

**Board of Directors Meeting #1/22 was held at via video conference, on Friday, February 25, 2022.
The Chair Jennifer Innis, called the meeting to order at 9:34 a.m.**

PRESENT

Jennifer Innis Chair
Jack Heath Vice-Chair
Paul Ainslie
Kevin Ashe
Shelley Carroll
Ronald Chopowick
Dipika Damerla
Joanne Dies
Chris Fonseca
Xiao Han
Gordon Highet
Linda Jackson
Mike Layton
Michael Palleschi
James Pasternak
Steve Pellegrini
Anthony Perruzza
Gino Rosati
Rowena Santos
Don Sinclair
Connie Tang
Josh Matlow

ABSENT

Joe DiPaola
Jennifer Drake
Maria Kelleher
Basudeb Mukherjee
Paula Fletcher

The Chair recited the Acknowledgement of Indigenous Territory.

RES.#A1/22 - APPOINTMENTS TO TORONTO AND REGION CONSERVATION AUTHORITY FOR 2022-2023

The Secretary-Treasurer can advise that all the persons listed below have been duly appointed and are entitled to sit as Members of this Board of Directors for the 2022-2023 year, or until their successors are appointed.

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

Mr. Don Sinclair

REGIONAL MUNICIPALITY OF DURHAM

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

CITY OF TORONTO

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

REGIONAL MUNICIPALITY OF PEEL

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

REGIONAL MUNICIPALITY OF YORK

Deputy Mayor and Regional Councillor Joe DiPaola
Regional Councillor Jack Heath
Regional Councillor Linda Jackson
Mayor Steve Pellegrini
Regional Councillor Gino Rosati

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

Seven City of Toronto Councillors were appointed to TRCA's Board of Directors on December 18, 2020 for a term of office from January 1, 2021 to November 14, 2022 and until a successor is appointed. Seven City of Toronto citizen appointees were appointed at various dates for a term of office ending on July 16, 2023.

Section 14 (1.1) of the *Conservation Authorities Act* requires that the Council of a participating municipality ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council. On December 7, 2021, the City of Toronto requested an exception to this requirement under section 14 (1.2) from the Minister, Environment, Conservation and Parks, to appoint Mr. Joseph Ogilvie. The exception is yet to be granted.

YEARS OF SERVICE AWARD PRESENTATIONS TO BOARD MEMBERS

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

Silver Pin, recognizing Three Years of Service: Dipika Damerla, Joanne Dies, Gord Highet, Linda D. Jackson, Michael Palleschi, Steve Pellegrini, Rowena Santos

Gold Pin, recognizing Six Years of Service: Kevin Ashe, Jennifer Drake, Maria Kelleher

RES.#A2/22 - MINUTES OF MEETING HELD ON JANUARY 28, 2022

Moved by: Linda Jackson

Seconded by: Steve Pellegrini

THAT the Minutes of the Board of Directors Meeting held on January 28, 2022, be approved.

CARRIED

PRESENTATIONS

RES.#A3/22 - PRESENTATION 7.1

Moved by: Shelley Carroll

Seconded by: James Pasternak

THAT above-noted presentation 7.1 be received.

CARRIED

RES.#A4/22 - PRESENTATION 7.2

Moved by: Jack Heath

Seconded by: Gino Rosati

THAT above-noted presentation 7.2 be received.

CARRIED

Section I – Items for Board of Directors Action

RES.#A5/22 - REQUEST FOR PROPOSAL FOR PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES)

RFP No. 10033543

Moved by: Shelley Carroll

Seconded by: James Pasternak

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires a modern planning, application review, and enforcement system.

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

THEREFORE LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10033543 for PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES) be awarded to Tyler Technologies Inc's EnerGov solution at a total cost not to exceed \$1,118,741 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized be authorized to approve additional expenditures to a maximum of \$111,874.10 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned 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;

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

CARRIED

RES.#A6/22 - REQUEST FOR QUOTATION FOR SEEDLING SUPPLY, LIMITED TENDER, SOMERVILLE NURSERIES INC.

RFQ No. 10037209

Moved by: Paul Ainslie

Seconded by: Xiao Han

WHEREAS TRCA is engaged in projects that require supply of reforestation seedlings;
WHEREAS TRCA requires an adequate supply of seedlings to achieve shared TRCA and partner restoration and planting objectives;

AND WHEREAS Somerville Nurseries Inc. was previously approved by the Board as TRCA's primary supplier of seedlings and has a long history of supplying conservation authorities' quality reforestation seedlings;

AND WHEREAS Somerville Nurseries Inc. is the most conveniently located supplier of seedlings, making it the most feasible and cost effective option;

AND WHEREAS staff recommend Somerville Nurseries Inc. as the preferred service provider for supply of reforestation seedlings for the 2022-2026 planting program years;

THEREFORE THE BOARD OF DIRECTORS RECOMMENDS THAT Request for Quotation (RFQ) No. 10037209 for Supply of Seedlings for 2022-2026 Planting Programs be awarded as a limited tender to Somerville Nurseries Inc. at a total cost not to exceed \$750,000 plus applicable taxes, to be expended as authorized by Toronto and Region Conservation Authority (TRCA) staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$75,000 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

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

CARRIED

RES.#A7/22 - VENDOR OF RECORD ARRANGEMENT FOR RENTAL OF CONSTRUCTION EQUIPMENT

Value Increase Contract No. 10033257

Moved by: Paul Ainslie

Seconded by: Xiao Han

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in ongoing programs/projects that require the utilization of a variety of rented construction equipment;

AND WHEREAS TRCA solicited proposals through a publicly advertised process and awarded Contract No. 10033257 to Aqua-tech Dewatering Company Inc., Atlas Dewatering Corporation, CONEQ Rentals, Herc Rentals, Rapid Equipment Rental Limited, Sunbelt Rentals of Canada, and United Rentals of Canada, Inc. at the June 26, 2020 Board of Directors Meeting (RES.#A101/20);

AND WHEREAS Rental of construction equipment takes place on a as-needed basis, as demand fluctuates with funding of new projects and an increase or decrease in workload has an impact on the value of the contract.

AND WHEREAS TRCA has been involved in projects which have a greater demand for rental construction equipment than originally estimated for the contract;

THEREFORE THE BOARD OF DIRECTORS RECOMMENDS THAT TRCA staff be directed to increase the value of the contract by a total not to exceed \$800,000, plus applicable taxes; in order to allow work to continue until the contract expiry date of August 1, 2022.

CARRIED

RES.#A8/22 - UPDATE ON MEMORANDUMS OF UNDERSTANDING AND SERVICE LEVEL AGREEMENTS WITH MUNICIPALITIES AND REQUESTED BOARD APPROVAL OF TRCA PROGRAMS AND SERVICE INVENTORY AS REQUIRED UNDER THE CONSERVATION AUTHORITIES ACT PHASE 1 REGULATIONS

Moved by: Rowena Santos
Seconded by: Ronald Chopowick

THAT this progress report be received;

THAT the Board of Directors approve the attached draft Programs and Services Inventory, as required by *O.Reg. 687/21: Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act*;

THAT staff continue to report back to the Board of Directors on the progress of developing and executing Memorandum of Understanding and Service Level Agreements with our municipal partners;

AND FURTHER THAT the Clerk and Manager, Policy, circulate this report to TRCA's municipal partners and the Ministry of Environment, Conservation and Parks, in fulfillment of requirements associated with the development of a Transition Plan, and that this report also be circulated to Conservation Ontario, neighbouring conservation authorities, the Ministry of Northern Development, Mines, Natural Resources and Forestry, and Ministry of Municipal Affairs and Housing.

CARRIED

RES.#A9/22 - FEDDEV CANADA COMMUNITY REVITALIZATION FUND GRANT APPROVAL

Moved by: Paul Ainslie
Seconded by: Xiao Han

THAT TRCA's Board of Directors authorizes staff to enter into four contribution agreements with FedDev Ontario to support the following capital projects: (1) Improvement to the Oak Ridges Corridor Conservation Reserve; (2) Improvement of Altona Forest Trail; (3) Improvement of Bolton Camp Site; (4) Improvement of Albion Hills Conservation Park.

CARRIED

Section III – Items for the Information of the Board

RES.#A10/22 - 2021 TORONTO AND REGION CONSERVATION AUTHORITY (TRCA) ANNUAL REPORT - PERSPECTIVE

Moved by: Shelley Carroll
Seconded by: Gino Rosati

THAT the 2021 Toronto and Region Conservation Authority annual report be received.

CARRIED

RES.#A11/22 - DRAFT STRATEGIC PLAN 2023-2034

Moved by: Jack Heath

Seconded by: Gino Rosati

THAT staff be directed to report back by Q4 2022 with a Final Draft of the Strategic Plan for 2023-2034 for Board consideration and approval.

AND THAT any input received by Board members at this meeting and in subsequent meetings be considered while preparing the Final Draft.

CARRIED

RES.#A12/22 - UPDATE ON MINISTER'S ZONING ORDERS UNDER THE PLANNING ACT IN TRCA'S JURISDICTION

Moved by: Steve Pellegrini

Seconded by: Gino Rosati

THAT this report providing an update on the state of Minister's Zoning Orders (MZOs) under the *Planning Act* in Toronto and Region Conservation Authority's (TRCA's) jurisdiction be received.

CARRIED

RES.#A13/22 - MINUTES OF NATURAL SCIENCE AND EDUCATION COMMITTEE HELD ON FEBRUARY 7, 2022

Moved by: Shelley Carroll

Seconded by: Gino Rosati

THAT the Minutes of Natural Science and Education Committee held on February 7, 2022, be approved.

CARRIED

MATERIALS FROM EXECUTIVE COMMITTEE MEETING HELD ON FEBRUARY 11, 2022

Section I - Items for Board of Directors Action

RES.#A14/22 - VOLUNTARY PROJECT REVIEW

Works Undertaken by Organizations Exempt from Ontario Regulation 166/06, As Amended
(*Executive Committee RES.#B137/21*)

Moved by: Ronald Chopowick

Seconded by: Mike Layton

THAT the summary information related to provincial and federal Crown Corporation projects reviewed through the Toronto and Region Conservation Authority (TRCA) Voluntary Project Review in accordance with Section 28 of the Conservation Authorities Act, be received;

THAT TRCA staff continue to advocate that Crown corporations undertaking environmental assessments for infrastructure projects consider working with TRCA through its VPR process during the detailed design phase for projects located within TRCAs regulation limit to ensure potential issues related to the control of flooding, erosion, pollution, conservation of land and dynamic beaches, are addressed;

THAT TRCA Administrative Enforcement Officers be given permission to sign Voluntary Project Review letters once staff is satisfied that a review in accordance with the TRCA Living City Policies has been achieved;

AND FURTHER THAT TRCA staff report back to the TRCA Board of Directors through the Executive Committee on projects that completed the Voluntary Project Review process in 2022.

CARRIED

RES.#A15/22 - REQUEST FOR TENDER FOR SUPPLY AND DELIVERY OF VARIOUS AGGREGATES FOR THE PORT UNION PHASE 1 - BEACH CURB MAJOR MAINTENANCE PROJECT, CITY OF TORONTO
RFT No. 10037001, 10037003
(Executive Committee RES.#B138/21)

Moved by: Ronald Chopowick
Seconded by: Mike Layton

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires supply and delivery of various materials to support construction of detailed designs at Port Union;

AND WHEREAS TRCA solicited tenders through a publicly advertised process; and selected the preferred bidder based on the lowest cost;

THEREFORE LET IT BE RESOLVED THAT Request for Tender (RFT) No. 10037001, for the Port Union Phase 1 – Beach Curb Major Maintenance Project be awarded to Doornekamp Construction Ltd. at a total cost not to exceed \$503,200, plus applicable taxes, to be expended as authorized by Toronto and Region Conservation Authority (TRCA) staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$50,320 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT Request for Tender (RFT) No. 10037003, for the Port Union Phase 1 – Beach Curb Major Maintenance Project be awarded to Doornekamp Construction Ltd. at a total cost not to exceed \$502,200, plus applicable taxes, to be expended as authorized by Toronto and Region Conservation Authority (TRCA) staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$50,220 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

AND THAT NOTWITHSTANDING THE ABOVE should Metrolinx require TRCA support to urgently address erosion issues on their property immediately west of Highland Creek in support of efforts to protect the Lake Ontario Waterfront Trail that TRCA staff be authorized to increase the contract at the same per unit rates subject to all costs being covered by an agreement with Metrolinx with total costs to be reported back to the Board by TRCA staff;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned bidder, staff be authorized to enter into and conclude contract negotiations with other bidders that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

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

CARRIED

Section II - Items for Executive Committee Action

RES.#A16/22 - VENDOR OF RECORD ARRANGEMENT FOR IT RESEARCH AND ADVISORY SERVICES

**Extension of Contract No. 10034756
(Executive Committee RES.#B139/21)**

Moved by: Steve Pellegrini
Seconded by: Linda Jackson

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in ongoing information technology operations and management that requires research, advisory and leadership consulting and expertise;

WHEREAS the Province of Ontario has established a Vendor of Record (VOR) arrangement for the supply of IT Research Subscription Services (Tender #10941) which TRCA has adopted;

WHEREAS TRCA staff originally obtained approval to access the VOR for the period July 27, 2020 to January 20, 2022 at a value not to exceed \$223,235, plus applicable taxes, plus 10% contingency;

THEREFORE LET IT BE RESOLVED that staff be authorized to extend Contract No. 10034756 for an additional cost of \$200,000, plus applicable taxes for the total contract value not to exceed \$423,235, plus applicable taxes, plus 10% contingency;

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

CARRIED

RES.#A17/22 - REQUEST FOR TENDER FOR SUPPLY AND DELIVERY OF VARIOUS AGGREGATES FOR THE PORT UNION PHASE 1 – BEACH CURB MAJOR MAINTENANCE PROJECT, CITY OF TORONTO

RFT No. 10037000, 10037002

(Executive Committee RES.#B141/21)

Moved by: Steve Pellegrini

Seconded by: Linda Jackson

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires supply and delivery of various materials to support construction of detailed designs at Port Union;

AND WHEREAS TRCA solicited tenders through a publicly advertised process and selected the preferred bidder based on the lowest cost;

THEREFORE LET IT BE RESOLVED THAT Request for Tender (RFT) No. 10037000, for the Port Union Phase 1 – Beach Curb Major Maintenance Project be awarded to Doornekamp Construction Ltd. at a total cost not to exceed \$ 319,200, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$31,920 (approximately 10% of the tender cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT Request for Tender (RFT) No. 10037002, for the Port Union Phase 1 – Beach Curb Major Maintenance Project be awarded to Doornekamp Construction Ltd. at a total cost not to exceed \$ 255,500, plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$25,550 (approximately 10% of the tender cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

