSHIP
OF UXBRIDGE INTEREST ON PURSUING A PILOT AT SELECT TRAILHEAD
SITES

9. MATERIAL FROM EXECUTIVE COMMITTEE MEETING HELD ON OCTOBER 8,
2021

9.1. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION

9.1.1. ACQUISITION FROM LONGYARD PROPERTIES INC.
Acquisition of property located north of Major Mackenzie Drive and
west of Bathurst Street, in the City of Vaughan, Regional Municipality
of York, under the “Greenspace Acquisition Project for 2021-2030,”
Flood Plain and Conservation Component, Don River watershed
(CFN 56778).
(Executive Committee RES.#B91/21)
PDF Page 2/49

9.1.2. ACQUISITION FROM 21 PEACHAM CRESCENT
Acquisition of a portion of the rear of the property located east of
Jane Street and south of Sheppard Avenue West, municipally known
as 21 Peacham Crescent, in the City of Toronto, under the
“Greenspace Acquisition Project for 2021-2030,” Flood Plain and
Conservation
Component, Humber River watershed (CFN 64430)
(Executive Committee RES.#B92/21)
PDF Page 7/49

9.1.3. REGIONAL MUNICIPALITY OF YORK
Receipt of a request from the Regional Municipality of York, for a
permanent easement of Toronto and Region Conservation Authority
owned lands located on the south side of Rutherford Road and west
of Pleasant Ridge Avenue, in the City of Vaughan, Regional
Municipality of York, required for the Rutherford Road Widening
within the Don River watershed (CFN 64501).
(Executive Committee RES.#B93/21)
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9.2. SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD
9.2.1. **TORONTO ZOO TRIPARTITE AGREEMENT**
Update on the execution of the Toronto Zoo Tripartite Agreement and transfer of lands for the Rouge Gateway and Welcome Centre for the Rouge National Urban Park in the City of Toronto.
*(Executive Committee RES.#B94/21)*
PDF Page 15/49

9.3. **SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED**
Receipt of permits pursuant to Ontario Regulation 166/06, as amended, for applications under Executive Committee items 10.1 - 10.5, which were approved or received at the October 8, 2021 Executive Committee Meeting.
*(Executive Committee RES.#B95/21, RES.#B96/21, and RES.#B97/21)*
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10. **CLOSED SESSION**

11. **NEW BUSINESS**

NEXT MEETING OF THE BOARD OF DIRECTORS TO BE HELD ON NOVEMBER 19, 2021 AT 9:30 A.M. VIA VIDEOCONFERENCE

John MacKenzie, Chief Executive Officer

/am
Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, October 22, 2021 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: TORONTO AND REGION CONSERVATION AUTHORITY’S 2021-2022 EXTERNAL COMMUNICATIONS STRATEGY
Planting the Seeds for Success

KEY ISSUE
Approval of Toronto and Region Conservation Authority’s (TRCA) draft external communications strategy, which establishes the current state of TRCA’s communications, defines key communications objectives, provides a tactical plan for achieving those objectives and acts to develop a nurturing culture of responsiveness and flexibility.

RECOMMENDATION
THAT this report and attached draft external communications strategy be approved.

BACKGROUND
For the first time in TRCA’s history, the organization has undertaken the development of an external communications strategy. This blueprint, written by the Communications, Marketing and Events business unit and supported by the Chair of TRCA’s Board of Directors, will enable the organization to focus its efforts on its core communication objectives.

Throughout a two-year internal consultation process, it became clear that TRCA has a long-standing history, earned credibility, a loyal network of partners, and a resilient and dedicated team. TRCA has created the TREE strategic approach to leverage these assets and guide our external communications decisions going forward. TREE is defined as follows:

- **Two-way communication**: We will always look for ways to make our communications interactive and engaging
- **Recognition**: We will ensure clarity and consistency of branding and messaging across all channels
- **Empowerment**: We will always look for ways to develop content that is shareable for our stakeholders
- **Evaluation**: We will ensure that our communications are informed by data and metrics to maximize our impact

The five core communications objectives outlined in the report defined where TRCA prioritizes its resources and which messages get the most exposure across our channels, utilizing the TREE approach. The definition of these objectives is essential to developing a clear, consistent, and memorable message to our audience.
The five objectives are as follows:
- Improving brand recognition and understanding of TRCA’s operations
- Building a network of brand ambassadors
- Driving the discourse on cross jurisdictional conservation and green infrastructure initiatives
- Informing public policy and corporate decision making by leveraging the best available science
- Bridging the gap between the public and the environment through engagement and education

Within each of the objectives are key actions which the Communications, Marketing and Events business unit are concentrating their efforts on to ensure a successful implementation of the strategy.

RATIONALE
As the largest of Ontario’s 36 conservation authorities, both in terms of population of residents within our jurisdiction and the financial magnitude of work performed, there is a constant flow of crucial messaging required to promote TRCA’s value proposition regarding the organization’s mandated responsibilities.

The primary mission of the Communications, Marketing and Events business unit is to provide excellent customer service related to TRCA’s mandated responsibilities. This entails making sure that TRCA is communicating efficiently and effectively with its core stakeholders -- partner municipalities and their agencies, residents within the jurisdiction, politicians representing all levels of government, staff, TRCA’s Board of Directors and advisory boards. The secondary mission is to provide value-added support related to TRCA’s auxiliary offerings, which must be accomplished without obstructing the business unit’s ability to achieve its primary mission.

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 7 – Build partnerships and new business models

DETAILS OF WORK TO BE DONE
Following the approval of this report and the attached draft external communications strategy, staff will finalize the document and share it with TRCA’s key stakeholders, including partner municipalities. TRCA staff will continue to address the action items outlined in the document and start preparations for a robust communications strategy to align with the organization’s 2023 strategic planning.

Report prepared by: Michael Tolensky, extension 5965
Emails: michael.tolensky@trca.ca
For Information contact: Michael Tolensky, extension 5965
Emails: michael.tolensky@trca.ca
Date: October 7, 2021

Attachment 1: Draft 2021 – 2022 External Communications Strategy
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Executive Summary

For the first time in Toronto and Region Conservation Authority’s (TRCA) history, the organization has undertaken the development of an external Communications Strategy. This blueprint, written by the Communications, Marketing and Events (CME) business unit and supported by the Chair of TRCA’s Board of Directors, will enable the organization to focus its efforts on its core communication objectives.

With more than 60 years of experience, TRCA is the largest of 36 Conservation Authorities in Ontario, 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. As an apolitical registered charity organization, TRCA manages nine watersheds plus their collective Lake Ontario waterfront shorelines, spanning six upper-tier and 15 lower-tier municipalities, including some of Canada’s largest and fastest growing municipalities.

Our vision is for a new kind of community where human settlement can flourish forever as part of nature’s beauty and diversity. Our mission is to protect, conserve, and restore natural resources and develop resilient communities through education, the application of science, community engagement, and service excellence. We dynamically bring together stakeholders who work collaboratively, through meaningful action to create this bold vision for a common future.

Communication is an essential tool to accomplish this mission. Being able to effectively share knowledge, educate, inspire, and motivate our audience to actively participate in this mission – whether that be through public policy, sustainable development, or the everyday actions of individuals – is the only way we can tackle the collective environmental challenges our growing communities face.

This strategy defines TRCA’s external communications priorities, clarifies our primary audiences, and lays out the strategic approach that will set the standard for all communications going forward. It provides the CME business unit with a clear path for how to achieve our goals and a clear scope for where to allocate our resources.

This document addresses the need for TRCA to prioritize core operations through its communication efforts, which include programs and services that are mandated through the provincial Conservation Authorities Act (CA Act), and those programs and services that are requested through TRCA’s primary funders, its partner municipalities. This is congruent with messaging from the Province, which is in the process of updating the CA Act to reflect the vital role that conservation authorities fulfill for the Province and as implementation agents for partner municipalities.

The goals and measurable objectives outlined in this strategy align communications to TRCA’s 2013-2022 Strategic Plan and TRCA corporate values. In addition, they support a positive corporate culture, while turning the internal research collected into actionable items to support continuous improvement. The strategy, already in motion by TRCA since early 2021, will guide TRCA’s communications through imminent changes to the CA Act and the subsequent reconfiguration of TRCA’s implementation role vis-a-vis its partner municipalities and stakeholders. Going forward our communications strategy development will align with the next edition of the organization’s strategic plan in 2023.

This document is intended to help focus TRCA’s external communications efforts to tell a more cohesive story, leverage our extensive partnerships to amplify our message and reach, and share the best available science in an accessible and understandable way to support better environmental decision making, while positioning the organization as a leader in regional initiatives. TRCA has a remarkable story to tell, and the implementation of this communications strategy will ensure that it is heard.
Purpose

The purpose of TRCA’s Communications Strategy is to:

- Establish the current state of TRCA’s communications, verified through consultation with internal staff.
- Define TRCA’s key communications objectives and audiences, to support future business planning.
- Provide a tactical plan on how TRCA will achieve those objectives, exchange information, and engage stakeholders.
- Develop a nurturing culture of responsiveness and flexibility, to ensure that TRCA utilizes available information, industry best practices and analytics to inform communication decisions and adapt to changing technologies.

Mission Statement

TRCA’s communications need to be versatile and consistently calibrated to reflect the needs of the vast network of stakeholders it serves. As the largest of Ontario’s 36 conservation authorities, both in terms of population of residents within its jurisdiction and the financial magnitude of value-added work performed for its partner municipalities, there is a constant flow of crucial messaging required to promote TRCA’s value proposition regarding the organization’s mandated responsibilities.

Additionally, TRCA has created a substantial portfolio of supplementary programs and services to further its objects, primarily relating to Conservation Parks and Lands, and Education and Training, which further rely on Communications, Marketing, and Events to tell their stories, engage their audiences and in many scenarios, convert engagement to sales to generate sustainable revenue.

The primary mission of the Communications, Marketing, and Events business unit is to provide excellent customer service related to TRCA’s mandated responsibilities. This entails making sure that TRCA is communicating efficiently and effectively with its core stakeholders – partner municipalities and their agencies, residents within the jurisdiction, politicians representing all levels of government, staff, TRCA’s Board of Directors and advisory boards.

The secondary mission is to provide value-added support related to TRCA’s auxiliary offerings, which must be accomplished without obstructing the business unit’s ability to achieve its primary mission. This is a fundamental principal for all Corporate Services, as our stakeholders understand that TRCA exists to fulfill its mandated responsibilities, and therefore resources need to be allocated accordingly.

Going forward, the Communications, Marketing, and Events business unit will work with all divisions to establish an improved operating model, which will include financial support from supplemental programs and services in order to increase resources to support their communications requirements.

The Evolution of TRCA’s Communication Landscape

For much of TRCA’s history, the organization concentrated on external communications that dictated messages to its stakeholders, primarily though print media and broadcast outlets for stakeholders.

There has been a fundamental shift in the communications landscape in the past decade, which is widely believed to be the most profound out of any ten-year period in TRCA’s existence. While the speed of the transformation has been exciting, allowing for increased connectivity and innovation, it presents TRCA with unique risks and exciting opportunities, given constant pressure to prioritize 24/7 responsive communication, primarily through active participation in social media.