AND THAT NOTWITHSTANDING THE ABOVE should Metrolinx require TRCA support to urgently address erosion issues on their property immediately west of Highland Creek in support of efforts to protect the Lake Ontario Waterfront Trail that TRCA staff be authorized to increase the contract at the same per unit rates subject to all costs being covered by an agreement with Metrolinx with total costs to be reported back to the Board by TRCA staff;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned bidder, staff be authorized to enter into and conclude contract negotiations with other bidders that submitted tenders, beginning with the next lowest cost bidder meeting TRCA specifications;

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

CARRIED

**RES.#A18/22 - TRCA DRAFT COMMENTS TO ENVIRONMENTAL REGISTRY OF ONTARIO
POSTING (ERO #019-4610) – REGULATORY AND POLICY PROPOSALS
(PHASE 2) UNDER THE CONSERVATION AUTHORITIES ACT
(Executive Committee RES. #B141/21)**

Moved by: Steve Pellegrini
Seconded by: Linda Jackson

WHEREAS on January 26, 2022, the Ministry of Environment, Conservation and Parks (MECP) posted a “REGULATORY AND POLICY PROPOSAL CONSULTATION GUIDE: Regulations regarding Municipal Levies, Conservation Authority Budget Process, Transparency, and Provincial Policy for the Charging of Fees by Conservation Authorities” for public comment on the Environmental Registry of Ontario (ERO);

AND WHEREAS THE ERO imposes a deadline of February 25, 2022 for submission of comments on Phase 2 of the MECP’s regulatory and policy proposals under the Conservation Authorities Act;

THEREFORE, LET IT BE RESOLVED THAT Toronto and Region Conservation Authority (TRCA) draft comments to ERO #019-4610 be endorsed with any comments from the Executive Committee of the Board of Directors to inform the final submission to the ERO;

AND FURTHER THAT staff report back to the Board of Directors on February 25, 2022, with TRCA’s final ERO submission for information and with any further recommendations based on planned discussions with MECP staff;

AND FURTHER THAT the Chief Financial and Operating Officer, so advise TRCA’s partner municipalities, the Ministry of Environment, Conservation and Parks, and Conservation Ontario

CARRIED

Section III - Items for the Information of the Board

**RES.#A19/22 - FUNDING AND GRANTS PROGRAM
Year-End Program Update
(Executive Committee RES.#142/21)**

Moved by: Joanne Dies
Seconded by: Gordon Highet

THAT the staff report highlighting the year-end Funding and Grants program update for 2021, be received.

CARRIED

RES.#A20/22 - 2021 ECOSYSTEM COMPENSATION PROGRAM SUMMARY REPORT
(Executive Committee RES.#143/21)

Moved by: Joanne Dies
Seconded by: Gordon Highet

THAT the 2021 Compensation Summary Report (January 2022) Appendix 1 to this report be received.

CARRIED

Section IV - Ontario Regulation 166/06, As Amended

RES.#A21/22 - SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED
(Executive Committee RES.B#144/21)

Moved by: Don Sinclair
Seconded by: Jack Heath

THAT item 10.1 – Delegated Permits, contained in Executive Committee Minutes, held on February 11, 2022, be received.

CARRIED

ADJOURNMENT

ON MOTION by Chair Innis, the meeting was adjourned at 11:10am on Friday, February 25, 2022.

Jennifer Innis
Chair

John MacKenzie
Secretary-Treasurer

/ms

Item 2

APPOINTMENTS TO TORONTO AND REGION CONSERVATION AUTHORITY FOR 2022-2023

The Secretary-Treasurer can advise that all the persons listed below have been duly appointed and are entitled to sit as Members of this Board of Directors for the 2022-2023 year, or until their successors are appointed.

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TBD

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Regional Councillor Gino Rosati

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

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Item 2

Section 14 (1.1) of the *Conservation Authorities Act* requires that the Council of a participating municipality ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council. On December 7, 2021, the City of Toronto requested an exception to this requirement under section 14 (1.2) from the Minister, Environment, Conservation and Parks, to appoint Mr. Joseph Ogilvie. The exception is yet to be granted.

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Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

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

RE: **REQUEST FOR PROPOSAL FOR PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES)**
RFP No. 10033543

KEY ISSUE

Award of Request for Proposal (RFP) No. 10033543 for modernizing TRCA's planning, application review and enforcement processes. PARES will be a one-stop-shop for TRCA planning workflows, reporting, customer service, and communications needs. The selected vendor will provide training, configuration, and recommendations for the system implementation.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires a modern planning, application review, and enforcement system.

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

THEREFORE LET IT BE RESOLVED THAT Request for Proposal (RFP) No. 10033543 for **PLANNING APPLICATION REVIEW AND ENFORCEMENT SYSTEM (PARES)** be awarded to Tyler Technologies Inc's EnerGov solution at a total cost not to exceed \$1,118,741 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized be authorized to approve additional expenditures to a maximum of \$111,874.10 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

THAT should TRCA staff be unable to negotiate a contract with the above-mentioned 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;

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's processes, and tools for planning application review and enforcement need to be modernized in order to provide an improved user experience for both internal and external clients. Current processes utilize legacy systems with technologies over 30 years old. The planning process demands a significant amount of staff time on daily tasks to resolve issues occurring from existing systems, double-entering data, and manually tracking planning applications. Due to outdated technology and the challenge of funding technological and corporate investments through limited available municipal funding, much of the current process is manual, with little synergy between steps, having much duplication and overlap. Internal users manage through a multitude of different filing, tracking, and circulation tools and clarifications are communicated through messages and emails, instead of through a centralized platform. There is also inefficiency in communications, often resulting in unnecessary emails from and phone calls from both clients, staff and consultants. It is intended that PARES will function as an efficiency-tool that will significantly reduce inefficiencies in TRCA's planning process while at the same time increasing transparency.

TRCA is proposing to adopt an enterprise solution purchased from a vendor that is designed to improve user experience. As referenced in prior Board Reports, PARES will be a commercial off-the-shelf web-based cloud solution that is accessible anywhere where Internet connectivity is available. Cloud servers will be managed by the successful Proponent or vendor. The platform will be customer-facing with all inquiries being handled by the platform to improve tracking, communication and customer satisfaction.

It is further intended that TRCA will have on-staff support for minor updates and adjustments and that the vendor will be retained for major maintenance and contracts for subsequent integrations with additional TRCA and municipal partner systems, subject to agreements and approvals. A resource plan is required to support the system with one full-time-equivalent staff resource at TRCA to act as technical lead and primary liaison to the Proponent.

To reduce costs and save time, TRCA is looking for an existing system to be configured to TRCA's requirements, ideally with minimal modifications. TRCA will provide all documentation prior to the vendor hiring to expedite the discovery and implementation phases.

RATIONALE

For the last two years, TRCA staff have been consulting with municipal partners and stakeholders including the BILD/Industry TRCA Working Group to identify system requirements and user needs in support of streamlining the permit review process. After obtaining stakeholder buy-in on the proposed specifications, TRCA issued a Request for Proposal for the PARES solution on the public procurement website www.biddingo.com on July 28, 2021, and closed on August 20th, 2021 at 11:59 p.m. EST. Two (2) addendums were issued to respond to questions received. A total of fourteen (14) firms downloaded the documents and Five (5) proposals were received from the following Proponent(s):

- Avocette Technologies Inc.
- ESRI Canada
- Granicus, Inc.

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- Speridian Technologies
- Tyler Technologies

An Evaluation Committee comprised of staff from Development Planning & Permits, Infrastructure Planning & Permits, Enforcement & Compliance, Information Technology & Records Management, Policy Planning, Planning Ecology, and Engineering Services reviewed the proposals.

The proposals from ESRI Canada, and Speridian Technologies did not meet the minimum score of 50 for technical criteria and were not evaluated further. In addition, the proposal from Avocette Technologies Inc. did not meet the minimum score of 10 for pricing and was not considered for award of the contract.

Criteria	Weight	Minimum Score
Proponent's Information and Profile	10	
Key Personnel Experience and Qualifications	10	
Understanding of Project, Requirements, and Scope of Work	40	
Approach and Schedule	20	
Sub-Total	80	50
Pricing	20	
Sub-Total	20	10
Total Points	100	/60

DEMONSTRATION OF SOLUTION

The top three highest scoring proponents were invited to demonstrate their solution. There was a one-hour presentation that showcased how the proponent's solution met TRCA's needs. The product demo was used to confirm solution's core features and capabilities in a live setting and was used as the final scoring for proponent selection.

Scoring was based on understanding of project, requirements, and scope of work and was scored with the below evaluation table.

Criteria	Weight	Minimum Score
Understanding of Project, Requirements, and Scope of Work	100	60
TOTAL	/100	/60

The highest ranked proponent demonstrated a solution that further validated technical score from proposal review and demonstrated their ability to meet TRCA's requirements. The proponent also demonstrated a robust, modern user interface. The user interface will enhance user experience

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and improve staff throughput, quality of work, quality of communication, and well-being.

Therefore, it is recommended that contract No. 10033543 be awarded to Tyler Technologies Inc. for the EnerGov solution's implementation at a total cost not to exceed \$1,118,741, plus 10% contingency, plus applicable taxes, 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 9 – Measure performance

Strategy 10 – Accelerate innovation

Strategy 11 – Invest in our staff

DETAILS OF WORK TO BE DONE

The key deliverables and project schedule as per proponent's proposal are outlined below:

- Initiate & Plan (April 2022)
 - Formally launch project
 - Establish project governance
 - Define and communicate governance for Tyler
- Assess & Define (July 2022)
 - Provide basic understanding of system functionality
 - Prepare for current and future state analysis
- Prepare Solution (November 2022)
 - Licensed software is installed and operational
 - TRCA is able to access software
- Production Readiness (January 2023)
 - Validate that the solution performs as indicated in the solution validation plan
 - Ensure TRCA organization is ready to move forward with go-live and training
- Production (February 2023)
 - Execute day to day processing in Tyler software
 - Make client data available in production environment
- Close (March 2023)
 - Agreement between Tyler and TRCA that activities are complete

The Proponent staff resources dedicated to the project implementation are as follows:

Consultant Project Team (Role)
Project Manager
Executive Sponsor
Training Manager
Implementation Manager
Senior Implementation Consultant

The TRCA staff resources dedicated to the project implementation are as follows:

TRCA Project Team (Role)
Project Manager
Executive Sponsor

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Development Planning & Permits Lead
Infrastructure Planning & Permits Lead
Policy Planning Lead
Enforcement Lead
Technical Review Lead
Finance Lead
Internal Project Review Lead
Information Technology & Records Management Lead

TRCA staff will also be working with the Province, municipalities and industry stakeholders to determine if other funding sources can be leveraged to fund this project.

FINANCIAL DETAILS

Funds for the contract are identified in the 2022 Development & Engineering Services capital budget and at this point the project will rely on user fees and reserves. Staff are also approaching our high-growth municipal partners and the Province on whether this project could be eligible for the recently announced Streamline Development Approval Fund announced on January 19, 2022 so that the use of reserves can be avoided for the initial capital investment. Funds for the contract term of 2023 and beyond are planned to be covered through existing user fees as per the approved TRCA fee schedule and service level agreements. Surcharges are built into fee schedule to account for upkeep costs, support, and staffing. Upgrades and maintenance are included in the Proponent's proposal at an annual fee.

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Date: January 4, 2022

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Anil Wijesooriya, Director, Restoration and Infrastructure

RE: **REQUEST FOR QUOTATION FOR SEEDLING SUPPLY, LIMITED TENDER, SOMERVILLE NURSERIES INC.**
RFQ No. 10037209

KEY ISSUE

Award of Request for Quotation (RFQ) No. 10037209 as a limited tender contract with Somerville Nurseries Inc. to supply seedlings for Toronto and Region Conservation Authority's (TRCA) planting programs.

RECOMMENDATION

WHEREAS TRCA is engaged in projects that require supply of reforestation seedlings;

WHEREAS TRCA requires an adequate supply of seedlings to achieve shared TRCA and partner restoration and planting objectives;

AND WHEREAS Somerville Nurseries Inc. was previously approved by the Board as TRCA's primary supplier of seedlings and has a long history of supplying conservation authorities' quality reforestation seedlings;

AND WHEREAS Somerville Nurseries Inc. is the most conveniently located supplier of seedlings, making it the most feasible and cost effective option;

AND WHEREAS staff recommend Somerville Nurseries Inc. as the preferred service provider for supply of reforestation seedlings for the 2022-2026 planting program years;

THEREFORE THE BOARD OF DIRECTORS RECOMMENDS THAT Request for Quotation (RFQ) No. 10037209 for Supply of Seedlings for 2022-2026 Planting Programs be awarded as a limited tender to Somerville Nurseries Inc. at a total cost not to exceed \$750,000 plus applicable taxes, to be expended as authorized by Toronto and Region Conservation Authority (TRCA) staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$75,000 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

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

BACKGROUND

TRCA has a long history of tree planting and reforestation programs, and on average, since 2001, plants 116 hectares of land per year. To accomplish this, TRCA utilizes a variety of plant

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material, including bare root whip stock, potted container stock, as well as reforestation seedlings. This plant material comes from both the TRCA's Native Plant Nursery and the open market. Most of this material is made up of reforestation seedlings and on average totals about 128,365 seedlings a year.

Somerville Nurseries Inc. has been the largest and most reliable supplier of seedling stock in southern Ontario. For more than 15 years it has been TRCA's primary supplier of seedling stock, with some additional seedlings being procured from other smaller growers throughout Ontario. Somerville Nurseries Inc. is also the main supplier of seedlings to TRCA's major project partners including Forests Ontario and neighbouring conservation authorities.

TRCA, in partnership with other Greater Toronto Area conservation authorities (Credit Valley, Nottawasaga Valley, Lake Simcoe Region and Halton Region) has been coordinating the purchase of reforestation seedlings as a means of supplying individual program requirements. While each conservation authority forecasts its own requirements independently, orders are coordinated to ensure that Somerville Nurseries Inc. offers equivalent unit pricing (below market list) to the conservation authorities, providing each the benefit of combined purchase pricing.

At Authority meeting #7/17, held on September 22, 2017 Resolution #A160/17 was approved, in part, as follows:

... THAT the contract for the supply of reforestation seedlings for the 2017 – 2021 program years be awarded to Somerville Nurseries Inc. on a preferred source basis, at a total cost not to exceed \$150,000 plus applicable taxes, per program year, it being the supplier that can provide the product which best meets Toronto and Region Conservation Authority (TRCA) specifications at an acceptable price;...

RATIONALE

Somerville Nurseries Inc. has a long history of supplying conservation authorities' requirements for consistent quality reforestation stock in the south and central Ontario regions. For more than 15 years it has been TRCA's primary supplier for seedling stock, with some additional seedlings being procured from other smaller growers further afield, when necessary. The only other potential supplier of these seedlings is located in Kemptville Ontario, over four hours away. During planting season, seedlings are often picked up twice daily making this other supplier much less feasible, especially considering the higher pricing. Somerville Nurseries Inc. is conveniently located less than 60 minutes away from the TRCA's Restoration Services Centre and the Native Plant Nursery.

Tree seedling production usually requires a four-year commitment from both the supplier and buyers, due to the time required to collect and sow seed and grow the seedlings to the required sizes. TRCA would like to reaffirm its commitment with Somerville Nurseries Inc. through 2022 – 2026 to ensure an uninterrupted supply of tree seedlings to meet TRCA's projected demands for programs and projects.

Tree seedling purchases from Somerville Nurseries Inc. for program years 2017 to 2021 averaged \$150,000, annually, before taxes. Indications are that the demand in 2022 to 2026 will be similar.

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Somerville Nurseries Inc. continues to offer TRCA the best combination of:

- consistent seedling quality;
- seed zone and genetic source control;
- locally collected native seed, locally grown seedlings;
- excellent unit pricing;
- ability to provide for identified stock - species, size, type, age-class;
- flexibility to meet last minute demand for additional stock;
- convenience as the most local supplier; and
- willingness to work with conservation authorities to achieve seedling target demand.

Staff recommend awarding the seedling supply agreement for a further five years to ensure that there is not a shortfall in seedling inventories which would negatively affect TRCA's future reforestation planting commitments. Failure to take such action may result in scheduling delays and/or cancellation of orders for reforestation stock. The net result could mean a reduction in planting effort and the inability to meet funding received from partners, particularly from Forest Ontario.

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

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

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

Strategy 3 – Rethink greenspace to maximize its value

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

All costs associated with the procurement of reforestation stock are recovered from the end user program or project, in the year in which the seedlings are purchased and delivered. Funds have been allocated in individual project/program budgets.

Somerville Nurseries Inc. requires a 25% deposit (standard terms) to confirm the spring seedling order by December 31st of the previous year.

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Date: January 12, 2022

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Anil Wijesooriya, Director, Restoration and Infrastructure

RE: **VENDOR OF RECORD ARRANGEMENT FOR RENTAL OF CONSTRUCTION EQUIPMENT**
Value Increase Contract No. 10033257

KEY ISSUE

Value increase required to complete the term of Contract No. 10033257 – Vendors of Record (VOR) for Rental of Construction Equipment to address additional work required at the request of municipal and agency partners.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in ongoing programs/projects that require the utilization of a variety of rented construction equipment;

AND WHEREAS TRCA solicited proposals through a publicly advertised process and awarded Contract No. 10033257 to Aqua-tech Dewatering Company Inc., Atlas Dewatering Corporation, CONEQ Rentals, Herc Rentals, Rapid Equipment Rental Limited, Sunbelt Rentals of Canada, and United Rentals of Canada, Inc. at the June 26, 2020 Board of Directors Meeting (RES.#A101/20);

AND WHEREAS Rental of construction equipment takes place on a as-needed basis, as demand fluctuates with funding of new projects and an increase or decrease in workload has an impact on the value of the contract.

AND WHEREAS TRCA has been involved in projects which have a greater demand for rental construction equipment than originally estimated for the contract;

THEREFORE THE BOARD OF DIRECTORS RECOMMENDS THAT TRCA staff be directed to increase the value of the contract by a total not to exceed \$800,000, plus applicable taxes; in order to allow work to continue until the contract expiry date of August 1, 2022.

BACKGROUND

TRCA requires various construction equipment for completing a variety of engineering, habitat restoration, and trail building projects throughout TRCA's jurisdiction. Equipment includes everything from earthmoving equipment, like excavators and front-end loaders to pumps and generators to conduct by-pass pumping.

Through a VOR arrangement for rental of construction equipment, Vendors are authorized to provide these goods and services for a defined period and with fixed pricing. In accordance with the contract documents for the VOR arrangement, staff may issue Purchase Orders for any Vendor on the list with the goods, expertise and experience required for their project or program

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needs.

Furthermore, where the rental companies on the VOR list are not available for a particular project within the timelines required for TRCA to meet its deliverables, staff are authorized to procure the required services through a separate procurement process which is subject to TRCA's Procurement Policy. Vendors are required to provide all resources required to service the divisional or program needs in accordance with applicable laws, codes, standards, terms and conditions of the vendor of record agreement.

At Board of Directors Meeting #5/20, held on June 26, 2020, Resolution #A101/20 was approved in part as follows:

THAT TRCA staff be directed to establish a Vendor of Record arrangement with Aqua-tech Dewatering Company Inc., Atlas Dewatering Corporation, CONEQ Rentals, Cooper Equipment Rentals, Herc Rentals, Rapid Equipment Rental Limited, Sunbelt Rentals of Canada, and United Rentals of Canada, Inc. for the supply of rented construction equipment for a period of one (1) year with the option to extend for an additional year;

This contract was extended by an additional year at the Executive Committee Meeting held on June 11, 2021, Resolution #B65/21 was approved in part as follows:

THEREFORE, LET IT BE RESOLVED THAT TRCA staff be directed to exercise their contractual right to extend the Vendors of Record arrangement with Aqua-tech Dewatering Company Inc., Atlas Dewatering Corporation, CONEQ Rentals, Herc Rentals, Rapid Equipment Rental Limited, Sunbelt Rentals of Canada, and United Rentals of Canada, Inc. for rental of construction equipment for an additional year;

RATIONALE

TRCA staff have been utilizing this VOR contract since August 1, 2020 to accommodate construction equipment needs at projects throughout TRCA's jurisdiction and TRCA staff are satisfied with the services to date. Rental companies provide TRCA staff with a catalog of upwards of 180 different pieces of equipment.

Categories of equipment under this VOR contract include the following:

- Air Compressors;
- Compaction Equipment;
- Concrete & Masonry Equipment;
- Earth Moving Equipment;
- Elevated Work Platforms;
- Generators & Portable lighting;
- Landscaping Equipment;
- Light Use Pumps; and
- Heavy Use Pumps.

It is estimated that in order to reach the full two (2) year term of this contract (August 1, 2020 to August 1, 2022) a value increase in the amount of \$800,000, plus applicable taxes will be required. This value is estimated based on the daily expenditures under this contract at the time of writing this report. The original value of this contract was underestimated, as TRCA has taken

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on projects at the request of municipal and agency partners that have a greater need for rental construction equipment than originally anticipated.

For example, the Restoration & Infrastructure division within TRCA has taken on a large portfolio of projects that utilize this rental contract, including but not limited to:

- Nashville Kirby Trail Switchback;
- Moore-Heath Beltline Trail Switchback;
- Clareville North Multi-Use Trail Project;
- Jefferson, Jordan and Jayfield Revitalization Project; and
- Oak Ridges Lake-to-Lake Trail Project.

While TRCA staff make every reasonable effort to accurately forecast expenditures under these VOR contracts at the time of award, increases or decreases in workload have and will continue to have an impact on the total value of these contracts.

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

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

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

Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

The current estimated expenditure for the term of the contract is \$1,150,920, plus applicable taxes. Based on a review of previous work completed and future requirements for construction equipment rentals, the anticipated additional cost to complete the term of the contract is estimated at \$800,000, plus applicable taxes for a revised contract value of \$1,950,920, plus applicable taxes.

All vendors on the VOR list understand both the potential cost and resource implications associated with changes in workload. The services under this VOR contract will be provided on an “as required” basis with no minimum orders guaranteed.

This VOR ensures consistent pricing and streamlined delivery of rental equipment to improve operational efficiency at TRCA projects.

Equipment rented through this VOR is used to support a variety of capital and cost recoverable project accounts. The funds required for rental of this equipment are budgeted directly within these accounts.

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Date: February 1, 2022

Section I – Items for the Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: John MacKenzie, Chief Executive Officer

RE: **UPDATE ON MEMORANDUMS OF UNDERSTANDING AND SERVICE LEVEL AGREEMENTS WITH MUNICIPALITIES AND REQUESTED BOARD APPROVAL OF TRCA PROGRAMS AND SERVICE INVENTORY AS REQUIRED UNDER THE CONSERVATION AUTHORITIES ACT PHASE 1 REGULATIONS**

KEY ISSUE

To provide an update to the Board of Directors on work underway to update and achieve new and updated Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) with partner municipalities in the context of the updated *Conservation Authorities Act* (CA Act) and relevant regulations and to obtain Board approval of the Programs and Services Inventory in fulfillment of requirements under O.reg. 687/21 under the Conservation Authorities Act.

RECOMMENDATION

THAT this progress report be received;

THAT the Board of Directors approve the attached draft Programs and Services Inventory, as required by *O.Reg. 687/21: Transition Plans and Agreements for Programs and Services under Section 21.1.2 of the Act*;

THAT staff continue to report back to the Board of Directors on the progress of developing and executing Memorandum of Understanding and Service Level Agreements with our municipal partners;

AND FURTHER THAT the Clerk and Manager, Policy, circulate this report to TRCA's municipal partners and the Ministry of Environment, Conservation and Parks, in fulfillment of requirements associated with the development of a Transition Plan, and that this report also be circulated to Conservation Ontario, neighbouring conservation authorities, the Ministry of Northern Development, Mines, Natural Resources and Forestry, and Ministry of Municipal Affairs and Housing.

BACKGROUND

Since 2015, the *Conservation Authorities Act* (CA Act) has been amended several times in order to introduce measures that provide further clarity and transparency surrounding the various types of programs and services that conservation authorities (CAs) provide to, and on behalf of, municipalities. These amendments were undertaken through the *Building Better Communities and Conserving Watersheds Act, 2017* (Bill 139), the *More Homes, More Choice Act, 2019* (Bill 108), and the *Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020* (Bill 229). As a result of these amendments to the CA Act, CAs will need to execute Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) with partner municipalities to deliver services deemed to be municipal (non-mandatory). Background on the resulting CA Act amendments and implications for the provision of municipal (non-mandatory) services to partner municipalities, as well as a full description of related Board

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resolutions directing TRCA staff to undertake discussions with municipal partners to develop and execute MOUs and SLAs, was presented at the Board of Directors February 26, 2021 meeting (RES.#A26/21). Updates on MOU and SLA discussions with municipalities were received by the Board of Directors at the June 24, 2021 meeting (RES.#A143/21) and the November 19, 2021 meeting (RES.#A224/21).

Finalized CA Act Phase 1 regulations were released by the Ministry of Environment, Conservation and Parks (MECP) on October 1, 2021. A review of the Phase 1 regulations and requirements for TRCA under these regulations are outlined in the TRCA report Finalized Phase 1 Regulations Under the Conservation Authorities Act, Environmental Registry of Ontario Posting (ERO #019-2986) (RES.#A211/21), at the Board of Directors meeting held on October 22, 2021, as well as in the MOU-SLA Update brought forward at the November 19, 2021 Board of Directors meeting (RES.#A224/21).

In accordance with the Phase 1 regulations, TRCA also brought forward a Transition Plan for Board approval at the November 19, 2021 Board of Directors meeting (RES.#A224/21). The Transition Plan lays out a workplan and timelines for meeting the various requirements set out in the Phase 1 regulations including the development of an inventory of programs and services, undertaking discussions with participating municipalities, and developing and executing MOUs with participating municipalities. The approved Transition Plan was circulated to MECP, other relevant Provincial Ministries, participating municipalities and other partner municipalities within TRCA's jurisdiction.

The Phase 1 regulations also direct CAs to prepare an inventory of programs and services and circulate the inventory to all participating municipalities in the CA's area of jurisdiction, as well as any other municipality that the CA has entered into, or intends to enter into, an agreement with. The inventory must be completed and submitted to MECP And participating municipalities by **February 28, 2022** but changes can be made to the inventory after that date in response to municipal feedback. The inventory must include:

- Costs associated with delivering the listed programs and services;
- A classification of the programs and services according to which category they fall under (Category 1 – mandatory programs and services provided under section 21.1 of the Act; Category 2 – municipal programs and services provided under section 21.1.1 of the Act; and Category 3 – other programs and services provided under section 21.1.2 of the Act that the authority has determined to be advisable to further the purpose of the Act);
- An explanation of the rationale for categorizing programs and services as Category 1;
- Identification of the municipalities on behalf of which Category 2 programs and services are provided and the date on which agreements were entered for those services;
- The funding sources for Category 3 programs and services currently being delivered and whether agreements will be entered with municipalities after the transition date in order to continue delivering those programs and services.

Beginning July 1, 2022, CAs are also required to provide quarterly Progress Reports to MECP on the status of discussions with participating municipalities and MOU development.

The deadline for completion of the second phase of the transition period, which includes the execution of MOUs and SLAs with partner municipalities for Category 2 and Category 3 programs and services, remains **January 1, 2024**.

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TRCA continues to participate in the Province's Conservation Authorities Working Group (CAWG), which was announced December 16, 2020, as the Province develops Phase 2 - CA Act regulations, which focus on municipal levy, budget process and provincial policy for the charging of CA fees. For more details regarding Phase 2, please refer to Agenda Item 8.3 of TRCA's Executive Committee Meeting held on February 11, 2022.

RATIONALE

TRCA has prepared an Inventory of Programs and Services ("the Inventory") (**Attachments 1 and 2**) to fulfill the requirements laid out in O. Reg. 687/21: Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act. The Inventory outlines the following categories of programs and services offered by TRCA:

- Category 1 programs and services - the mandatory programs and services provided under section 21.1 of the Act.
- Category 2 programs and services - the municipal programs and services provided under section 21.1.1 of the Act.
- Category 3 programs and services - the other programs and services provided under section 21.1.2 of the Act.

The attached Inventory, which is being circulated to participating municipalities, includes the following components:

- A Preamble, which outlines the purpose of the Inventory, the components of the Inventory, and additional information to guide the review and use of the Inventory;
- An overview of each of TRCA's Service Areas and associated Program Areas; and
- The categorization of TRCA Service Areas and Program Areas into the categories outlined above, including rationale and additional details, as needed.