Prior to the centralization of Corporate Services, staff throughout the organization were creating and maintaining hundreds of TRCA social media accounts without training or guidance. Without oversight, these staff members focused on generating content to reflect their unique voices. This led to inconsistent messaging and brand experiences. It also meant that communications were being developed by program staff – often lengthy, technical documents that are inaccessible to broad audiences.

By professionalizing communications within Corporate Services, TRCA commenced consolidating its accounts, minimizing access to its remaining accounts, and developing social media customer service standards for its staff to tell ensure TRCA channels were telling a cohesive story and presenting a unified brand. The development of this strategy, is the essential next step in professionalizing and elevating TRCA’s external communications. It sets the targets and creates the plan to achieve them with a specific focus on strengthening relationships to grow our reach and developing content that is creative, digestible, and accessible to engage our audiences.
Opportunities

The consultation with staff identified several opportunities – some lingering because of the historically decentralized communications process – that must be addressed to best communicate with our audiences:

- Broad range of services and audiences requiring diverse messaging, and limited funds to reach each audience with the right targeted content.
- Information overload, given the number and complexity of matters that need to be communicated.
- Lack of formal communications relationships to ensure TRCA is reaching its targeted audience with the required technical information.
- Limited resources to acquire new technologies or update existing ones like TRCA websites.
- Messaging being too technical or lengthy for general audiences.
- Overcoming language barriers and access in our diverse and growing region.

In addition we have identified unfunded communication priorities in Appendix 1 (page29) that would allow TRCA to better address these opportunities.

Strengths

In the development of this strategic document, TRCA determined several strengths which will help engage it’s stakeholders and reinforce it’s brand, including:

- An extensive network of partners municipalities, Board of Directors, advisory boards, stakeholders, community groups, volunteers, and others.
- A highly experienced and passionate workforce.
- A longstanding and highly credible brand.
- Analytics tools and in-house expertise to measure our progress and work toward constant improvement.
- Continually evolving communication tools and number channels to diversify how we present our information.
- Diverse programming and excellent content for engaging storytelling.
- Sophisticated digital communication tools for targeting audiences to ensure we are reaching the right people with the right message.
- Subject matter expertise.

The communication landscape generally is a crowded space, but it has also never been easier to create engaging, interactive, and accessible content for diverse audiences. New technologies provide the opportunity for robust connection and public input on a wide variety of important initiatives - often in real time. This critical connection provides more opportunities to shape a path forward.

The goal, moving forward, is to improve TRCA’s reach with authentic storytelling and meaningful connections using new technologies. TRCA’s emphasis is to leverage its extensive network, to empower CME with resources and the latest tools, and use analytics to test, adapt and continue improving our methods.
TREE Approach to Communications

Throughout the consultation process, it became clear TRCA has a long-standing history, earned credibility, a loyal network of partners, and a resilient and dedicated team. TRCA has created the TREE strategic approach to leverage these assets and guide our external communications decisions going forward.

Two-way communication: Listening to our audiences is as important as talking to them. Given that our largest stakeholders are the citizens who live in our jurisdiction and the partner municipalities that serve those citizens, our communications need to be straightforward and responsive.

Recognition: A recognizable and memorable brand is the most powerful asset an organization has. TRCA touches so many aspects of daily life through its mandated responsibilities, but there is a substantial barrier to telling this story due to limited communications resources with competing obligations to develop messaging for the organization’s supplemental programs and services. TRCA communications will always reinforce the brand. We will prioritize communications about mandated activities. We will communicate clearly, concisely, and avoid jargon.

We will ensure clarity and consistency of branding and messaging across all channels.

Empowerment: A network of partners can be a significant communications and marketing asset. We need to develop the relationships and resources for our network to be empowered to amplify our message. As an organization actively involved in advocacy and education efforts, it is essential that TRCA’s Board of Directors and advisory board members, partner municipalities and the general public, amongst other prominent stakeholders, have the information required to enthusiastically support our mission, vision and values. We will develop processes, templates, and relationships to utilize this network to amplify our message and reach.

We will always look for ways to develop content that is shareable for our stakeholders.

Evaluation: Data drives great communications. TRCA needs to monitor its performance to celebrate successes. Measuring performance also allows for us to alter course if required. A communications plan is a living document, that needs to be continually refined based on the changing needs of the organization, its stakeholders, and the continued technological revolution.

We will ensure that our communications are informed by data and metrics to maximize our impact.

The TREE strategic approach establishes a permanent standard by which TRCA will assess all existing communications and make new communications and marketing decisions. It sets a high standard for service delivery to external audiences so that no matter where an interaction is occurring throughout TRCA, over what channel or medium, it is a positive one.

Alignment with TRCA’s Strategic Plan

With every tweet, image selection, news release and website post, TRCA’s core values and strategic vision must be represented. Each piece of daily communication, messaging and storytelling is an opportunity to reinforce TRCA’s corporate identity.

All communications efforts are aimed at supporting identified TRCA business objectives and overall strategic vision. This plan outlines specific tactics and action items for 2021 and 2022 while creating a broader communication framework that will inform and support future planning, starting in 2023 with the next edition of TRCA’s strategic plan.

Achieving our vision requires a long-term strategic approach to engage citizens and inspire action, influence partners and communities, and inform public policy decisions with the best available science. These objectives are foundational to achieving TRCA’s ultimate vision.

The communications approach and objectives defined in this strategy are designed to grow with and support TRCA’s evolving business and program objectives.

Core Communications Objectives

The objectives below are the core of TRCA’s communications strategy. They will define where TRCA prioritizes its resources and crucially, which messages get the most exposure across our channels. Because of how broad TRCA’s programming is, defining and sticking to these objectives is essential to delivering a clear, consistent, and memorable message to our audiences.

Improving brand recognition and understanding of TRCA’s operations

Building a network of brand ambassadors

Driving the discourse across jurisdictional conservation and green infrastructure initiatives

Informing public policy and corporate decision makers by leveraging the best available science

Bridging the gap between the public and the environment through engagement and education
Improving brand recognition and understanding of TRCA’s operations

TRCA has a longstanding and credible brand but looks to improve in communicating a cohesive story and/or value proposition to our stakeholders. TRCA has earned a reputation with select stakeholders for expertise and consistently delivering on its mandated role. Now we must tell that story more broadly.

Essential to our success going forward is prioritizing messaging for mandated activities, developing standardized branding across the organization, and consistent messaging.

Anecdotally, there is also a perception that though the broader audience may know who we are, they do not know what we do, and most importantly why. Communicating the why more effectively will improve brand understanding and overall brand perception. TRCA must collect metrics on its impact and share more effectively with funders and the public. This presents a significant opportunity since TRCA’s programing is so broad.

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Ensure that 100% of corporate documents which utilize TRCA branding have a comparable look and feel, to increase brand recognition.

Increase annual subscription to TRCA’s newsletters by 20%.

Increase TRCA’s media coverage by 20% per year, driven by an increase in internally generated news releases and media advisories.

Increase TRCA’s social media followers and engagement by 20% per year.

Increase visitors to TRCA’s websites by 20% per year.
Building a Network of Brand Ambassadors

One of TRCA’s identified strengths is its relationships. A huge part of our work is done in collaboration with partners. This means we have access to auxiliary communication channels through which to promote our work. Additionally, TRCA’s Board of Directors and advisory boards are huge assets that have been underutilized in the past. It is essential that we leverage these assets and create the structure and resources to facilitate easy sharing of our content to amplify our reach.

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<td>Circulate messaging and shareable content monthly (at a minimum) with stakeholders for their social media channels, websites, and newsletters.</td>
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<td>Circulate messaging and shareable content with TRCA’s Board of Directors and advisory board members on a bi-weekly basis.</td>
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<td>Complete outreach to TRCA’s partner municipalities to establish key communications contacts at each of our upper tier and lower tier municipality within TRCA’s jurisdiction.</td>
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<td>Create an influencer strategy for social media.</td>
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<td>Create social media guidelines that relate to sharing other organizations content.</td>
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<td>Develop biannual learning and development opportunities for staff to learn more about TRCA’s communications strategy and progress to date, how to best support the strategy, and how to engage social media followers in support of TRCA.</td>
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<td>Establish regular cross-promotion relationship with identified partners.</td>
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<td>Establish two youth focused campaigns per year, leveraging voices and networks of TRCA Youth Council.</td>
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Increase community events involving federal, provincial, and/or municipal representatives, led by Communications, Marketing, and Events by 20% per year contingent on public health guidelines.

Undertake assessment of resources on TRCA.ca for shareable social media content.
Driving the discourse across jurisdictional conservation and green infrastructure initiatives

TRCA is an organization with an unwavering mandate and longevity of Board of Directors and senior leadership, giving us the opportunity to become a vocal leader in driving forward multi-year regional initiatives (e.g. Trails Strategy and Erosion Hazard Monitoring Program, and the Lake Ontario Waterfront trail).

TRCA must actively communicate about the value proposition of these initiatives and our role in their implementation.

Informing public policy and corporate decision makers by leveraging the best available science

Conveying knowledge to corporate and government decision makers is central to TRCA’s mission and doing it successfully can significantly increase our impact. As an organization whose corporate identity is based in science, TRCA must continue communicating technical information in understandable formats while finding ways to make it engaging, more digestible, and most importantly easier to find.

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<td>Create Public Appearance/Speaking Engagement Strategy for Board members, advisory boards, and senior leadership team to drive priority projects forward.</td>
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<td>Establish logo lock ups and marketing agreements on major regional projects.</td>
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<td>Establish quarterly check ins with communications counterparts and internal teams on regional projects.</td>
<td>✓</td>
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<td>Identify internal leads on projects who can draft content.</td>
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<td>Proactively communicate about TRCA’s role in regional work through media relations and other marketing activities, aiming for minimum quarterly proactive outreach on long term projects.</td>
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<td>Publish regular project updates using multimedia to demonstrate progress and impact.</td>
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<td>Create shareable content (like infographics, data visualization, video summary, etc) for all public policy reports.</td>
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<td>Identify distribution lists for specific subject matter to ensure information is reaching target audiences.</td>
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<td>Media relations to develop relationships with industry and beat reporters to pitch upcoming reports/recommendations.</td>
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<td>Media relations to publish press releases for all major reports/publications to support Search Engine Optimization.</td>
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<td>Set standards and create best practice guide for report writing and educational videos.</td>
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<td>Work with divisions to strategize on Search Engine Optimization in advance so reports and supporting copy are optimized for search so they can be found by a broader audience.</td>
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Bridging the gap between the public and the environment through engagement and education

The growing population and density of our jurisdiction paired with an increasing global public discourse on climate change and the impact greenspaces have on mental health means there has never been a better time to engage the public in our work.

TRCA has the capacity to educate the public about the natural world and the environment they live in, and inspire them to take personal action to improve the environment, and share accessible information about the use of TRCA parks and lands.

**ACTION**

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an automation strategy for newsletters to ladder people from passive recipients of news to active supporters/participants.</td>
<td>✓</td>
</tr>
<tr>
<td>Create community management social media guidelines.</td>
<td>✓</td>
</tr>
<tr>
<td>Ensure that 100% of prospective documents supporting TRCA’s mandated operations, including formal responses to government consultations, academic presentations, etc. are posted in an accessible manner on TRCA’s website and referenced on social media.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Ensure that 100% of publicly posted information on TRCA websites is accurate, current, and meets Web Content Accessibility Guidelines.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Ensure that all social media inquiries and those received via TRCA’s general email account (<a href="mailto:info@trca.ca">info@trca.ca</a>) are responded to within two business days.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Improve TRCA’s interactive online calendar of events to reflect all public planned initiatives related to TRCA’s core mandate and TRCA’s supplemental programs and services.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Increase social media contests that leverage user-generated content to minimum three per year.</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Pilot initially two Ask Me Anything or twitter chats to expand the public’s access to our subject matter experts.</td>
<td>✓</td>
</tr>
<tr>
<td>Produce 25% more measurable content related to tips, personal actions, information sharing that is a value-add to the public not a marketing activity.</td>
<td>✓</td>
</tr>
<tr>
<td>Solicit feedback from the public on an annual basis, through TRCA newsletter and/or social media.</td>
<td>✓</td>
</tr>
</tbody>
</table>
PRIMARY MESSAGING FOR KEY AUDIENCES

**General Public**

TRCA provides vital, timely, accurate information to protect people and property during flood emergencies.

TRCA is an apolitical not-for-profit organization whose programs and services offer substantial benefits to communities.

TRCA welcomes you to visit our properties and get involved in programming.

**Partners and Stakeholders**

TRCA is an invaluable partner for bringing forward the best science to advance our shared goals.

TRCA has subject matter expertise, depth of experience, and credibility.

TRCA collaborates with its partners in a transparent manner, with a constant goal of working together to determine innovative solutions to complex challenges.

**Media**

TRCA is a credible and well-known source to support and inform the public discourse with the best possible science.

TRCA is a vital partner for communicating safety messaging, flood warning, and emergency response details to the public.

TRCA staff do not take positions on public policy, unless directed by the Board of Directors.

TRCA is accessible, responsive, and proactive with messaging.

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Key Audiences and Messaging

<table>
<thead>
<tr>
<th>General Public</th>
<th>Partners and Stakeholders</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>- All levels of governmental Decision Makers (Municipal, Provincial, and Federal)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Indigenous Communities</td>
<td></td>
<td></td>
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<tr>
<td>- Professional Organizations and Associations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Scientific and Academic Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Construction and Development Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Agricultural Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Community and Environmental NGOs</td>
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</tr>
</tbody>
</table>
Tactics and Channels

Digital Communications
As the digital communication landscape shifts, one thing is certain: it is the way end users want to receive information. This includes websites, email marketing, mobile applications, live streaming events, video presentations/webinars and social media platforms. These channels of communication provide a consistent and direct link to users allowing for a higher level of interactivity.

Email Marketing
In terms of newsletters, the scale of TRCA’s email marketing and communications is substantial, as the following stats for 2020 show:

- Subscribers: 130,000
- Campaign/newsletter issued: 247
- Branded newsletters: 34

TRCA’s email campaigns generally fall into these categories:

- **Public newsletter** – Anyone can subscribe to these newsletters. Usually, there is a subscription button on a related webpage or website.
- **Membership holder** – Membership holders, such as Conservation Park Passes, receive member specific communication to provide added value.
- **Operational emails** – Email communications that are part of the operation of a program. This could include emails to registrants of an event or conference.

This breakdown is useful when discussing email marketing and communications, particularly for developing strategies and plans. The differences between these email categories can be further understood by looking at how email functions within TRCA’s various marketing funnels.

Social Media
In support of TRCA’s strategic priorities, TRCA’s primary social media accounts provide important and exciting opportunities for the organization to communicate and engage with a wide range of audiences and stakeholders. These social media accounts will be used to inform community members of TRCA activities, connect with stakeholders to increase their exposure and impact, and provide visual stories to keep stakeholders engaged.

To generate content for TRCA’s social media accounts, Communications, Marketing, and Events will work in collaboration with various business units within TRCA to highlight key projects/events taking place during the year. A special days’ calendar will also be used to engage users throughout the year.

Each social channel will highlight different content to ensure TRCA is maximizing its exposure.

TRCA Facebook page should consist of content that provides the user with more details regarding an event, project, or achievement. The Facebook page will be used to create targeted paid ads using demographic and regional targeting when promoting content through Facebook’s advertising platform. On Facebook TRCA posting consistency will be on a minimum 3-5x a week.

- **Total Followers**: 23,019
- **TRCA HQ**: 10,655
- **Black Creek Pioneer Village**: 11,325
- **The Meadoway**: 1,039

TRCA Twitter account is ideal for timely content such as news, events and updates related to TRCA activities. TRCA Twitter account is a great platform to share information with its stakeholders and board members. This will allow TRCA audiences to easily retweet content to their followers. On Twitter TRCA posting consistency will be 1-3x a day.

- **Total Followers**: 18,245
- **TRCA HQ**: 10,100
- **Black Creek Pioneer Village**: 2,264
- **The Meadoway**: 1,713
- **TRCA Flood**: 2,173
- **Monarch Nation**: 153

On Instagram sharing other users’ content is a great way to engage. TRCA Instagram feed should consist of high-quality curated photos from both its followers and also TRCA’s own photos. On Instagram stories, TRCA can share upcoming events and promotional content. Corresponding appropriate keywords and hashtags should be added to make the content discoverable and for reporting purposes. Ontario Parks is a strong example of an Instagram account that shares other users’ photos to curate their feed. On Instagram TRCA’s posting consistency will be 3-5 posts a week.

- **Total Followers**: 11,828
- **TRCA HQ**: 5,599
- **Black Creek Pioneer Village**: 3,863
- **The Meadoway**: 1,063

All totals as of September 2021
Corporate websites

The Corporate websites will continue to be an important point of connection. TRCA’s site has served its constituents well but will be revamped to further enhance the user experience. The site is currently a wealth of information and resources. Its next iteration will be even more intuitive and easier to navigate.

The current situation with COVID-19 has further enhanced TRCA’s digital communications strategy. Analytics and feedback from stakeholders and users dictate that TRCA is on the right track with the expanded use of new technologies and video. The At Home with Nature online digital strategy was viewed on all platforms including social media and YouTube. The online resources for teachers and parents have been particularly successful.

Moving forward, TRCA will seek to enhance social media collaboration with municipal partners and politicians. The Communications, Marketing, and Events business unit currently hosts channels on Facebook (FB LIVES), Instagram (IGTV), Twitter and LinkedIn.

Diversity and Inclusion Initiatives will be an area of focus for the Communications, Marketing, and Events business unit. TRCA has a tremendous opportunity to deploy multilingual and multicultural communications products to reach a larger audience and demographic. Digital communications platforms are the most effective from both a cost and market penetration perspective.

Media Relations

Engaging with the media has fundamentally changed in the last decade with a greater emphasis on two-way communication. The term “earned media” has never been more relevant. An organization’s media relations plan must include staff with insight and a deep understanding of how the digital media landscape works. “Earning” a story from a news outlet often requires a methodical and consistent emphasis on relationship building and trust. Understanding the nuance and the complexities of the media is imperative to building a respectful and effective relationship with reporters. It is expected that TRCA’s corporate representatives engage in multi-part conversations providing excellent customer service and interesting content. Brand identity and reputation also play key roles in fostering connections with journalists.

The goal of any media relations strategy is to tell the story of an organization to a larger audience. Landing a positive story on a national newscast or a highly influential local blog site can dramatically help promote TRCA’s brand. The primary communication vehicles are news releases, public service announcements, and media advisories inviting the attendance of reporters to events. Social media also supports the promotion of major announcements, events, and achievements. Twitter, in particular, is used by the media regularly to research and source story ideas.

Inquiries from journalists on specific topics such as flood warnings, and TRCA’s response to these requests, present an opportunity to improve media relations by providing updates and further information on TRCA programs and initiatives.

Another profound shift in the media landscape is the participation of the public who can now submit comments on news stories through social media and internet platforms. This speaks to the importance of media monitoring. In the interest of brand integrity, it is imperative to track and respond to public comments when necessary. Staying flexible and responsive also presents an opportunity to continue two-way communications by further engaging the public in TRCA’s story and services.

Fortunately, TRCA’s 60-year history of outstanding work in the field of protection, conservation and restoration has positioned the organization as a content expert on a wide variety of topics. However, there is a growing need for proactive media relations.

It is a busy and cluttered media landscape. Everyone is looking for the most effective way to cut through the noise and be heard. A responsive, flexible, creative, and unique approach to media relations will ensure TRCA’s message is effectively and consistently represented in the public domain.

LinkedIn: LinkedIn content should be posted to TRCA’s company page and may include brief written posts, images and video as well as presentations. Career opportunities should only be posted in the designated LinkedIn Career Slots at the discretion of human resources staff. On LinkedIn TRCA posting consistency will be 1-2x a week.

YouTube: Videos posted to YouTube must be of a high quality and ensure TRCA’s brand is properly represented. A TRCA logo ball watermark should be included in all content with a link back to TRCA’s website. Videos must adhere to the AODA accessibility requirements by including text-based closed captioning.

Marketing

Telling the TRCA story is at the heart of the Communications, Marketing, and Events business unit. The team supports and manages a wide range of marketing activities that engage the community and promote a positive image of the organization.

All departments within TRCA are supported by a group of experienced marketing professionals. Projects include the production of marketing and promotional materials, advertising placements and media buys, photography management, media sponsorship programs, and branding and design consultation.

In its brand management role, the business unit is responsible for providing marketing and advertising standards and best practices for developing and producing promotional materials. All marketing materials produced by TRCA meet the highest professional standards and have a consistent presentation. These guidelines help maintain and protect TRCA’s brand identity and overall image.
Events
Events promote community involvement and recreation in TRCA’s natural spaces while generating diversified revenue that supports TRCA’s program delivery and financial sustainability.

TRCA’s staff responded quickly to the COVID-19 outbreak by developing opportunities within a virtual format. The goal was to continue executing events that educate and engage the community. Staff have implemented webinars, live streamed video, Facebook Lives, Instagram (IGTV) and a consistent presence on social media to stay connected with its audiences and stakeholders. This new model proved successful with relevant weekly content reaching thousands of views.

TRCA’s celebration of the Canadian Heritage River designation of the Humber River is an example of using new technologies for community engagement and outreach. Viewers have experienced the event through a series of pre-recorded videos that take the community on a tour of popular canoe routes while learning about informative historical points along the river.

When there is planned participation for dignitaries, the Events team is the point of contact for the dignitary’s office.

The Events team is also responsible for communicating the plan to the various TRCA business units involved in the project.

TRCA collaborates regularly with municipal partners on a wide variety of events throughout the year. The Events team works in partnership with external stakeholders providing leadership, support and expertise.

TRCA’s Events team is embracing a new norm while continuing to build relationships and connect with the community.