Active TRCA accounts are largely the basis for this Inventory; however, the Inventory also reflects services that TRCA has previously, and will likely provide again, to municipalities and other partners. TRCA anticipates that its implementation of the amendments to the Act, specifically, the new sections 21.1, 21.1.1 and 21.1.2, and the mandatory services and transition regulations, will primarily be through the existing budget process with participating municipalities, using the levy for mandatory services and MOUs and SLAs with both participating municipalities and other municipalities for non-mandatory, municipally requested services. TRCA does not anticipate a need to use cost apportioning agreements because all service agreements with participating municipalities for non-mandatory services will be for municipally requested services.

The Inventory will provide the basis for discussions with participating municipalities for the provision of municipally requested programs and services. The Inventory is currently in a draft format and may be adjusted based on input from participating municipalities.

Developing and Executing MOUs and SLAs with Partner Municipalities

Staff continue to undertake discussions with partner municipalities on TRCA's service areas and program areas as part of the development of new and updated MOUs and SLAs. The release of the Phase 1 CA Act regulations provides additional clarity and certainty for municipalities to enter into MOUs and SLAs with TRCA. While municipalities that are currently levied for TRCA services (i.e. City of Toronto and the Regional municipalities of Peel, York and Durham) may

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wish to understand the Phase 2 levy regulations prior to entering into new or updated overarching agreements with CAs, these municipalities have also expressed a desire to see TRCA's draft inventory and to continue discussions on MOU and SLA development. Thus far, TRCA has either held or has scheduled discussions with York Region, Peel Region, Durham Region and the City of Toronto to share our draft inventory and answer preliminary questions from our participating municipalities.

TRCA is hopeful that we will be able to maintain our current funding mechanisms for the existing programs and services that we provide these partner municipalities. Through the Phase 2 regulation development process, we are actively working with the Province through the CAWG and through direct discussions with MECP staff to allow our current levying practices, which align to the municipal budgeting process, are transparent, and are supported by our partner municipalities, to continue, rather than introduce unnecessary complexities and additional municipal and TRCA Board approval elements for a process that is working well for all parties.

Local municipalities, which are not levied for CA services and instead receive them through the corresponding regional government, or on a fee-for-service basis, can and should enter into MOUs and SLAs with TRCA based on the following rationale:

- Where a local municipality wishes to procure TRCA to deliver fee for service work, an established MOU and SLA will allow for a more streamlined procurement and agreement process;
- The process of developing and executing MOUs and SLAs with partner municipalities provides a forum for TRCA to understand the needs of each municipality now and into the future, as well as helping partner municipalities understand the breadth of TRCA services;
- Where needed, TRCA can offer services that a municipality may not have in-house;
- Many municipalities have procurement by-laws or policies that allow them to procure services from CAs or non-profit organizations, such as TRCA; and
- Having an overarching MOU and SLA(s) to cover most fee for service work between TRCA and a municipality allows for greater transparency and administrative ease for both organizations.

Since the last update to the Board of Directors on the MOU-SLA process (November 19, 2021 meeting), discussions with many partner municipalities have continued to progress (**Attachment 3**).

This progress includes the following:

- Information sessions and discussions on the Phase 1 regulations have been held with many partner municipalities in order to help them understand the new regulations and associated implications. Relevant TRCA Board reports have also been circulated to municipal partners for their information.
- Discussions on MOUs and SLAs have progressed to a more detailed stage with many municipalities. Detailed discussions include developing a municipality-specific process for developing and executing MOUs and SLAs, municipal staff review and discussion of TRCA's list of services, considering which services they currently utilize or might utilize, and utilizing the template MOU and SLA drafted by TRCA in the development of MOUs and SLAs for execution. This may also include municipal staff conferring with their legal counsel and/or their procurement/purchasing staff to understand any limitations and

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- whether amendments may be required to current municipal procurement mechanisms.
- Where relevant, staff have undertaken some joint meetings with municipal staff and neighbouring conservation authorities to better coordinate the development of MOUs and SLAs to ensure consistent services across a municipal jurisdiction that may include multiple conservation authorities.
- Across the TRCA jurisdiction, new MOU's and SLA's have been arrived at with municipal partners for programs and projects in support of shared municipal and TRCA objectives.

While the new regulations have set out a deadline of January 1, 2024, for the execution of agreements with participating municipalities, TRCA continues to recommend that partner municipalities work with TRCA to develop and execute MOUs and SLAs for Q1/Q2 2022. This is due to the benefits of entering into these agreements, outlined above, as well as the fact that TRCA and municipal staff have already worked with many partner municipalities to develop advanced drafts of MOUs and SLAs that can now be finalized based on the newly released regulations.

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

This report supports the following strategy set forth in the TRCA 2013-2022 Strategic Plan:
Strategy 7 – Build partnerships and new business models

FINANCIAL DETAILS

There is no immediate financial impact due to carrying out the recommendations above. However, it should be noted that this worthwhile effort is involving significant time from staff in all divisions across the organization along with municipal partners. The process of undertaking agreements with municipalities related to non-mandatory municipal programs and services provided by TRCA under the amended *Conservation Authorities Act*, as well as with other external organizations, is expected to have positive financial impacts for TRCA based on the interest from most municipalities in providing funding and or jointly seeking funding for a selection of TRCA service areas that support areas of need for the municipalities in question and shared municipal and TRCA interests. However, the proposed addition of new process, reporting and municipal approval requirements proposed by the Province in their Phase 2 consultation document may unintentionally result in additional staff time for TRCA and its municipal partners and result in budget approval delays. TRCA continues to try to clarify and address these matters of concern to our municipal funding partners and neighbouring conservation authorities through input on the Phase 2 regulations and through discussions with MECP staff with the goal of having our current approach, which is efficient, working well and municipally supported, recognized in the wording of the upcoming regulations.

DETAILS OF WORK TO BE DONE

Staff will continue to bring forward quarterly MOU-SLA update reports to the Board of Directors and in order to comply with the requirements of the Phase 1 regulations, will ensure that the content of the Board reports will align with the Progress Reports required by MECP. Staff will ensure that MOU-SLA update reports are brought forward to the Board according to timelines that align with the following Progress Report deadlines set out in the Phase 1 regulations:

- July 1, 2022 (Expected board reporting – June 2022)
- October 1, 2022 (Expected board reporting – September 2022)
- January 1, 2023 (Expected board reporting – November 2022)
- April 1, 2023 (Expected board reporting – March 2023)

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- July 1, 2023 (Expected board reporting – June 2023)
- October 1, 2023 (Expected board reporting – September 2023)

TRCA staff will also continue to carry out discussions and MOU development with both participating municipalities and other partner municipalities in accordance with the timelines set out in TRCA's Transition Plan.

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Attachments: 3

Attachment 1: TRCA Inventory of Programs and Services

Attachment 2: TRCA Programs and Services - 2020 Financial Information

Attachment 3: Municipal MOU/SLA Status Progress Table

Attachment 1: TRCA Inventory of Programs and Services

Toronto and Region Conservation Authority Programs and Services Inventory February 2022

Preamble

Toronto and Region Conservation Authority (TRCA) has prepared the following Inventory of Programs and Services to fulfill the requirements laid out in **O. Reg. 687/21: Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act** under the *Conservation Authorities Act* ("Act").

This Inventory outlines the following categories of programs and services offered by TRCA, organized in accordance with the following categories established under the Act:

- Category 1 – Mandatory programs and services under Section 21.1
- Category 2 – Municipally requested programs and services under Section 21.1.1
- Category 3 – Other programs and services under section 21.1.2

The Inventory includes the following components:

- This Preamble, which outlines the purpose of the Inventory, the components of the Inventory, and additional information to guide the review and use of the Inventory;
- An overview of each of TRCA's Service Areas and associated Program Areas;
- The categorization of TRCA Service Areas and Program Areas into the categories outlined above, including rationale and additional details, as needed.

Active TRCA accounts are largely the basis for this Inventory; however, this Inventory also reflects services that TRCA has previously, and will likely provide again, to participating municipalities, other municipalities and other public and private sector partners.

TRCA anticipates that its implementation of the amendments to the Act will primarily be through the existing budget process with participating municipalities, using the levy for mandatory services, and Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) with both participating municipalities and other municipalities for non-mandatory, municipally requested services. TRCA does not anticipate a need to use cost apportioning agreements because all service agreements with participating municipalities for non-mandatory services will be for municipally requested services.

The following is anticipated as the funding mechanism under the Act for each of the categories:

Category 1:

- **Levy based on participating municipality budget:** Status quo for mandatory services included in the participating municipality approved budget.

Category 2:

- **MOU based on participating municipality budget:** Modified status quo for municipally requested services that are currently included in the levy (i.e., services are approved through the participating municipality budget process, but are not

officially included in what is referred to as the levy, instead the mechanism would be a simple MOU referring to the municipality requested services that are included in the participating municipality budget).

- **SLAs with participating municipalities, negotiated outside of the participating municipality budget process:** Status quo for municipally requested services that are currently included in service agreements; there will continue to be agreements with participating municipalities for requested services. These agreements will take the form of umbrella or master services agreements, with specific projects implemented through standard letter agreements or purchase orders.
- **SLAs and MOUs with municipalities that are not participating municipalities:** Status quo for municipally requested services that are currently included in service agreements; there will continue to be agreements with municipalities for requested services. These agreements will take the form of umbrella or master services agreements, with specific projects implemented through standard letter agreements or purchase orders.

Category 3:

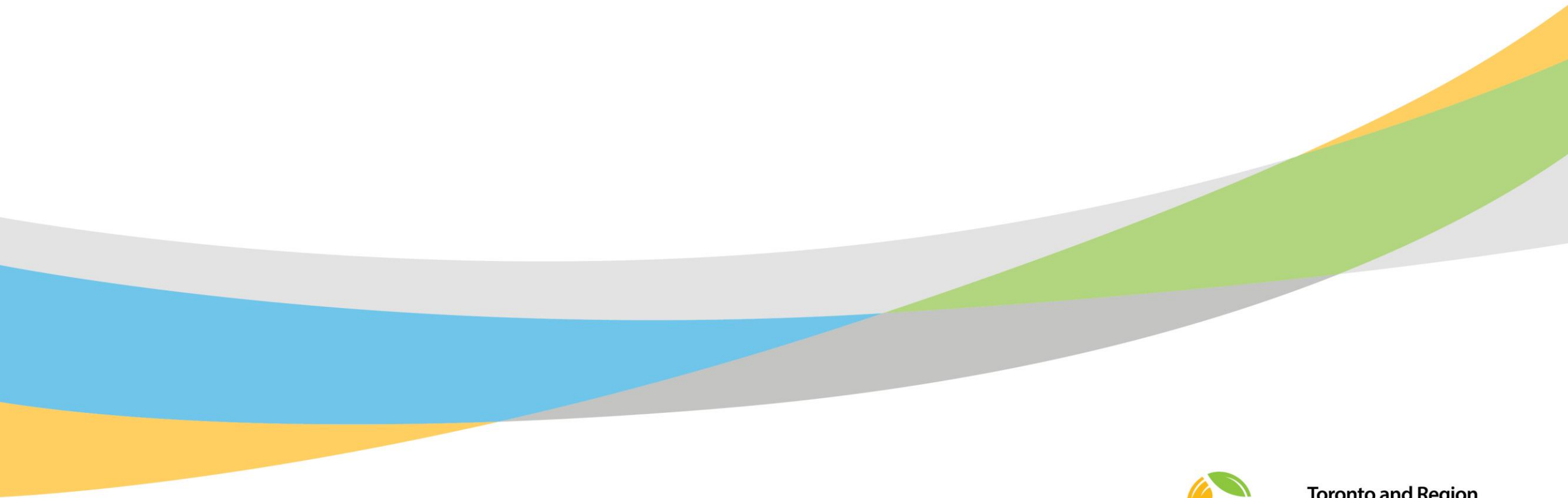
- **Cost apportioning agreement with participating municipality and added to levy in accordance with the terms of the cost apportioning agreement:** No current examples, not anticipated to arise for TRCA.
- **SLAs and other agreements with non-municipal public and private sector partners:** Status quo for service agreements with non-municipal entities (e.g., agreements with Metrolinx and Hydro One, federal funding agreements for restoration and naturalization works, service agreements for erosion works on private properties under eligible programs).

This Inventory will provide the basis for discussions with participating municipalities for the provision of municipally-requested programs and services. This Inventory is currently in a draft format and may be adjusted based on input from participating municipalities.

TRCA's annual revenue has grown over 60% in the past five years and continues to increase due to the wealth of programs and services that we complete on behalf of our partner municipalities. As such, a five-year average would not provide the best information available for our stakeholders.

In its place, TRCA has created a financial breakdown of our 2020 audited financial statements (2020), by revenue source for each program and service within our service area groupings. In addition to this document, TRCA has been meeting with our municipal partners to discuss the category mapping exercise outlined above and the anticipated impacts on their municipal budget process, to ensure that the roadmap to adhering to the province's 2024 deadline is well-defined.