Reputation and Brand Management
In the fast-paced and ever shifting digital space, maintaining brand integrity is a priority for the Communications, Marketing, and Events business unit. It is imperative all marketing materials help maintain a consistent and engaging tone that matches the corporate identity. The marketing department oversees the branding message by applying a rigorous lens to each item of communication whether it be a speech, presentation, program or social media post. Effective branding resonates not only with stakeholders, partner municipalities and residents but with the organization’s employees.

Communications plays a key role in directly supporting TRCA’s brand. Employees are ambassadors for the corporation. Through the provision of effective internal communications products, services and advice, there are opportunities to strengthen the corporate culture.

TRCA’s 10-year Strategic Plan provides common themes and core values to anchor the “feel” of all the organization’s marketing materials. The logo and colour palette may be the most recognizable part of brand identity but it is the Communications, Marketing, and Events business unit’s expertise and consistent oversight of the TRCA story that ensures the success of its reputation for excellence. Its valued employees are what makes TRCA’s story possible.

Promoting ownership and pride in the brand, not only nurtures a thriving workplace culture but a united and powerful identity for all to see.
Measurement and Adaptation

As noted in the TREE strategic approach, the Communications Marketing and Event business unit will use data to guide their decision making. To do that we must create structure to collect data and feedback from our internal clients, our stakeholders, and the public. Using methods ranging from surveys to digital analytics, the data collection will allow TRCA’s communications to adapt and make sure it is meeting needs and resonating with audiences, while providing excellent customer service.

This data will also serve as helpful guidance and standards for divisions when moving away from historic communication norms.

**SMART GOALS**

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td>Develop annual surveys to gather feedback on TRCA’s communication performance.</td>
<td>✔</td>
</tr>
<tr>
<td>Develop quarterly communications reporting for each partner municipality to celebrate joint successes and promote common interests, with talking points that can be shared with their councils and residents.</td>
<td>✔</td>
</tr>
<tr>
<td>Develop quarterly communications summary reporting to the Board of Directors and advisory boards providing information on media relations coverage, progress on the communications strategy and upcoming opportunities.</td>
<td>✔</td>
</tr>
<tr>
<td>Review survey results with Communications, Marketing, and Events staff to discuss successes and implement improvement opportunities monthly.</td>
<td>✔</td>
</tr>
</tbody>
</table>
Closing Thoughts

Through the development and approval of this strategic document, TRCA is confirming its commitment to providing exceptional communication services to its stakeholders. The robust staff consultation process has allowed the Communications, Marketing, and Events business unit to gain a deeper understanding for the need to connect and collaborate, develop consistent messaging promoting TRCA’s value propositions and respond to stakeholder requests/feedback on a timely basis.

The SMART goals outlined in this strategy represent a momentous opportunity for growth using social media, TRCA’s vast network of stakeholders and available technologies. These actionable items will ensure TRCA’s messaging is shared with a wider audience and position the organization as a content expert in support of its mandated responsibilities, in addition to supplemental offerings.


TRCA is eager to branch out its communications to better share the organization’s remarkable story and plant the seeds for future success – for its staff, Board of Directors, advisory boards, partner municipalities and the residents it serves.

Appendix 1 – Unfunded Communications Priorities

The list below represents actions that would add immense benefit to TRCA’s communications and address some of the challenges and opportunities outline on pg 6 of the strategy, but are only feasible with additional dedicated resources. Each of the goals below supports an identified communications objective.

**RECOMMENDED ACTION**

- Redesign TRCA’s website, allowing for more tailored visualization dependent on whether a stakeholder is visiting to learn more about TRCA’s core initiatives or its supplemental offerings.
- Increased development of multi-media content in-house.
- Engage translation services for multilingual communications materials to better serve TRCA’s diverse communities.
- Introduce content writing and copy editing as corporate services available to divisions.
- Introduce consistent CRM across the organization to better track stakeholder relations and public engagement.
KEY ISSUE
Award of Request for Proposal (RFP) No. 10036479 for consulting services to conduct Toronto and Region Conservation Authority’s (TRCA) compensation review.

RECOMMENDATION
WHEREAS TRCA is engaged in a project that requires consultant services to conduct a compensation review;

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

THEREFORE, LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10036479 for TRCA’s Compensation Review be awarded to LifeWorks (Canada) Ltd. at a total cost not to exceed $250,000, plus 10% contingency if deemed necessary by TRCA staff, plus applicable taxes, to be expended as authorized by TRCA staff;

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

BACKGROUND
TRCA previously conducted a compensation review (which excluded supplementary positions and compensation structure), that commenced in 2016 and was completed in 2018, that was approved by the Board of Directors. As part of the Board Resolution for the implementation of the compensation changes, the Board recommended that salaries be reviewed at a minimum every five (5) years and include additional comparators prepared for TRCA consideration, and that an update to the comprehensive compensation review take place at a minimum every ten (10) years.

TRCA Human Resources staff conducted a thorough review of our current compensation program, job evaluation tools and associated job descriptions and identified opportunities to bolster market competitiveness and alignment, recruitment and retention of top talent, cross functionality of roles across the organization, standardized and consistent job descriptions, pay for performance, and employee engagement.

To align with TRCA’s commitment to conduct both a compensation structure review and salary market review, TRCA would like to proceed with the engagement of a consulting firm to conduct a fulsome review of TRCA’s existing compensation structure, job evaluation tools and job descriptions. The key elements to be considered in the review and recommendations related to TRCA’s current compensation structure include:
Updated, standardized, consolidated and cross-functional job descriptions
Market competitiveness of both TRCA’s compensation structure and salaries
Ongoing compliance with Pay Equity legislation and a recommended method to maintain compliance during any future job evaluations
Assessment of options in support a performance-based compensation structure
Flexible and innovative compensation structure that aligns with TRCA’s partner organizations
Support of internal career progression and career pathing
Fostering of employee engagement, inclusivity, and equity
Fiscally responsible recommendations that consider resource constraints

RATIONALE
RFP documentation was posted on the public procurement website www.biddingo.com on August 5, 2021 and closed on August 26, 2021. Three (3) addendums were issued to respond to questions received. A total of twelve (12) firms downloaded the documents and four (4) proposals were received from the following Proponent(s):

- Gallagher Benefit Services (Canada) Group Inc.
- LifeWorks (Canada) Ltd.
- Pesce & Associates Inc.
- Stratford Group

Proposals received from Gallagher Benefit Services (Canada) Group Inc., Pesce & Associates, and Stratford Group did not meet the minimum technical criteria score of 65 out of 80 and therefore were not evaluated further.

An Evaluation Committee comprised of staff from Corporate Services, Michael Tolensky, CEO’s Office, Michelle Sirizzotti, Development and Engineering Services, Sameer Dhalla, Human Resources, Danielle Festa and Natalie Blake undertook this review. The criteria used to evaluate and select the recommended Proponent included the following:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Minimum Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proponent Information and Profile</td>
<td>5</td>
<td>No minimum</td>
</tr>
<tr>
<td>Key Personnel</td>
<td>15</td>
<td>No minimum</td>
</tr>
<tr>
<td>Experience and Methodology</td>
<td>20</td>
<td>No minimum</td>
</tr>
<tr>
<td>Scope of Work Capabilities</td>
<td>20</td>
<td>No minimum</td>
</tr>
<tr>
<td>Workplan and Time Frame</td>
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<td>No minimum</td>
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<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>80</strong></td>
<td><strong>65</strong></td>
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<tr>
<td>Pricing</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>20</strong></td>
<td><strong>10</strong></td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td><strong>100</strong></td>
<td><strong>75</strong></td>
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LifeWorks proposal allocated appropriate levels of expertise and resources to deliver on a highly labour-intensive review, recommendation and implementation process. LifeWorks has allocated appropriate project time to complete the substantial and comprehensive amount of work required to address all TRCA requirements outlined in our RFP. TRCA staff based, on review,
determined that the proposal is of reasonable value and meets the requirements outlined in the RFP documents, therefore it is recommended that contract No. 10036479 be awarded LifeWorks (Canada) Ltd. at a total cost not to exceed $250,000 plus 10% contingency, before applicable taxes, it being the highest ranked Proponent meeting TRCA specifications. Proponent’s scores and staff analysis of the evaluation results can be provided in an in-camera presentation, upon request.

**Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**
This report supports the following strategic priority set forth in the TRCA 2013-2022 Strategic Plan:

- **Strategy 11 – Invest in our staff**
- **Strategy 10 – Accelerate innovation**

**FINANCIAL DETAILS**
Funds for the contract are identified through both Human Resources existing budget with shortfalls being offset through TRCA’s operating budget.

Report prepared by: Natalie Blake, extension 5374
Emails: natalie.blake@trca.ca
For Information contact: Natalie Blake
Emails: natalie.blake@trca.ca
Date: October 7, 2021
Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors Friday, October 22, 2021 Meeting

FROM: Darryl Gray, Director, Education and Training

RE: PROPOSED UPDATES TO THE PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE TERMS OF REFERENCE AND NEW MEMBER APPOINTMENT

KEY ISSUE
Update to Partners in Project Green Executive Management Committee Terms of Reference and membership composition and approval of new member appointment.

RECOMMENDATION

WHEREAS the Board of Directors adopted the current Partners in Project Green Executive Management Committee (PPG EMC, or the Committee) Terms of Reference at its April 26, 2019 meeting (RES.#A51/19);

AND WHEREAS at its October 24, 2020 meeting the Board of Directors approved the appointment of a participant or alumnus of TRCA’s Newcomer Youth Green Economy (NYGEP) or Professional Access into Employment (PAIE) as an advisory member, in principle (RES.#A163/20);

AND WHEREAS PPG EMC identified opportunities to enhance oversight, governance and impact of the PPG EMC by revising the current membership structure, including removal of the non-voting membership classification and expanding sector representation;

AND WHEREAS at the meeting held on September 21, 2021, the PPG EMC directed TRCA staff to submit the revised Terms of Reference for approval to the Board of Directors (RES.#PPG12/21);

THEREFORE, LET IT BE RESOLVED THAT the revisions to the PPG EMC Terms of Reference be approved, effective as of November 1, 2021;

THAT all current non-voting members be transitioned to Members at Large for the remainder of the current term;

AND FURTHER THAT PAIE alumnus, Vivek Chauhan, be appointed to the PPG EMC for the remainder of the current term.

BACKGROUND
As outlined in the 2019-2023 Terms of Reference (ToR), the objectives of the PPG EMC include:

- assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time as reducing costs;
- retaining and attracting clean and more environmentally friendly investments in the Pearson Eco-Business Zone and beyond; and,
- acting as a catalyst for new ideas, innovation, excellence, and improvement in the
Item 7.3

employment lands, with a focus on reducing environmental impacts, encompassed by
the Pearson Eco-Business Zone and beyond.

These objectives have been in place since 2008 and while still reflective of the role of this
Committee, there is a desire to reevaluate and reenergize the objectives of the Committee to
drive action towards a more sustainable economy while improving overall representation in the
governance structure of PPG.

The PPG EMC Terms of Reference specifies that the voting members are to represent the
following groups in the number shown:
- TRCA (1);
- GTAA (1);
- Business community leaders (8);
- Municipal leaders (4).

While this composition ensures an appropriate distribution of public and private representatives,
it misses opportunities to include voices from youth, Boards of Trade and Chambers of
Commerce, and other key interest groups.

Additionally, currently the EMC may have up to five (5) non-voting Advisory members that can
be drawn from Federal, Provincial, or Municipal governments, or from the business
community. Advisory members provide insights and opinions on PPG strategy, programs and
efforts, however, do not currently have voting rights on issues before the committee.

The distinction between voting and non-voting members serves to divide the committee
unnecessarily in creating two classes of EMC members, as well as limiting engagement of key
stakeholders in the governance, decision-making and priority-setting processes of PPG by not
conferring voting rights to important leaders from target sectors and levels of government.

Updates to the PPG EMC Terms of Reference are required to ensure that PPG EMC effectively
serves to achieve the vision and objectives of PPG.

RATIONALE
Since 2019 TRCA and PPG have taken steps to ensure that committees reflect the communities
we serve, and opportunities to improve committee efficiency and effectiveness have come to the
forefront. For example, work has been undertaken to include community representation from
equity deserving groups, and the meeting structure has been changed to allow for a ‘think-tank’
conversation following governance activities. These factors present an opportunity to revise the
PPG EMC Terms of Reference as a means to ensure effective delivery of the goals and
governance of PPG.

In order to better reflect the needs of the community and direct the actions of the Committee, it
is proposed that EMC purpose be restated as follows:
- To act as a catalyst for new ideas, innovation, excellence, and improvement of
  environmental and social impacts of organizations in TRCA’s jurisdiction.
- To provide strategic oversight to the Partners in Project Green (PPG) initiative, with the
  aim of creating an internationally recognized community of leaders advancing
  environmental action and economic prosperity across the Greater Toronto Area.

It is further proposed that the objectives of the EMC be updated to:
Item 7.3

- Lead a member-based network of environmental and social impact leaders;
- Provide insight on industry trends and major policy directions as it relates to organizational environmental and social impacts;
- Support advocacy with various levels of government as it relates to the business engagement programs of PPG;
- Advance adoption of sustainable technology and infrastructure investments on private and public lands in the Greater Toronto Area; and
- Make recommendations for long-term financial sustainability while maintaining equitable access for the ICI sector to TRCA’s eco-business programs, specifically Partners in Project Green.

In terms of Committee composition, it is recommended that all members be voting members and be appointed from the stakeholder groups listed below. The pre-existing membership categories are augmented by adding representation from additional groups such as the Ontario Chamber of Commerce or local Board of Trade or Chamber of Commerce, youth and previously approved in principle (RES.#A163/20) community representation filled by a participant or alumnus of TRCA’s NYGEP or PAIE programs. The proposed composition of the Committee is designed to reflect the public-private partnership of PPG, while ensuring voices from diverse perspectives can be heard.

The proposed composition is as follows:
- Greater Toronto Airports Authority (GTAA) representative (1)
  - To be appointed by the GTAA
- TRCA’s Chief Executive Officer (1)
- Municipal representatives (4)
  - To be appointed by the Region of Peel (2), the City of Toronto (1), and the Region of York (1)
- Business representatives with an affiliation to TRCA’s jurisdiction (8)
  - To be selected from Partners and Project Green member organizations
- Ontario Chamber of Commerce or affiliate Local Board of Trade or Chamber of Commerce representative (1)
  - To be appointed by the Ontario Chamber of Commerce
- Community representative (1)
  - To be selected from TRCA’s Professional Access into Employment (PAIE) and/or Newcomer Youth Green Economy Project (NYGEP) programs and/or other TRCA programs as appropriate
- Youth representative attending a post-secondary educational institution in TRCA’s jurisdiction (1)
  - To be selected through the advertised recruitment process
- Up to three (3) members at large
  - To be appointed as per TRCA’s Public Appointments policy, as determined by program staff, striving for a balance of public and private representation and variety of perspectives, skills, and experiences. Those members can be representatives of Federal, Provincial and/or Municipal governments; businesses; research institutions; or local Indigenous groups and communities.

With approval of the revised Terms of Reference, three current non-voting members will immediately be granted voting rights under the Members at Large category for the remainder of the current term, which ends on November 14, 2022 (RES.#A14/21).
Additionally, recruitment for the previously approved community representation (RES.#A163/20) position has completed. The selection process consisted of direct communications to all PAIE and NYGEP alumnus and an application and resume submission. Five (5) applications were received, and telephone screenings were completed with all applicants. Interviews were held for three (3) candidates and the panel consisted of Jennifer Taves, Senior Project Manager, PPG and Todd Ernst, Director Aviation Infrastructure, Energy & Environment, Greater Toronto Airports Authority and PPG EMC Co-Chair. The proposed candidate is Vivek Chauhan, P.Eng. Mr. Chauhan is the Program Advisor, Renewable Group and Power Markets, Northwest Operations with Ontario Power Generation. He has 15 years of experience in operations and maintenance, continuous improvement, asset management, digital transformation and electrical engineering.

Given that there is only one year remaining in the current PPG EMC term, all outstanding EMC vacancies will remain unfilled for the remainder of the current term at which point a fulsome appointment and selection process as per the Terms of Reference and relevant TRCA policies will be conducted for the new 2023-2024 term.

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

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

- **Strategy 1 – Green the Toronto region’s economy**
- **Strategy 5 – Foster sustainable citizenship**
- **Strategy 8 – Gather and share the best sustainability knowledge**

**DETAILS OF WORK TO BE DONE**

Pending approval by TRCA Board of Directors, the revised Terms of Reference will become effective as of November 1, 2021 and will be circulated to all committee members. In addition, a recruitment plan for representatives will be developed and included in PPG communications and Membership packages to ensure a robust selection process for the next term.

**Report prepared by:** Jennifer Taves, (647) 287-7568  
**Emails:** [Jennifer.taves@trca.ca](mailto:Jennifer.taves@trca.ca)  
**For Information contact:** Jennifer Taves, (647) 287-7568  
**Emails:** [Jennifer.Taves@trca.ca](mailto:Jennifer.Taves@trca.ca)  
**Date:** September 24, 2021  
**Attachments:** 1

Attachment 1: Proposed Partners in Project Green Executive Management Committee Terms of Reference
# PROPOSED PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE TERMS OF REFERENCE

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1. **PURPOSE**

1.01. To act as a catalyst for new ideas, innovation, excellence, and improvement of environmental and social impacts of organizations in TRCA’s jurisdiction.

1.02. To provide strategic oversight to the Partners in Project Green (PPG) initiative, with the aim of creating an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

2. **OBJECTIVES**

2.01. Working with TRCA and municipal, association, and Industrial, Commercial and Institutional (ICI) partners, advance the strategic objectives of Partners in Project Green, as endorsed by the TRCA Board of Directors, by providing thought leadership on environmental and social impact issues impacting businesses and municipalities in the Greater Toronto Area. Specifically:
   (a) Lead a member-based network of environmental and social impact leaders;
   (b) Provide insight on industry trends and major policy directions as it relates to organizational environmental and social impacts;
   (c) Support advocacy with various levels of government as it relates to the business engagement programs of PPG;
   (d) Advance adoption of sustainable technology and infrastructure investments on private and public lands in the Greater Toronto Area; and
   (e) Make recommendations for long-term financial sustainability while maintaining equitable access for the ICI sector to TRCA’s eco-business programs, specifically Partners in Project Green.

3. **AUTHORITY**

3.01. The EMC is authorized by the Board of Directors to:
   (a) Make recommendations to TRCA’s Board of Directors regarding improvements to frameworks, processes, education, and resources to support economic, social and environmental business practices in the Greater Toronto Area;
   (b) Provide leadership and communication among PPG members and supporters;
   (c) Act as an ambassador for Partners in Project Green;
   (d) Monitor overall Partners in Project Green priorities;
   (e) Provide guidance relating to Partners in Project Green activities.
   (f) The work of the Subcommittee of the Board is to meet needs located wholly or partially within the TRCA’s participating municipalities.

4. **MEMBERSHIP AND ELECTIONS**

4.01. Membership to consist of:
   (a) Greater Toronto Airports Authority (GTAA) representative (1)
      - To be appointed by the GTAA
   (b) TRCA's Chief Executive Officer (1)
   (c) Municipal representatives (4)
Partners in Project Green Executive Management Committee
Terms of Reference

- To be appointed by the Region of Peel (2), the City of Toronto (1), and the Region of York (1)
  (d) Business representatives with an affiliation to TRCA’s jurisdiction (8)
- To be selected from Partners and Project Green member organizations
  (e) Ontario Chamber of Commerce or affiliate Local Board of Trade or Chamber of Commerce representative (1)
- To be appointed by the Ontario Chamber of Commerce
  (f) Community representative (1)
- To be selected from TRCA’s Professional Access into Employment (PAIE) and/or Newcomer Youth Green Economy Project (NYGEP) programs and/or other TRCA programs as appropriate
  (g) Youth representative attending a post-secondary educational institution in TRCA’s jurisdiction (1)
- To be selected through the advertised recruitment process
  (h) Up to three (3) members at large
  - To be appointed as per TRCA’s Public Appointments policy, as determined by program staff, striving for a balance of public and private representation and variety of perspectives, skills, and experiences. Those members can be representatives of Federal, Provincial and/or Municipal governments; businesses; research institutions; or local Indigenous groups and communities.

4.02. The selection and appointments process will be conducted in accordance with TRCA policies and procedures.

4.03. PPG Executive Management Committee (PPG EMC) members will be appointed by the TRCA Board of Directors for a two-year, renewable term aligned with municipal Terms of Council or until their successors are appointed. Members will be canvassed prior to the expiration of their first two-year term to establish whether they wish to pursue a term renewal. Should members choose renewal, their terms will be automatically renewed for another two-year term. The two-year term can only be renewed once, after which the member would need to undergo application and selection process again.

4.04. PPG EMC shall have two Co-Chairs. The first Co-Chair will be the appointed Greater Toronto Airports Authority representative. The second Co-Chair will be elected from amongst PPG EMC members for the term of the Committee at the inaugural meeting of the term. The Board of Directors may appoint an interim Chair until such time as an election can take place. The election procedures and procedural matters used for this election and in the administration of the subcommittee will be that outlined in the Board of Directors Administration By-law.

5. ROLES AND RESPONSIBILITIES

5.01. The Co-Chairs are responsible for:
(a) Acting as the primary spokespersons for Partners in Project Green at public and official functions;
(b) Presiding over Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings; and
Partners in Project Green Executive Management Committee
Terms of Reference

5.02. **Committee Members** are responsible for:
   
   (a) Attending Committee meetings as required;
   
   (b) Acting as a role model for organizational environmental and social action;
   
   (c) Representing Partners in Project Green at events and engagements;
   
   (d) Sharing the stories of the network to inspire others to action;
   
   (e) Acting as a resource to TRCA, TRCA’s municipal partners and the Toronto and Region Conservation Foundation by providing advice on matters of interest to the business community and facilitating access to strategic partners and advisors;
   
   (f) Maximizing the collective impact of the Committee through information sharing and reporting on priorities, activities, and results as it pertains to organizational environmental and social action;
   
   (d) Monitoring the performance of Partners in Project Green and reporting to the Board of Directors on a regular basis; and
   
   (e) Appointing an Acting Chair in the absence of the Co-Chairs who for the purposes of that meeting shall have all the powers and shall perform all the duties of the Chair.