TRCA Service Areas Including Categorization of Programs and Services



January 25, 2022

TRCA Service Areas

- TRCA projects and programs are organized according to nine Service Areas:



**Watershed
Studies and
Strategies**



**Water Risk
Management**



**Regional
Biodiversity**



**Greenspace
Securement
and
Management**



**Tourism and
Recreation**



**Planning and
Development
Review**



**Education and
Outreach**

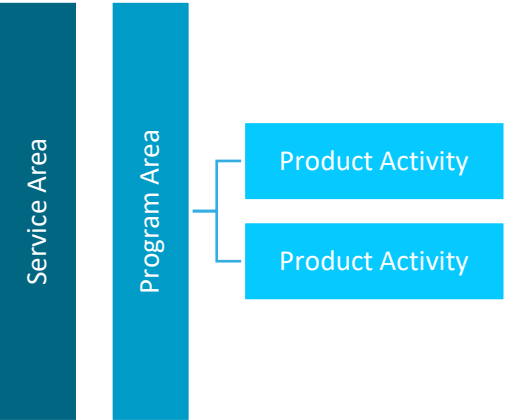


**Sustainable
Communities**



**Corporate
Services**

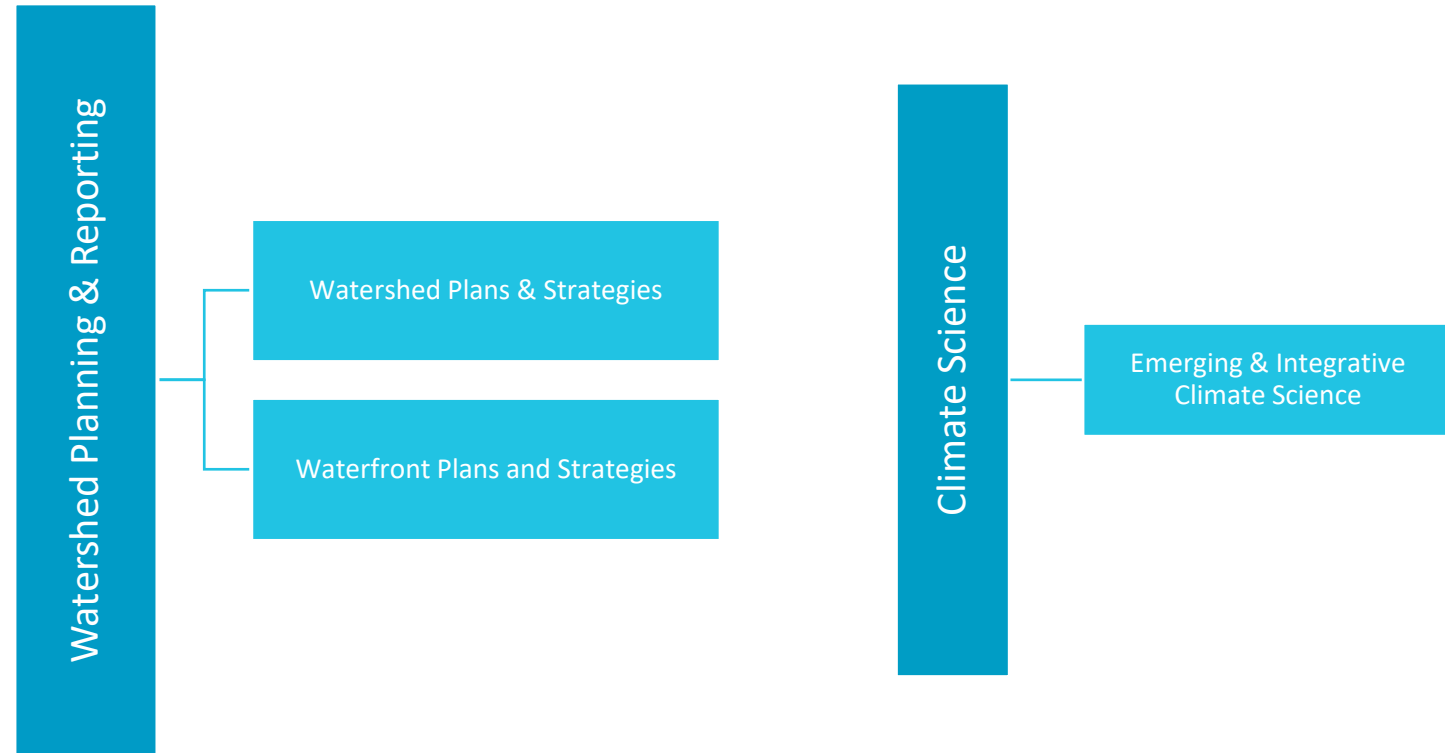
- TRCA Service Areas are further broken down into Program Areas and Product Activities. The structure of each Service Area is outlined following the below structure throughout this presentation:



Service Area 1

Watershed Studies and Strategies

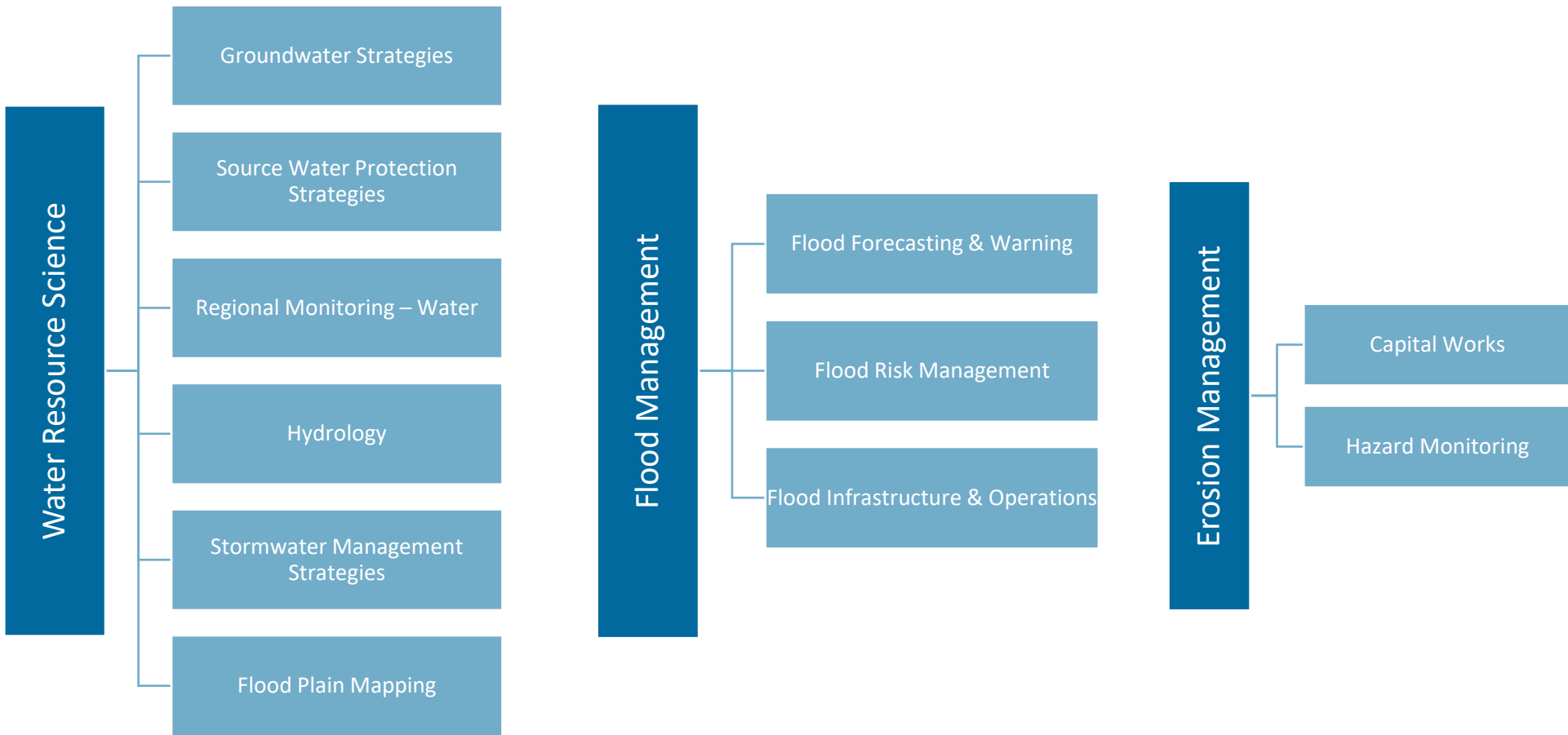
Main program areas include reporting on the health of TRCA watersheds and Lake Ontario waterfront, analysis of the impacts of urban growth and climate change effects, and the development of strategies to maintain and improve watershed and waterfront health.



Service Area 2

Water Risk Management

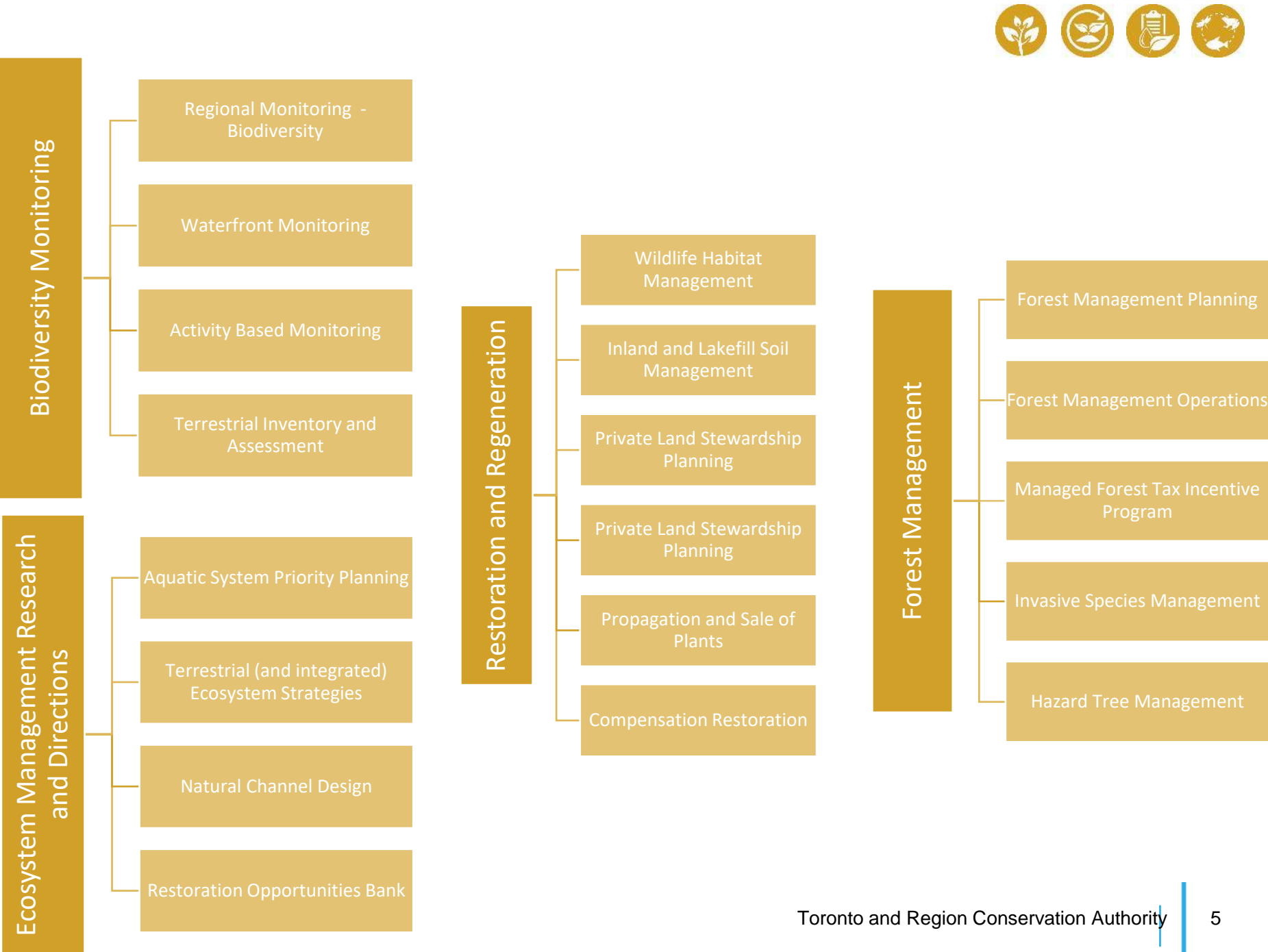
The strategic management of water resources, based on physical sciences and applied engineering (hydrology, hydraulics, fluvial geomorphology, hydrogeology and environmental science) through an understanding of water's natural processes, features and functions within the urban landscape. Core activities include environmental and hydrometric monitoring and research; developing state of the science technologies for modeling and flood forecasting; hazard management of erosion sites, unstable slopes and flood vulnerable areas. These activities are critical to reducing risk to life and property. The entire hydrologic cycle is included in this service area, from rainfall to runoff to its outlet at Lake Ontario and all of the processes in between.



Service Area 3

Regional Biodiversity

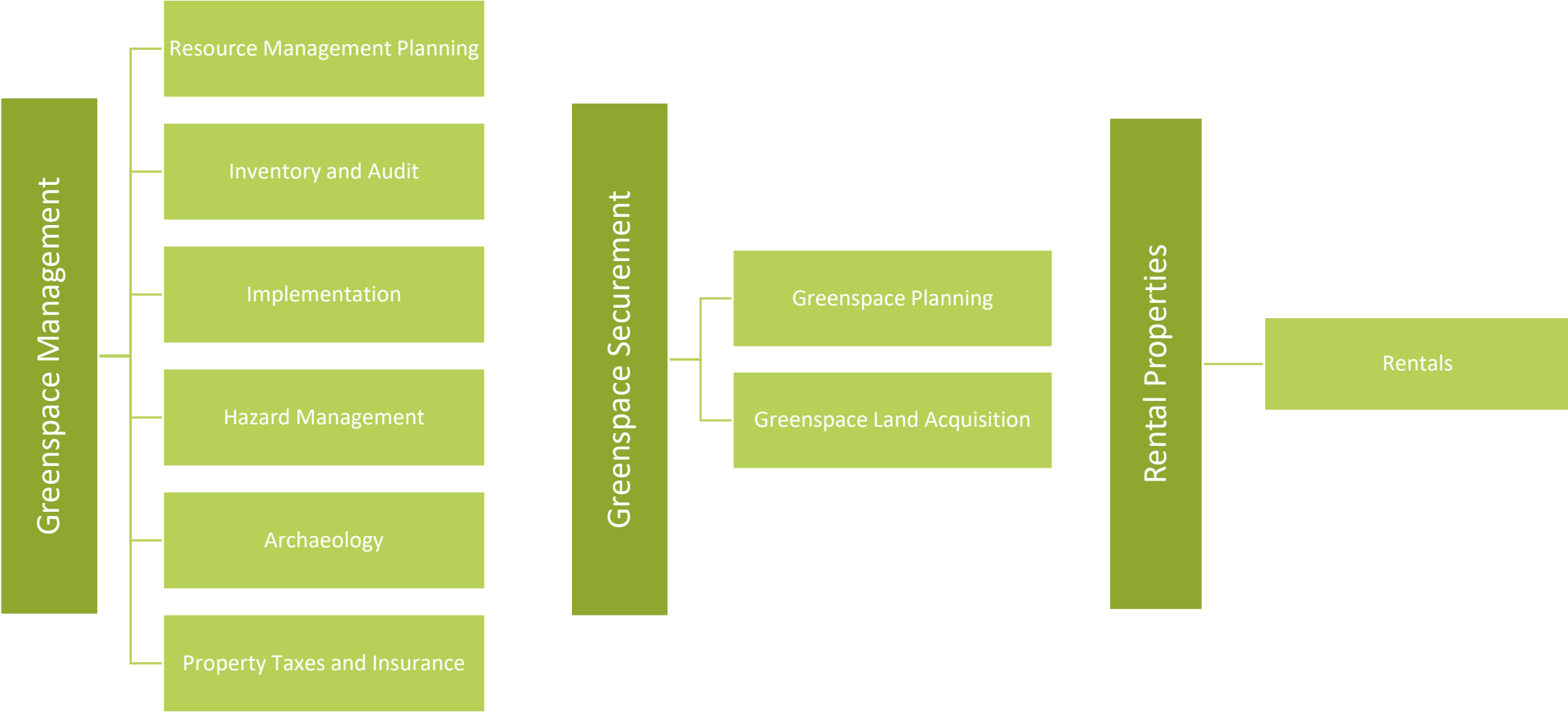
Includes programs, projects and activities that together create a comprehensive and integrated approach to regional biodiversity and ecosystem management. Main activities include monitoring of ecological conditions and ecosystem trends, ecosystem planning and research, habitat restoration and regeneration, and management of existing regional biodiversity. The result of this work demonstrates the benefit biodiversity provides to community and human well-being.



Service Area 4

Greenspace Securement and Management

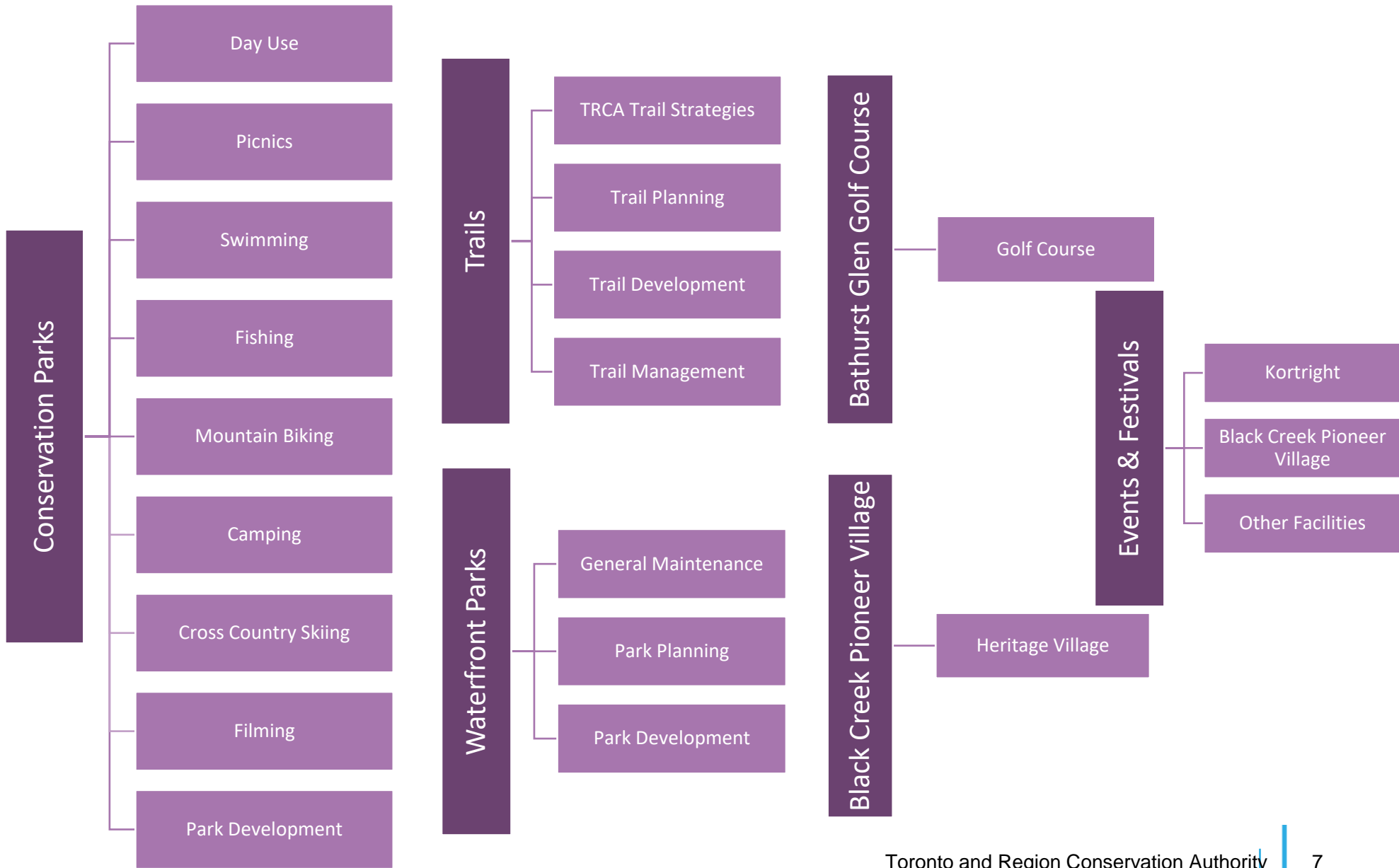
Includes the acquisition of a public interest in and management of environmentally significant lands in order to protect their natural functions and services and to conserve the land for the benefit of current and future generations. Key program areas include greenlands acquisition, inventory and audit, master planning, land hazard management, and the protection of archeologically significant resources.



Service Area 5

Tourism and Recreation

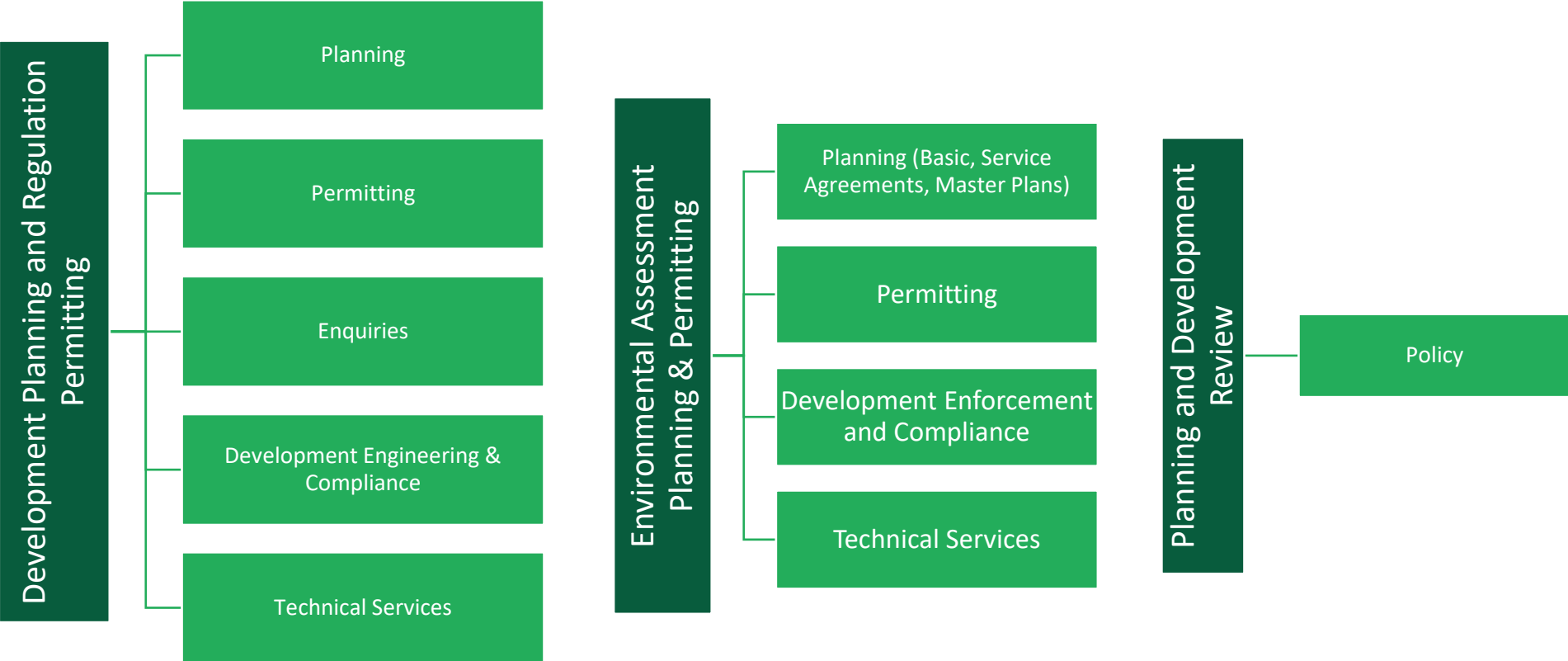
Provides memorable experiences for guests in nature-based settings, which make positive contributions to community health and well-being, while advancing the economic development goals of partner municipalities. Programs include management, maintenance and enhancement of conservation parks and recreation facilities. TRCA delivers these services through leveraging public and private partnerships that focus on community development, tourism and recreational offerings.



Service Area 6

Planning and Development Review

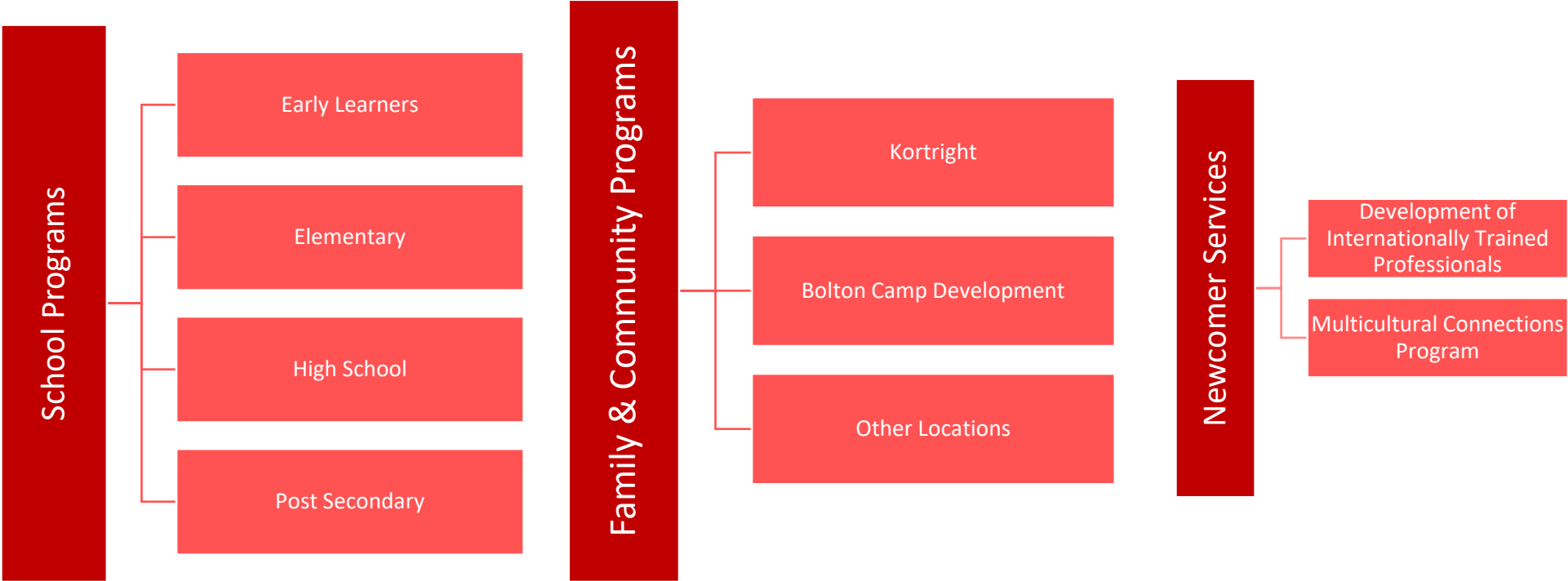
TRCA's role in this process as a public commenting body, provincially- delegated reviewer for natural hazards, service provider, regulatory authority, resource management agency and landowner is guided by board-approved policies to further the conservation, restoration, development and management of natural resources. These policies are consistent with the requirements of federal, provincial and municipal legislation and incorporate the latest science revealed through TRCA's integrated watershed research to inform municipalities and other approval authorities. TRCA's input in municipal decision-making guides growth, redevelopment, revitalization and intensification throughout TRCA's jurisdiction.



Service Area 7

Education and Outreach

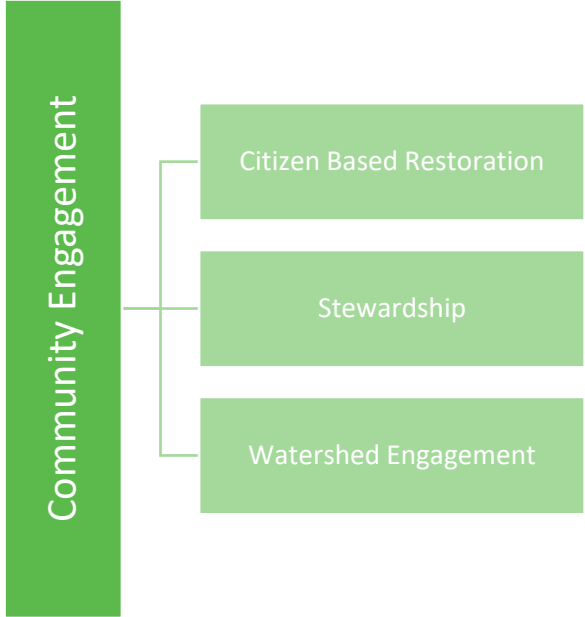
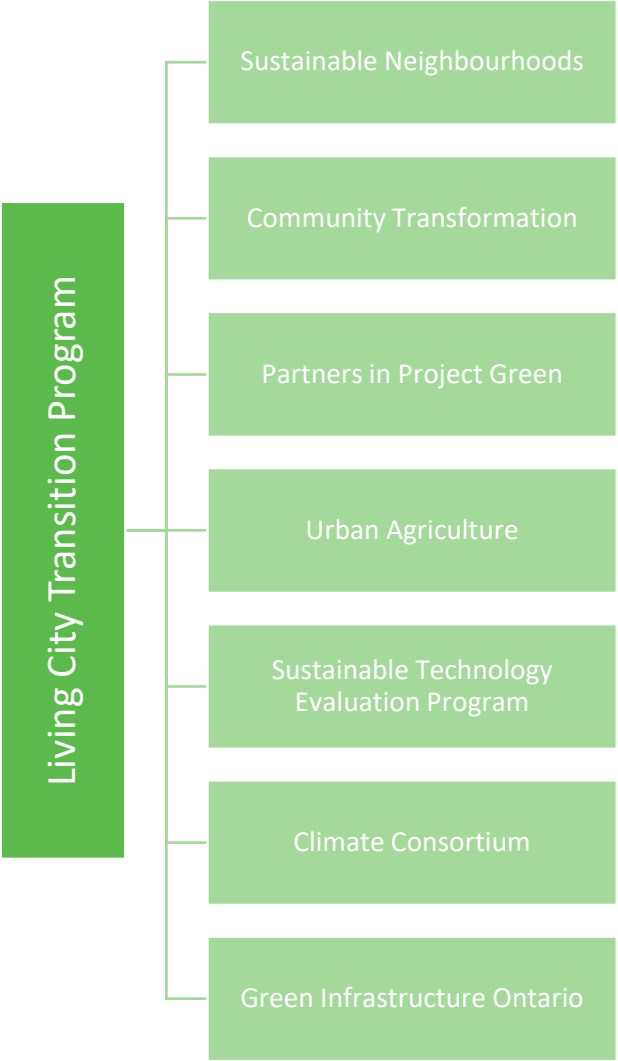
Education and Outreach programs support municipal and provincial objectives for environmental education in schools, build professional capacity and competitiveness in the region's sustainable economic sectors, and engage the broader population to become active in developing healthy, sustainable communities. Formal and non-formal education and training is delivered to develop a culture of life-long learning for residents of all ages at TRCA education centres, academic institutions and in the community.