5.03. **TRCA’s Director, Education and Training** is responsible for providing general support in regards to the activities and actions of the Committee and setting agendas for the meetings.

5.04. **TRCA’s Clerk’s Office** is responsible for acting in a Committee Clerk capacity, arranging meeting logistics, preparing the agenda, maintaining meeting minutes, tracking and delegating action items.

6. **GOVERNANCE**

   **General**

   6.01. The Committee is an advisory board of the Board of Directors and as such does not have decision-making power but shall make recommendations to the Board of Directors.

   6.02. The Committee may establish subcommittees/working groups or standing committees as needed.

   **Meetings and Attendance**

   6.03. The Committee shall meet at minimum four times per year or more frequently as required. Members are required to attend all meetings of the Committee.

   6.04. In order to maintain a high level of commitment, members may be required to resign if they have been absent for three consecutive meetings without good cause.

   **Quorum**

   6.05. A quorum will consist of one-third of appointed Members.
6.06. If there is no quorum within one half hour after the time appointed for the meeting, the Chair for the meeting shall declare the meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the Clerk shall record the names of the Members present and absent. If during a meeting a quorum is lost, then the Chair shall declare that the meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of the Board of Directors Administrative By-law. Agenda items may be covered and presented, and issues discussed, but no formal recommendation may be made by the remaining Members which do not constitute a quorum.

6.07. Should a member resign or be removed from a committee, quorum provisions for the committee with a vacant position, until the vacancy is filled, will be reduced by the number of vacant positions, as determined by the Clerk.

Remunerations

6.08. At official Committee meetings, Members will be eligible for travel expenses according to Board of Directors Administrative By-Law, where these are not covered by their agency or other source. Members shall not receive a per diem or honorarium for attendance at meetings and functions.

Compliance and Procedure

6.09. If any part of the Terms of Reference conflicts with any provisions of the Board of Directors Administrative By-Law, the Municipal Conflict of Interest Act or the Municipal Freedom of Information and Protection of Privacy Act or a provision of a Regulation made under one of those Acts, the provision of that Act, Regulation, or By-Law prevails.

6.10. In all matters of procedure not specifically dealt with under the Terms of Reference, Board of Directors Administrative By-Law shall be binding.

7. REPORTING

7.01. The Committee is considered an advisory board of TRCA and shall make recommendations and report to the Board of Directors.

7.02. The minutes of the Committee will be received by the Board of Directors.

7.03. Each member shall report back to their appointing municipality, government, organization, or agency as required.

8. DEFINITIONS
None.
9. ADMINISTRATION

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Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Friday, October 22, 2021 Meeting

FROM: Darryl Gray, Director, Education and Training

RE: RECOGNITION OF THE WESTON FAMILY FOUNDATION’S SUPPORT OF THE ENVIRONMENTAL LEADERS OF TOMORROW PROGRAM

KEY ISSUE
Recognition of the Weston Family Foundation’s commitment to education, the natural environment, and the well-being of young Canadians living in Ontario’s urban communities through their investment in Toronto and Region Conservation Authority’s (TRCA) Environmental Leaders of Tomorrow program.

RECOMMENDATION

WHEREAS since 2007 The Weston Family Foundation has provided financial support for schools to participate in TRCA’s Environmental Leaders of Tomorrow program;

AND WHEREAS during that time over 18,026 students from 681 schools have experienced and learned about natural systems, watersheds and the environment while contributing to over 550 community-based environmental action projects;

IT IS RECOMMENDED THAT the attached report Recognition of the Weston Family Foundation’s Support of the Environmental Leaders of Tomorrow Program be received;

THAT TRCA recognize the Weston Family Foundation’s remarkable contributions to TRCA’s Environmental Leaders of Tomorrow program over the last thirteen years;

AND FURTHER THAT the attached report be provided to the Weston Family Foundation.

BACKGROUND
The Weston Family Foundation invests in innovation and learning to deliver measurable impacts to the well-being of Canadians by taking a collaborative approach to philanthropy and working alongside forward-thinking partners to advance Canada and create lasting benefits. They are passionate about healthy ecosystems, nature and the environment, and fund initiatives that have a positive outcome on the well-being of Canadians.

Toronto and Region Conservation Authority (TRCA) is one of Canada’s largest providers of outdoor and experiential education. TRCA has a rich, 60+ year history in education that reaches learners of all ages, and specifically, engages more than 175,000 students, youth and adults every year. TRCA provides life-long learning programs which develop creative problem-solving skills, build environmental literacy, foster a commitment to action, helping to realize TRCA’s goal of building sustainable communities, with an informed and involved citizenry.

In 2007, through the Conservation Foundation of Greater Toronto (now Toronto and Region Conservation Foundation (TRCF)), TRCA came together with the Weston Family Foundation (at the time known as The W. Garfield Weston Foundation) to establish a unique model of student learning that connected students to their environment through meaningful hands-on exploration
of local systems over a two-and-a-half-day trip to one of TRCA’s field centres. The experience served grade six students within school communities that did not have the financial means to participate in overnight outdoor education programming. With the goal of inspiring students to become environmental leaders and to take action in their school or local community, The Weston Family Environmental Leaders of Tomorrow Program (now known as Environmental Leaders of Tomorrow) was established.

Since that time, through collaborations, partnerships and lessons learned, the program has matured under TRCA’s guidance to what it is today: an innovative, hands-on, multi-phased and curriculum-linked approach to environmental education. It has provided an opportunity for students living in some of the most vulnerable communities in the Greater Toronto Area region and across Ontario to experience nature first-hand, while developing their environmental knowledge and leadership skills.

The leadership of the Weston Family Foundation also reaches well beyond the Environmental Leaders of Tomorrow program. Their support of a meadow restoration pilot project in 2012 lead to the launch of The Meadoway project. The Foundation has been the lead funder and visionary for this 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. The Meadoway is an award-winning initiative that has been recognized as a model for building relationships between communities, utility companies, philanthropists, and Conservation Authorities.

RATIONALE
As the Weston Family Foundation continues championing the well-being of all Canadians, TRCA remains extremely appreciative of their tremendous support over the last thirteen (13) years of the work of TRCA. As a result of the Weston Family Foundation’s support of the Environmental Leaders of Tomorrow program, youth have been inspired to make a difference and take meaningful environmental action both personally and in the community. Moreover, the overall outcomes of TRCA’s education programming have been strengthened and continue to expand, which is in no small measure the direct result of the generous support of the Weston Family Foundation over the period of their support for the Environmental Leaders of Tomorrow program.

This report recognizes the positive impact of the Weston Family Foundation’s investment in educating youth across Ontario as well as the influence the Weston Family Foundation has had on reshaping education at TRCA.

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 5 – Foster sustainable citizenship
Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS
There are no financial implications.

DETAILS OF WORK TO BE DONE
A formal letter of appreciation and the attached report will be sent by TRCA to the Weston Family Foundation.

TRCA will continue to recognize the Weston Family Foundation as a founding partner for the
Environmental Leaders of Tomorrow program on the associated website.

Report prepared by: Amy Thurston, extension 5878
Emails: amy.thurston@trca.ca
For Information contact: Darryl Gray, 416-791-0327
Emails: darryl.gray@trca.ca
Date: September 8, 2021
Attachments: 1

Attachment 1: Recognition of the Weston Family Foundation’s support of the Environmental Leaders of Tomorrow Program
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

Prepared by Amy Thurston, Program Manager, Integrated Learning

October 2021
Summary

The Weston Family Foundation invests in innovation and learning initiatives that have a positive outcome on the well-being of Canadians. They are passionate about healthy ecosystems, nature and the environment and take a collaborative approach to philanthropy by working alongside other forward-thinking partners to advance Canada and create lasting benefits.

Toronto and Region Conservation Authority (TRCA) is one of Canada’s largest providers of outdoor and experiential education. TRCA has a rich, 60+ year history in education that reaches learners of all ages, and specifically, engages more than 175,000 students, youth and adults every year. TRCA provides life-long learning programs which develop creative problem-solving skills, build environmental literacy, foster a commitment to action, all helping to realize TRCA’s goal of building sustainable communities, with an informed and involved citizenry.

In 2007, through the Conservation Foundation of Greater Toronto (now known as Toronto and Region Conservation Foundation (TRCF)), TRCA came together with the Weston Family Foundation (at the time known as The W. Garfield Weston Foundation) to establish a unique model of learning that connected students to their environment through meaningful hands-on exploration of local systems over a two-and-a-half-day trip to one of TRCA’s field centres. The experience served grade six students within school communities that did not have the financial means to participate in overnight outdoor education programming. With the goal of inspiring students to become environmental leaders and to take action in their school or local community, The Weston Family Environmental Leaders of Tomorrow Program (now known as Environmental Leaders of Tomorrow) was established.

Since that time, through collaborations, partnerships and lessons learned, the program has matured under TRCA’s guidance to what it is today: an innovative, hands-on, multi-phased and curriculum-linked approach to environmental education. It has provided an opportunity for students living in some of the most vulnerable communities in the Toronto region and across Ontario to experience nature first-hand, while developing their environmental knowledge and leadership skills.

As the Weston Family Foundation continues to champion the well-being of all Canadians, we are extremely thankful for their tremendous support over the last 13 years in our own region towards the work of TRCA. Because of the Weston Family Foundation’s support of the Environmental Leaders of Tomorrow program, youth have been inspired to make a difference and take meaningful environmental action both personally and in the community. Moreover, the overall outcomes of TRCA’s education programming have been strengthened and continue to expand. These impacts have only been possible because of the generous support of the Weston Family Foundation, and we are truly grateful.

This report recognizes the positive impact of the Weston Family Foundation’s investment in educating youth across Ontario as well as the influence the Weston Family Foundation has had on reshaping education at TRCA.
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

**Impact of the Weston Family Foundation’s investment in the *Environmental Leaders of Tomorrow* program**

- **18,026** Students engaged
- **681** Schools engaged
- **270,390** Hours spent learning and playing in nature together
- **50+** Ontario communities
- **550+** Class-led environmental action projects
- **27** School boards
- **73** Schoolyard Biodiversity Grants awarded
- **8** Partner outdoor education centres
- **13,390** Healthy meals prepared for individuals and families in need
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HISTORY

Over a decade ago, TRCA, through the Conservation Foundation of Greater Toronto (now known as Toronto and Region Conservation Foundation) approached the Weston Family Foundation (formerly, The W. Garfield Weston Foundation) to collaborate on a unique overnight outdoor education program aimed at schools in GTA communities that would not normally have the financial resources to provide their students with an overnight outdoor education experience. TRCA and the Weston Family Foundation understood the importance of getting kids learning outside in nature, recognized the lack of public funding for outdoor environmental education experiences and acknowledged the resulting gap in reaching schools located in vulnerable urban communities. Through this collaboration, in 2007, a vision for a new kind of environmental education program emerged.