Service Area 8

Sustainable Communities

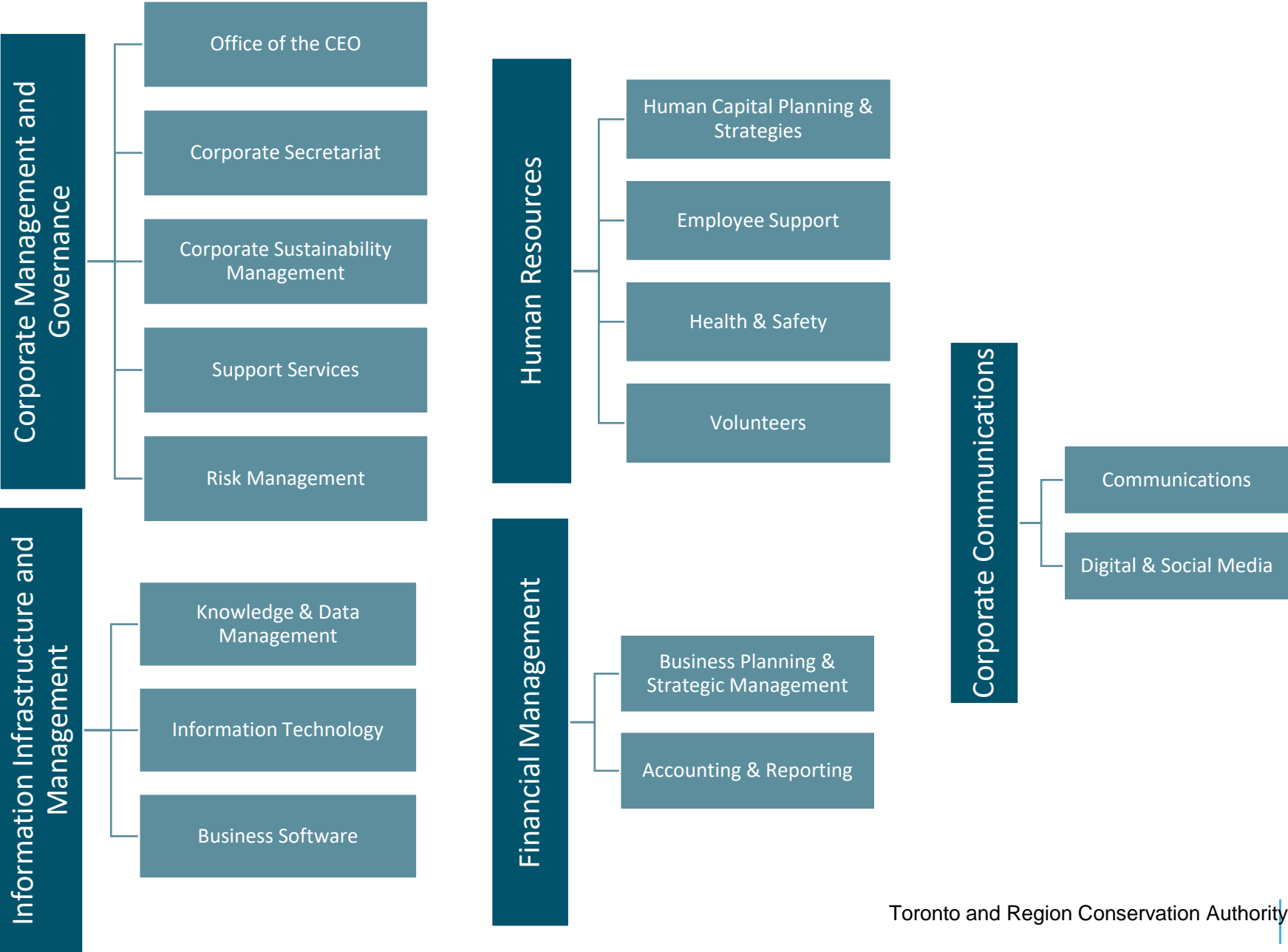
Supports municipal efforts to create sustainable communities. Projects and programs are developed to address gaps and to coordinate efforts across the region to increase efficiency, effectiveness and impact of programs. The scope of the service area is broad, encompassing programs that address neighbourhood and sector specific eco- efficiencies (water, energy, waste and GHG emissions), awareness of and need for adaptation to climate change, catalyzing the green economy with sustainable technologies, addressing food security through near urban agriculture, and engaging residents in awareness and sustainability action to foster a caring and involved citizenry.



Service Area 9

Corporate Services

Includes financial, administrative and technical services that enable TRCA staff to develop new capacity to efficiently and effectively deliver service area objectives.



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TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
Watershed Studies and Strategies					
This service area includes studies and strategies that provide comprehensive, integrated watershed policy development and technical direction to TRCA service areas and partner municipalities. Main program areas include reporting on the health of TRCA watersheds and Lake Ontario waterfront, analysis of the impacts of urban growth and climate change effects, and the development of strategies to maintain and improve watershed and waterfront health.					
	Watershed Planning and Reporting	Activity required by O. Reg. 686/21	Section 12(1)3 - Watershed-based Resource Management Atrategy - required by December 31, 2024		
		Watershed Plans and Strategies	Section 12(4) - Technical studies, monitoring programs, other information on natural resources that directly informs and supports mandatory programs and services; e.g. components of watershed plans related to risk of natural hazards	Municipal Requests for watershed plans and subwatershed studies to fulfill Provincial Plan requirements	Private grants e.g. for projects involving watershed plans and strategies
		Waterfront Plans and Strategies	Section 12(4) - Technical studies, monitoring programs, other information on natural resources that directly informs and supports mandatory programs and services; e.g. components of watershed plans related to risk of natural hazards	Municipal Requests for watershed plans and subwatershed studies to fulfil Provincial Plan requirements	Third party requests for projects involving waterfront plans and strategies
	Climate Science				
		Emerging and Integrative Climate Science	Section 1(3) - Study the potential effects of climate change on natural hazards	Municipal Requests for climate change studies	Fee for service work for other stakeholders
Water Risk Management					
Encompasses the strategic management of water resources, based on physical sciences and applied engineering (hydrology, hydraulics, fluvial geomorphology, hydrogeology and environmental science) through an understanding of water’s natural processes, features and functions within the urban landscape. Core activities include environmental and hydrometric monitoring and research; developing state of the science technologies for modeling and flood forecasting; hazard management of erosion sites, unstable slopes and flood vulnerable areas. These activities are critical to reducing risk to life and property. The entire hydrologic cycle is included in this service area, from rainfall to runoff to its outlet at Lake Ontario and all of the processes in between.					
	Water Resource Science				
		Groundwater Strategies	Section (1) and Section (12)Technical studies related to groundwater		
		Source Water Protection Strategies	Section 13 -Toronto Region Source Protection Authority Functions of CTC SPR under the Clean Water Act		
		Regional Monitoring - Water	Sections 1, 3 and 12 - Collection and study of technical information related to risk of natural hazards, Provincial monitoring programs		

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		Hydrology	Section 1(3)-Technical studies related to natural hazards		
		Stormwater Management Strategies		Municipal Request - e.g. stormwater management maintenance	
		Flood Plain Mapping	Section 1 - Mapping natural (flood) hazards		
	Flood Management	Activity required by O. Reg. 686/21	Section 5(2) - Operational Plans and Asset Management Plans - required by December 31, 2024		
		Flood Forecasting and Warning	Section 2 -Programs and services to support functions and responsibilities related to flood forecasting and warning		
		Flood Risk Management	Section 1 -Technical studies to identify flood risk, analysis, and assessment of remedial works to reduce or eliminate risk	Municipal Request (e.g., to implement flood remediation municipal capital works)	Fee for Service, Other Agreement
		Flood Infrastructure and Operations	Section 5(1) - Operation and maintenance of TRCA dams and flood control structures		
	Erosion Management	Activity required by O. Reg. 686/21	Section 5(2) - Operational Plans and Asset Management Plans - required by December 31, 2024		
		Capital Works	Section 1, 5, 9 and 10 - Component of program on TRCA property, risk of natural hazards, infrastructure, conservation and management of lands	Municipal Request	Fee for Service, Other Agreement
		Hazard Monitoring	Section 1 and 5 - Inspection and monitoring of erosion hazard sites and infrastructure hazards		
Regional Biodiversity					
This service area includes programs, projects and activities that together create a comprehensive and integrated approach to regional biodiversity and ecosystem management. Main activities include monitoring of ecological conditions and ecosystem trends, ecosystem planning and research, habitat restoration and regeneration, and management of existing regional biodiversity. The result of this work demonstrates the benefit biodiversity provides to community and human well-being.					
	Ecosystem Management Research and Directions				
		Aquatic System Priority Planning	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request (e.g., inform natural heritage system planning)	
		Terrestrial (and Integrated) Ecosystem Strategies	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request (e.g., inform natural heritage system planning)	

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		Natural Channel Design		Municipal Request	
		Restoration Opportunities Bank		Municipal Request	Fee for Service, Other Agreement (e.g. special projects through compensation agreement)
	Biodiversity Monitoring				
		Regional Monitoring - Biodiversity	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request	
		Waterfront Monitoring		Municipal Request	Fee for Service, Other Agreement
		Activity Based Monitoring		Municipal Request	Fee for Service, Other Agreement
		Terrestrial Inventory and Assessment	Section 1, 9 and 10 - management of natural hazards; includes terrestrial monitoring on TRCA property	Municipal Request	
	Restoration and Regeneration				
		Watershed Restoration		Municipal Request	
		Shoreline Restoration	Sections 1, 9 and 10 - for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	
		Wetlands	Sections 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	
		Riparian and Flood Plain Restoration	Sections 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	Fee for Service, Other Agreement
		Natural Channel and Stream Restoration	Sections, 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	Fee for Service, Other Agreement
		Terrestrial Planting		Municipal Request	Fee for Service, Other Agreement
		Wildlife Habitat Management		Municipal Request	Fee for Service, Other Agreement
		Inland and Lakefill Soil Management		Municipal Request	Fee for Service, Other Agreement
		Private Land Stewardship Planning			Fee for Service, Other Agreement
		Propagation and Sale of Plants			User Pay
		Compensation Restoration			Fee for Service, Other Agreement
	Forest Management				
		Forest Management Planning	Sections 9 and 10 - Conservation Area Strategy for TRCA property		

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		Forest Management Operations	Sections 9 and 10 - Conservation Area Strategy for TRCA property	Municipal Request	
		Managed Forest Tax Incentive Planning	Included in operating levy; required to support TRCA programs and services		
		Invasive Species Management	Sections 9 and 10 - Conservation Area Strategy for TRCA property	Municipal Request	
		Hazard Tree Management	Sections 9 and 10 - Conservation Area Strategy for TRCA property (that is not under management agreement)	Municipal Request	
Greenspace Securement and Management					
This service area includes the acquisition of a public interest in and management of environmentally significant lands in order to protect their natural functions and services and to conserve the land for the benefit of current and future generations. Key program areas include greenlands acquisition, inventory and audit, master planning, land hazard management, and the protection of archeologically significant resources.					
	Greenspace Securement	Activity required by O. Reg. 686/21	Sections 9, 10 and 11 - Conservation Area Strategy required by December 31, 2024 and Land Inventory required by January 1, 2024		
		Greenspace Planning	Sections 9, 10 and 11 - Conservation and management of lands owned or controlled by TRCA		
		Greenspace Land Acquisition	Sections 9, 10 and 11 - Conservation and management of lands owned by TRCA	Municipal Request	Other Agreement (e.g., private donation)
	Greenspace Management	Activity required by O. Reg. 686/21	Section 10 - Conservation Area Strategy required by December 31, 2024		
		Resource Management Planning	Sections 9 and 10 -Components as identified in Conservation Area Strategy		
		Inventory and Audit	Section 11 - Land Inventory required by December 31, 2024 and ongoing maintenance of inventory of TRCA owned land		
		Implementation	Sections 9 and 10 as outlined in Conservation Area Strategy	Municipal Request (e.g., new infrastructure on TRCA lands adjacent to municipal lands)	Other Agreement (e.g., private donation)
		Hazard Management	Sections 9 and 10 - on TRCA owned lands		
		Archaeology	Mandatory when clearance is tied to activity on TRCA owned lands	Municipal Request	Fee for Service, Other agreement
		Property Taxes and Insurance	Included in operating levy; required to support TRCA programs and services		
	Rental Properties				
		Rentals	Ontario Heritage Act Designation on TRCA Buildings - e.g., Bruce's Mill		Fee for Service, Other Agreement (e.g., land license to use TRCA facilities)

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
Tourism and Recreation					
This service area provides memorable experiences for guests in nature-based settings, which make positive contributions to community health and well-being, while advancing the economic development goals of partner municipalities. Programs include management, maintenance and enhancement of conservation parks and recreation facilities. TRCA delivers these services through leveraging public and private partnerships that focus on community development, tourism and recreational offerings.					
	Conservation Parks				
		Day Use			User Pay
		Picnics			User Pay
		Swimming			User Pay
		Fishing			User Pay
		Mountain Biking			User Pay
		Camping			User Pay
		Cross Country Skiing			User Pay
		Filming			User Pay
		Park Development			User Pay
	Waterfront Parks				
		General Maintenance			User Pay
		Park Planning			User Pay
		Park Development			User Pay
		Arsenal Lands			User Pay
	Trails				
		TRCA Trail Strategies			Other Agreement
		Trail Planning	Section 9(2) land management and securement, public access and passive trails	Municipal Request	Fee for Service
		Trail Development	Section 9(2) public access and passive trails	Municipal Request	Fee for Service
		Trail Management	Section 9(2) land management and securement, public access and passive trails	Municipal Request	Fee for Service
	Black Creek Pioneer Village				
		Heritage Village	Section 9(2) land management and securement	Municipal Request	User Pay
	Bathurst Glen Golf Course				
		Golf Course	Sections 9 and 10, Conservation Areas Strategy on TRCA owned or managed land.		User Pay, Other Agreement (with the Province)
	Events and Festivals				
		Kortright			Fee for Service
		Black Creek Pioneer Village			Fee for Service