The focus of this new and innovative program was to connect grade six students to their environment through meaningful hands-on exploration of local systems over a two-and-a-half-day trip that included lodging, meals and educational programming at one of TRCA’s outdoor environmental education centres. Featuring outdoor classrooms of woodlands, wetlands, meadows, rivers and lakes, these centres provided natural learning environments. During their visit, students were engaged in lifestyle and learning activities that were key components of building sustainable communities.

With the goal of inspiring students to become environmental leaders and to take action in their homes, schools and local communities through personal behaviour change and class-led environmental action projects The Weston Family Environmental Leaders of Tomorrow Program (now known as Environmental Leaders of Tomorrow) was established.

The first students to participate, a grade six class from Our Lady of Lourdes Catholic School located in the heart of Toronto, arrived at Lake St. George Field Centre on February 11, 2008. For two and a half days, the students lived, learned and played together, using Lake St. George as their classroom and their shared experiences as the foundation for positive change. Through hands-on participation, these students became increasingly aware of their connections to the environment. They were encouraged to take a leadership role upon returning to their communities by modeling and initiating environmentally responsible behaviours for family and peers. This initial class set the stage for thousands of grade six students from urban communities across Ontario that would benefit from the opportunity to experience learning in nature first-hand.

Following the first year, The Weston Family Environmental Leaders of Tomorrow Program began to gain recognition within the education community. Its pedagogy was recognized as the “Weston Model” with local school boards and in 2009, the model was presented on the world stage at the 5th World Congress on Environmental Education, held in Montreal. The methodology, which now included both a pre and a post experience to ensure that learning at the field centre did not occur in isolation, was also adopted more widely in education at TRCA and became the foundation for the Peel Environmental Weeks program offered at Albion Hills Field Centre (supported by the Region of Peel) and McCutcheon Environmental Weeks program offered at Claremont Field Centre (supported by the John and Pat McCutcheon Charitable Foundation).

Building on the success of the program at Lake St. George and with the continued and generous support of the Weston Family Foundation, The Weston Family Environmental Leaders of Tomorrow Program expanded
Recognition of the Weston Family Foundation’s support of the Environmental Leaders of Tomorrow program

significantly. First, in 2010, program delivery was launched at TRCA’s other two field centres - Albion Hills and Claremont – in an effort to reach more GTA students. In 2012, recognizing the economic challenges faced by families and schools from urbanized communities within the province, the program was further expanded across Ontario to give the opportunity for students outside the GTA to connect to nature. Partnering with five leading outdoor education centres, TRCA was able to extend access to outdoor, natural science learning to students from 27 school boards across 53 Ontario communities. Provincial delivery partners included:

- Camp Sylvan (Ausable Bayfield Conservation Authority)
- Ganaraska Forest Centre (Ganaraska Region Conservation Authority)
- MacSkimming Outdoor Centre (Ottawa-Carleton District School Board)
- The Canadian Ecology Centre
- YMCA Camp Ki-Wa-Y

With many of these partners located in distant areas of Ontario, TRCA formed a partnership with Royal Botanical Gardens (RBG) to deliver integrated virtual classroom pre-visits for provincial expansion partners, a first of its kind. Building on the existing virtual programming expertise of RBG, an online learning experience customized to each location was created to kick off the program and to set the stage for the trip to the outdoor centre.

Through continued evaluation and feedback, year-over-year improvements were made to strengthen the program foundation, methodology and delivery, resulting in the creation of the Environmental Leaders of Tomorrow program that we know today; a multi-phased, curriculum-linked, hands-on integrated program where learning takes place both in the school community and at the outdoor centre.

One such improvement was to train and equip teachers to meet the challenges of environmental education. By providing them with the skills and resources to become a part of the integrated process, TRCA was able to boost the impact of the program. Key to this improvement was enriching the program with external partnerships with The Dr. Eric Jackman Institute of the Child Study Lab School (University of Toronto) and Evergreen. Both organizations provided professional development opportunities that strengthened teacher knowledge and skills related to the natural environment within their school community and as a result, extended the impact of the program further.

By supporting stewardship and networking connections, schools also formed partnerships with other local and like-minded organizations as they completed their classroom action projects, which focused on an environmental topic of interest to the class. Classes were encouraged to adopt projects that would increase local biodiversity and were supported with the introduction of a Schoolyard Biodiversity Grant to purchase plant material, tools and supplies. This component assisted students in understanding the importance of preserving and restoring natural areas using their own schoolyard, as well as providing a long-term benefit to the school and local biodiversity by increasing natural space within an urban area.

TRCA continued to share results of the program through presentations at conferences, to school boards, provincial ministries and other agencies. Notably, The Weston Family Environmental Leaders of Tomorrow
Program was named one of the top 15 projects for 2015 at the Clean 50 Summit and was showcased later that year during a symposium held at the North American Association for Environmental Education (NAAEE).

With the approval of the Weston Family Foundation and recognizing the influence that the ‘Weston model’ had on TRCA’s other integrated learning programs, The Weston Family Environmental Leaders of Tomorrow Program and Peel Environmental Weeks program were amalgamated and rebranded to one unified offering called Environmental Leaders of Tomorrow at the beginning of the 2015-16 academic year. This scalable and cohesive program would enable additional fundraising opportunities to support future program sustainability.

With changing directions and the shift of focus to other large initiatives including The Meadoway, the Weston Family Foundation’s Conservation Committee began to wind down funding for education programs. Support for the provincial program concluded in June 2016 and the Toronto area program was shifted for a final three years of funding through the Weston Family Foundation’s Education Committee.

To ensure strong cross collaboration between related initiatives, a multi-year project was piloted with success in the fall of 2018 and saw grade six graduates of the Environmental Leaders of Tomorrow program extend their learning and leadership skills into their grade seven academic year by participating in a TRCA-led education program that included growing and planting native seedlings in naturalized spaces along The Meadoway. By reinforcing the lessons of the Environmental Leaders of Tomorrow program with activities that extend into the community, the impact of the program was again amplified, creating tangible connections to local naturalized areas for students and their families.

It was during the last year of this final grant cycle that we were once again reminded of how truly remarkable the Weston Family Foundation is. In April 2020, with the unexpected shift in education programming due to the COVID-19 pandemic, TRCA began exploring how to continue helping local communities. As a result of the commitment of the Weston Family Foundation to their communities, the provision of healthy meals for students during their visit to TRCA field centres during the Environmental Leaders of Tomorrow program was quickly pivoted to support escalating food insecurity for vulnerable communities in Peel and York Regions.

Through this generous reallocation of funds by the Weston Family Foundation, TRCA was able to establish formal partnerships with 13 social service agencies and leverage an additional $127,000 in support of the Healthy Meal program from four other funding partners in the community. By the end of October 2021, TRCA will have prepared over 33,500 healthy meals for distribution to individuals and families in need in Peel and York Regions.

**IMPACT**

Through TRCA’s Environmental Leaders of Tomorrow program, the Weston Family Foundation has made an unparalleled contribution to supporting financially challenged youth from across Ontario experience nature first-hand while developing key environmental leadership skills.

The impact of the Weston Family Foundation’s investment has been far reaching. Since 2008, the Weston Family Foundation has enabled over 18,000 students to interact with the natural world through meaningful hands-on experiences. Using robust qualitative and quantitative evaluation methods, program monitoring, a
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

Student ecofootprint self-assessment and teacher survey, we know that through this program, young learners have been ignited to make positive behaviour changes and have brought many of the sustainability and community living practices home from the outdoor centre to share and influence the habits of their families and peers. Because of the support of the Weston Family Foundation, the program has achieved success in changing student behaviours and attitudes. Since tracking of current measures began in the fall of 2012:

- 78% of participating students decreased their ecological footprint with an average reduction of 20% during their involvement in the program.
- 87% of teachers reported that their students were more aware and sensitive to environmental issues upon completion of the program.
- Over 90% of participating classes led an environmental action project or campaign, an indication that environmental education and eco-friendly habits have been fully embedded within the culture of these participating schools and their school boards.
- 71% of teachers reported that students were more willing to engage in environmental initiatives after participating in the program and 72% of teachers reported that students were more willing to mentor and inform others about environmental issues.

Yet the impact of the program has gone well beyond that of the student and the school. The expansion of the *Environmental Leaders of Tomorrow* program across Ontario contributed to a stronger provincial network of like-minded environmental educators and organizations and has had a positive impact on the capacity of partner outdoor education centres.

This collaborative funding partnership has been instrumental in a profound shift in how TRCA approaches education and the communities we serve. A clear line can be drawn between the inception of the *Environmental Leaders of Tomorrow* program and the way we now support communities through integrated experiences, along with our increased commitment to addressing social equity through education, outreach and engagement activities as a key pillar of sustainability.

Weston Family Foundation support has enabled TRCA to explore new and innovative partnerships, leverage additional financial support for the *Environmental Leaders of Tomorrow* program and, over the years, inspired the creation of other bursary and sponsored programs aimed at increasing equitable access to outdoor and science-based environmental education programs.

As the Weston Family Foundation continues championing the well-being of all Canadians, TRCA is extremely thankful for their tremendous support in our own region towards our work. Because of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program, youth have been inspired to make a difference and take meaningful environmental action both personally and in the community; and the overall outcomes of TRCA’s education programming have been strengthened and continue to expand. These impacts have only been possible because of the generous support of the Weston Family Foundation, and we are truly grateful.
TESTIMONIALS AND REFLECTIONS FROM PARTNERS AND PARTICIPANTS

“I appreciate the outdoors more because I know now what (it) is to appreciate.” – Student

“This trip] got me as close as I have been to nature and natural areas. We learned about nature, animals and more. Reading it from a book couldn’t have been as fun as doing it. You made this possible so I thank you.” – Student, TCDSB

“Such an awesome experience for students who would not otherwise get to be involved in these types of activities. The feedback from parents has been so positive. They appreciate the investment into their children.” – Teacher, LKDSB

“I am always grateful that my students have a chance to connect with the environment and have such a great experience with the Environmental Leaders Program. It is perfectly suited to their age group and aligns very well with curriculum expectations.” – Teacher, TCDSB

“This was life changing for many of my students and I suspect will be serve as one of their best lifelong memories of middle school.” – Teacher, TDSB

“Over the years I have taken classes from a number of Toronto area schools to TRCA field centres as part of the Environmental Leaders of Tomorrow program. The program has assisted students in building a safe and inclusive learning opportunity that has fostered wonderful community living skills of shared responsibility to others. Students have gained an appreciation for nature and an understanding of the impact of human and natural events that affect the environment. More importantly, it has provided students with strategies to advocate for important environmental matters and to become responsible global citizens. The students continue to recall the fun, hands on activities, the cooperation and the wonderful food they were served. This program has provided lasting memories and will always be cherished. On behalf of myself, the many students and staff who have participated in these experiences– thank you Weston Family Foundation.” – Principal, TCDSB

“The meals I’ve been able to receive through the Krasman Centre have helped me stay nourished during the pandemic when my usual food sources suddenly disappeared. I actually feel healthier now because I am able to access healthy meals on a daily basis...it’s helped me cope with my addiction challenges too as I’ve been sober for many weeks now, but my body actually feels healthier because my nutrition has improved”. – Healthy Meal Recipient, Krasman Centre

“Thank you’ sincerely for the provision of the frozen meals ... We are mostly accessed by those most vulnerable in our community (namely those experiencing isolation, poverty, homelessness, issues of mental health and/or addictions). The frozen meals have been a huge factor in our ability to respond to the ongoing expressed need ... Food insecurity continues to be a priority issue for many, as I’m sure you are aware. On behalf of those we support as well as our staff team, thank you!” - Susan Dobson, Executive Director, Krasman Centre
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

PHOTOS

*Making cedar tea and building shelters at Lake St. George Field Centre*
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

*Personal ecopledge poster created by students*
Recognition of the Weston Family Foundation’s support of the *Environmental Leaders of Tomorrow* program

TRCA staff preparing healthy meals in the Albion Hills Field Centre kitchen
Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors  
Friday, October 22, 2021 Meeting

FROM: Sameer Dhalla, Director, Development and Engineering Services

RE: UPDATE ON THE DELEGATED AUTHORITY TO AWARD CONTRACT No. 10035896 FOR TRCA SHORELINE HAZARD MAPPING UPDATE

KEY ISSUE
Update on the request for delegated authority to the Chief Executive Officer to award RFP No. 10035896 for required consulting services to support the Shoreline Hazard Mapping update study and work underway related to the National Disaster Mitigation Program (NDMP) Intake 6 project funding deadlines.

RECOMMENDATION
IT IS RECOMMENDED THAT the Update on the Delegated Authority to Award Contract No. 10035896 For TRCA Shoreline Hazard Mapping Update be received.

BACKGROUND
Shoreline hazard studies are used to identify hazards such as lake-based flooding, shoreline erosion, and dynamic beaches. These studies help define TRCA's regulation mapping and assist with land use, infrastructure, and emergency management planning along the Lake Ontario shoreline.

The current shoreline flood hazard standards were developed using information from the Ministry of Natural Resources in 1989, making them over 30 years old. Since 1989, multiple significant events have occurred which necessitates an update to the flood hazard limit. In 2017 and 2019 record water levels in Lake Ontario were greater than the 100-year limit established in 1989. Also, the International Joint Commission (IJC) implemented a new regulation plan for the St. Lawrence Seaway and Lake Ontario in 2017. The plan is known as Plan 2014, is expected to result in a broader range of water levels, depending on the return period considered. Taken together, these factors would produce higher return period lake levels and larger flood hazard limits than those previously calculated. This is also an opportunity for TRCA to update shoreline erosion and dynamic beach hazard mapping with the new lake level information and new base mapping information based on LiDAR, and incorporate information from site-specific studies supporting remedial erosion works. All calculations and procedures would be consistent with provincial technical guidelines and regulations. The combination of updated flood, erosion, and dynamic beach hazards would enable TRCA to update regulation mapping along the entire Lake Ontario shoreline.

Completion of this project will create new shoreline hazard information incorporating the latest data, and technologies to better support land use, infrastructure and emergency management planning, and engineering standards development. Ultimately this would serve to better protect people and property from flooding, erosion, and dynamic beach hazards on the Lake. The member municipalities with shorelines in TRCA's jurisdiction, the City of Toronto and Durham Region, have provided letters of support for this project.

Due to timelines associated with NDMP funding, TRCA staff have been proactively advancing
components of the project including; project planning and administration, procurement, and data collection. To ensure project timelines meet funding requirements, TRCA staff requested delegated authority to the Chief Executive Officer to award RFP No. 10035896 for required consulting services. At Board of Directors Meeting held on April 30, 2021, resolution #A74/21 was approved as follows:

WHEREAS Toronto and Region Conservation Authority (TRCA) is pursuing NDMP Intake 6 funded projects that require consulting services;

AND WHEREAS TRCA is currently soliciting proposals through a publicly advertised process and will evaluate the proposals based on pre-established criteria, meeting all TRCA procurement requirements;

LET IT BE RESOLVED THAT the Chief Executive Officer be granted delegated authority to award the contract, plus appropriate contingency, in order to expedite the Shoreline Hazard Mapping Update study timelines, prior to the May 2021 Board of Directors meeting;

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 proposals, beginning with the next highest ranked proponent 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;

AND FURTHER THAT staff report back on the contract award to at a future Board of Directors meeting.

RATIONALE
This report provides an update in accordance with the final clause of Resolution #A74/21, as described above.

RFP documentation was posted on the public procurement website www.biddingo.com on April 9, 2021 and closed on April 30, 2021. Two (2) addendums were issued to respond to questions received. A total of twenty-four (25) firms downloaded the documents and two (2) proposals were received from the following Proponent(s):
• W.F. Baird & Associates Costal Engineering Ltd.
• AHYDTECH Geomorphic Ltd.

An Evaluation Committee comprised of staff from Engineering Services (Nick Lorrain, Rob Chan and Christina Bright), reviewed the proposals. The criteria used to evaluate and select the recommended Proponent included the following:

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<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
<th>Minimum Score</th>
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<tr>
<td>Conformance with the terms of the RFP</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Understanding of Project and Scope of Work</td>
<td>12</td>
<td>9</td>
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W.F. Baird & Associates Costal Engineering Ltd. achieved the highest overall score based on the evaluation criteria. Therefore RFP No. 10035896 was awarded to W.F. Baird & Associates Costal Engineering Ltd. at a total cost not to exceed $145,450 plus 15% contingency, plus applicable taxes, it being the highest ranked Proponent meeting TRCA specifications.

Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan
This report supports the following strategic priority set forth in the TRCA 2013-2022 Strategic Plan:
Strategy 7 – Build partnerships and new business models
Strategy 2 – Manage our regional water resources for current and future generations
Strategy 4 – Create complete communities that integrate nature and the built environment

FINANCIAL DETAILS
NDMP will fund 50% of the project costs and remaining costs will be funded through TRCA’s Flood Protection and Remedial Studies program account 107-02, supported by funding from the City of Toronto, as well as funding from the Region of Durham. Funds will be tracked in account 107-18.

DETAILS OF WORK TO BE DONE
The key phases of the project are outlined below:

- Release and award of the RFP for external technical support services and execution of a consulting services agreement with the successful consulting team (completed in May 2021)
- Complete background review and data gap analysis, and basemap development (underway)
- Complete detailed hazard characterization assessments and the creation of shoreline hazard maps (March 2022)
- Project reporting and closing (April 2022)
- Summary of findings report to the Board of Directors (Summer 2022)

Report prepared by: Nick Lorrain, extension 5278
Emails: nick.lorrain@trca.ca,
For Information contact: Nick Lorrain, extension 5278
Emails: nick.lorrain@trca.ca
Date: October 22, 2021
Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors  
Friday, October 22, 2021 Meeting

FROM: Richard Ubbens, Director, Conservation Parks and Lands

RE: FEASIBILITY STUDY OF PAID PARKING AT TRCA OWNED CONSERVATION LANDS AND CITY OF RICHMOND HILL AND TOWNSHIP OF UXBRIDGE INTEREST ON PURSUING A PILOT AT SELECT TRAILHEAD SITES

Statement of Interest: Strategic Business Planning Initiative

KEY ISSUE
To provide information to Toronto and Region Conservation Authority’s (TRCA) Board of Directors regarding a planned study of the feasibility of paid parking which is an initiative of the Conservation Parks and Lands division and to update the Board on the City of Richmond Hill and the Township of Uxbridge interest in pursuing a pilot project or projects near or around TRCA-managed trailheads.

RECOMMENDATION
IT IS RECOMMENDED THAT this report regarding the Paid Parking on Conservation Lands initiative be received;

AND FURTHER THAT TRCA staff report back on the City of Richmond Hill and the Township of Uxbridge interest on pursuing a future paid parking pilot on TRCA-managed lands.

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

RATIONALE
TRCA has identified an opportunity to utilize pay-for-parking services at passive use properties to generate additional revenues which will be allocated to state of good repair needs and visitor amenity initiatives within passive use properties. Passive use properties are defined as greenspaces where select public use activities are permitted without a cost for access or use, but where few facilities are provided. The ultimate objective of this proposed initiative includes the installation, maintenance, and enforcement of a paid parking system across TRCA’s jurisdiction on passive use lands. The specific location of this infrastructure has yet to be finalized and will be determined through a feasibility study as part of phase 2 of this initiative. The phased approach to implementation, potential partnerships, and details regarding costs and anticipated revenues will also be determined as part of phase 2 of this initiative as outlined on the following page.
Phase 1: (Current)
- Direction to explore a potential pay-for-parking model at passive use lands
- Approval to issue a Request for Proposal for a consultant to conduct a feasibility study of all potential locations

Phase 2 (November 2021 – November 2022)
- Conduct feasibility study
- Consultation with partner municipalities for potential partnership opportunities
- Develop detailed business plan
- Develop financial plan (including potential partnership agreements)
- Present final recommendations to Senior Leadership Team and TRCA Board of Directors

Phase 3 (2022 - TBD)
- Issue Request for Quotation for implementation of infrastructure
- Phased implementation

In parallel with TRCA Conservation Parks and Lands staff initiating this work across our broader jurisdiction, TRCA has been approached by officials from both the City of Richmond Hill and the Township of Uxbridge on the opportunity to conduct a pilot paid parking project at key trailheads within their municipalities. The proposed pilots would address increased user demand for parking on TRCA and municipal sites and the resulting of spillover parking on surrounding roads.

In particular, City of Richmond Hill staff would like to work with TRCA to conduct a pilot for paid parking on lands TRCA owns or manages as part of or located near the Oak Ridges Corridor Conservation Reserve. Similarly, the Township of Uxbridge would like to work with TRCA on a paid parking pilot project at key trailheads on TRCA lands.

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
The proposed feasibility study is estimated to cost up to approximately $100,000 and will be funded using existing funds in the Conservation Parks and Lands operating account (340-01). This study will be used to determine the feasibility of each potential site based on available servicing, partner support, one-time capital costs for infrastructure, and annual costs related to licensing, maintenance, and enforcement.

DETAILS OF WORK TO BE DONE
Following the receipt of this report, staff will initiate phase 2 of this project which includes securing a consultant and executing the feasibility study. Once complete, the business plan, financial plan and final recommendations will continue to follow the SBP Policy workflow and be presented to both Senior Leadership Team and TRCA Board of Directors.

In addition, TRCA staff will continue to meet with officials in the City of Richmond Hill and the Township of Uxbridge and report back to the Board when additional details about TRCA’s involvement in their respective paid parking initiatives are known.

Report prepared by: Kimberly Krawczyk, extension 5862
Emails: kim.krawczyk@trca.ca
For Information contact: Richard Ubbens, extension 5672
Emails: richard.ubbens@trca.ca
Date: September 29, 2021