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		Other Facilities			Fee for Service
	Wedding and Corporate Events				
		Kortright			Fee for Service
		Black Creek Pioneer Village			Fee for Service
		Other Facilities			Fee for Service
Planning and Development Review					
Planning and Development Review is the administration and implementation of TRCA’s legislated and delegated roles and responsibilities in the planning and development approvals process. TRCA’s role in this process as a public commenting body, provincially- delegated reviewer for natural hazards, service provider, regulatory authority, resource management agency and landowner is guided by board-approved policies to further the conservation, restoration, development and management of natural resources. These policies are consistent with the requirements of federal, provincial and municipal legislation and incorporate the latest science revealed through TRCA’s integrated watershed research to inform municipalities and other approval authorities. TRCA’s input in municipal decision making guides growth, redevelopment, revitalization and intensification throughout TRCA’s jurisdiction.					
	Policy Development and Review				
		Policy	Sections 1, 7 and 8 - Policy development, input and technical information: municipal planning documents (MCR, Official Plans, Zoning By-laws, etc.) related to risks of natural hazards and per delegated provincial interest, Special Policy Area reviews, TRCA policies, Section 28 regulation mapping annual updates		
	Development Planning and Regulation Permitting				
		Planning	Sections 6 and 7 - Plan Input and review related to natural hazards - Planning Act and Provincial Plans	MOU for technical advice and expertise beyond regulatory requirements (e.g., natural heritage)	
		Permitting	Section 8 - Administering Section 28 of Act		
		Enquiries	Sections 1, 7 and 8 - Related to natural hazards		
		Development Enforcement and Compliance	Section 8 - Enforcing Section 28 the Act		
		Technical Services	Sections 6, 7 and 9 - Technical information and expertise related to risk of natural hazards	MOU for technical expertise beyond regulatory requirements (e.g., natural heritage)	
	Environmental Assessment Planning and Permitting				
		Planning (Basic, Servicing Agreements, Master Plans)	Section 6 -Reviews under the Environmental Assessment related to natural hazards	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)
		Permitting	Section 8- Administering Section 28 of Act	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		Development Enforcement and Compliance	Section 8 - Enforcing Section 28 the Act		
		Technical Services	Sections 8 and 6 - Technical Information and expertise related to risk of natural hazards	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)
Education and Outreach					
Education and Outreach programs support municipal and provincial objectives for environmental education in schools, build professional capacity and competitiveness in the region's sustainable economic sectors, and engage the broader population to become active in developing healthy, sustainable communities. Formal and non-formal education and training is delivered to develop a culture of life-long learning for residents of all ages at TRCA education centres, academic institutions and in the community.					
	School Programs				
		Early Learners			Fee for Service, Other Agreement
		Elementary		Municipal upon request	Fee for Service, Other Agreement
		High School			Fee for Service, Other Agreement
		Post Secondary			Fee for Service, Other Agreement
	Family and Community Programs				
		Kortright			Fee for Service
		Bolton Camp Development			Fee for Service
		Other Locations			Fee for Service
	Newcomer Employment and Education				
		Development of Internationally Trained Professionals			Fee for Service, Third Party Agreement
		Multicultural Connections Program			Fee for Service, Third Party Agreement
Sustainable Communities					
This service area supports municipal efforts to create sustainable communities. Projects and programs are developed to address gaps and to coordinate efforts across the region to increase efficiency, effectiveness and impact of programs. The scope of the service area is broad, encompassing programs that address neighbourhood and sector specific eco- efficiencies (water, energy, waste and GHG emissions), awareness of and need for adaptation to climate change, catalyzing the green economy with sustainable technologies, addressing food security through near urban agriculture, and engaging residents in awareness and sustainability action to foster a caring and involved citizenry.					
	Living City Transition Program				
		Sustainable Neighbourhoods		Municipal requests for SNAP	Fee for Service, Third Party Agreement
		Community Transformation			Fee for Service, Third Party Agreement
		Partners in Project Green			Fee for Service, Third Party Agreement
		Urban Agriculture		Municipal Request	Fee for Service, Third Party Agreement
		Sustainable Technology Evaluation Program		Municipal Request	Fee for Service, Third Party Agreement
		Climate Consortium			Fee for Service, Third Party Agreement
		Green Infrastructure Ontario			Fee for Service, Third Party Agreement

TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
	Community Engagement				
		Citizen Based Regeneration		Municipal Request	Fee for Service, Third Party Agreement
		Stewardship			Fee for Service, Third Party Agreement
		Watershed Engagement			Fee for Service, Third Party Agreement
	Social Enterprise Development				
		Social Enterprise			Fee for Service, Third Party Agreement
Corporate Services					
Corporate Services include financial, administrative and technical services that enable TRCA staff to develop new capacity to efficiently and effectively deliver service area objectives.					
	Corporate Management and Governance		Included in operating levy; required to support TRCA programs and services		
	Financial Management		Included in operating levy; required to support TRCA programs and services		
	Human Resources		Included in operating levy; required to support TRCA programs and services		
	Corporate Communications		Included in operating levy; required to support TRCA programs and services		
	Information Infrastructure and Management		Included in operating levy; required to support TRCA programs and services		

TRCA Program Areas	Contract Services	%	Federal	%	Municipal (Capital) Levy	%	Operating Levy	%	Other Municipal	%	Provincial	%	TRCA Generated	Grand Total	
Watershed Strategies															
Watershed Planning and Reporting	(28,038)	2.0%	(119,800)	8.4%	(542,709)	37.8%	(664,700)	46.3%	-	0.0%	(78,943)	5.5%	-	0.0%	(1,434,190)
Watershed Plans and Strategies	(28,038)		(119,800)		(415,746)		(664,700)				(78,943)		-		(1,307,226)
Waterfront Plans and Strategies	-		-		-		-		-		-		-		-
Report Cards	-		-		(126,964)		-		-		-		-		(126,964)
Climate Science	-	0.0%	-	0.0%	(634,361)	95.2%	-	0.0%	-	0.0%	-	0.0%	(32,265)	4.8%	(666,626)
Emerging and Integrative Climate Science	-		-		(634,361)		-		-		-		(32,265)		(666,626)
Water Risk Management															
Water Resource Science	(2,066,793)	44.5%	-	0.0%	(1,611,443)	34.7%	-	0.0%	(77,639)	1.7%	(474,058)	10.2%	(416,136)	9.0%	(4,646,070)
Groundwater Strategies	-		-		(699,466)		-		-				(1,200)		(700,666)
Source Water Protection Strategies	-		-				-		-		(327,006)		-		(327,006)
Regional Monitoring - Water	-		-		(658,001)		-		-		-		(33,644)		(691,645)
Hydrology	-		-				-		(26,289)		(26,289)		-		(52,577)
Stormwater Management Strategies	(2,066,793)		-		(109,317)		-		-		-		(361,612)		(2,537,723)
Flood Plain Mapping	-		-		(144,659)		-		(51,351)		(120,763)		(19,680)		(336,453)
Flood Management	(614,176)	16.3%	573,187	-15.2%	(1,063,983)	28.2%	-	0.0%	(100,367)	2.7%	(2,557,311)	67.7%	(16,301)	0.4%	(3,778,952)
Flood Forecasting and Warning	-		-		-		-		-		(169,000)		(8,951)		(177,951)
Flood Risk Management	(574,966)		573,187		(306,000)		-		(100,367)		(1,909,844)		-		(2,317,991)
Flood Infrastructure and Operations	(39,210)		-		(757,983)		-		-		(478,467)		(7,350)		(1,283,010)
Erosion Management	(49,076,979)	74.7%	(2,169,044)	3.3%	(12,834,077)	19.5%	(663,800)	1.0%	(155,304)	0.2%	-	0.0%	(811,388)	1.2%	(65,710,592)
Capital Works	(49,074,730)		(2,059,866)		(11,239,210)		(663,800)		(155,304)		-		(810,069)		(64,002,979)
Hazard Monitoring	(2,249)		(109,177)		(1,594,867)		-		-		-		(1,320)		(1,707,613)
Regional Biodiversity															
Ecosystem Management Research and Directions	(61,388)	8.2%	(90,650)	12.1%	(575,220)	76.7%	-	0.0%	(2,738)	0.4%	-	0.0%	(20,380)	2.7%	(750,376)
Aquatic System Priority Planning	(21,446)		(82,070)		(249,488)		-		-		-		(20,380)		(373,384)
Terrestrial (and Integrated) Ecosystem Strategies	(39,942)		(8,580)		(325,732)		-		-		-		-		(374,255)
Natural Channel Design	-		-		-		-		-		-		-		-
Restoration Opportunities Bank	-		-		-		-		(2,738)		-		-		(2,738)
Biodiversity Monitoring	(40,602)	2.2%	(85,518)	4.7%	(1,383,548)	76.5%	-	0.0%	-	0.0%	(186,748)	10.3%	(111,843)	6.2%	(1,808,258)
Regional Monitoring - Biodiversity	(127,858)		(2,500)		(732,000)		-		-		(10,000)		(99)		(872,457)
Waterfront Monitoring	120,253		(67,006)		-		-		-		(176,748)		-		(123,501)
Activity Based Monitoring	(23,887)		(16,011)		(279,587)		-		-		-		(111,744)		(431,229)
Terrestrial Inventory and Assessment	(9,110)		-		(371,961)		-		-		-		-		(381,070)
Restoration and Regeneration	(2,434,439)	21.0%	(1,018,253)	8.8%	(4,322,860)	37.3%	-	0.0%	(294,690)	2.5%	(164,228)	1.4%	(3,346,868)	28.9%	(11,581,338)
Watershed Restoration	(1,494,139)		(3,384)		(325,279)		-		(98,041)		-		(92,486)		(2,013,328)
Shoreline Restoration	(525,476)		(201,183)		(260,606)		-		(86,701)		-		(33,161)		(1,107,127)
Wetlands	(15,243)		(501,769)		(810,740)		-		-		(29,245)		(342,041)		(1,699,037)
Riparian and Flood Plain Restoration	(252,835)		-		(528,967)		-		-		-		(922)		(782,723)
Natural Channel and Stream Restoration	-		-		(868,624)		-		-		(23,365)		(182,596)		(1,074,586)
Terrestrial Planting	(87,504)		(13,000)		(1,291,646)		-		(109,948)		(86,145)		(91,349)		(1,679,592)
Wildlife Habitat Management	(52,591)		(287,724)		(137,000)		-		-		-		(34,437)		(511,751)
Inland and Lakefill Soil Management	-		-		-		-		-		-		(445,570)		(445,570)
Private Land Stewardship Planning	-		-		-		-		-		-		-		-
Propagation and Sale of Plants	-		-		(100,000)		-		-		-		(6,062)		(106,062)
Compensation Restoration	(6,651)		(11,194)		-		-		-		(25,473)		(2,118,244)		(2,161,561)

2020 Revenue by Type

TRCA Program Areas		Contract Services	%	Federal	%	Municipal (Capital) Levy	%	Operating Levy	%	Other Municipal	%	Provincial	%	TRCA Generated	%	Grand Total
Forest Management		(91,085)	10.8%	(39,585)	4.7%	(701,275)	83.2%	-	0.0%	-	0.0%	-	0.0%	(11,234)	1.3%	(843,179)
	Forest Management Planning	-		-				-		-		-		-		-
	Forest Management Operations	(27,375)		-		(234,012)		-		-		-		-		(261,387)
	Managed Forest Tax Incentive Planning	-		-				-		-		-		(4,089)		(4,089)
	Invasive Species Management	(51,018)		(39,585)		(18,492)		-		-		-		-		(109,096)
	Hazard Tree Management	(12,692)		-		(448,771)		-		-		-		(7,145)		(468,608)

Greenspace Securement and Management

Greenspace Securement	(5,897)	0.2%	(12,180)	0.3%	(100,014)	2.6%	-	0.0%	(340,506)	8.9%	-	0.0%	(3,383,781)	88.1%	(3,842,377)
Greenspace Planning	-		-		-		-		(4,669)		-		-		(4,669)
Greenspace Land Acquisition	(5,897)		(12,180)		(100,014)		-		(335,836)		-		(3,383,781)		(3,837,708)
Greenspace Management	(244,159)	11.9%	(65,000)	3.2%	(631,603)	30.8%	-	0.0%	-	0.0%	-	0.0%	(1,112,927)	54.2%	(2,053,689)
Resource Management Planning	-		-		197,832		-		-		-		(1,042,498)		(844,666)
Inventory and Audit	-		-		-		-		-		-		-		-
Implementation	(123,049)		-		(819,420)		-		-		-		(446)		(942,915)
Hazard Management	-		-		(10,015)		-		-		-		-		(10,015)
Archaeology	(121,109)		(65,000)		-		-		-		-		(52,208)		(238,317)
Property Taxes and Insurance	-		-		-		-		-		-		(17,776)		(17,776)
Rental Properties	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(12,000)	0.6%	-	0.0%	(1,886,466)	99.4%	(1,898,466)
Rentals									(12,000)				(1,886,466)		(1,898,466)

Tourism and Recreation

[illegible]

2020 Revenue by Type

[illegible]

Planning and Development Review

[illegible]

Education and Outreach

School Programs	(74,018)	0.9%	(403,699)	5.1%	(4,761,185)	59.9%	(1,678,750)	21.1%	(104,295)	1.3%	-	0.0%	(922,059)	11.6%	(7,944,006)
Early Learners	-		-		-		-		-		-		(146,692)		(146,692)
Elementary	-		(403,699)		(895,673)		(1,678,750)		(104,295)		-		(741,357)		(3,823,775)
High School	-		-		(3,865,512)		-		-		-		(15,318)		(3,880,830)
Post Secondary	(74,018)		-		-		-		-		-		(18,690)		(92,708)
Family and Community Programs	-	0.0%	(42,601)	20.7%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(163,160)	79.3%	(205,760)
Kortright	-		-		-		-		-		-		-		-
Bolton Camp Development	-		-		-		-		-		-		-		-
Other Locations	-		(42,601)		-		-		-		-		(163,160)		(205,760)
Newcomer Employment and Education	-	0.0%	(217,316)	22.2%	(152,895)	15.6%	-	0.0%	-	0.0%	(608,188)	62.2%	(180)	0.0%	(978,579)
Development of Internationally Trained Professionals	-		(217,316)		-		-		-		(608,188)		(180)		(825,684)
Multicultural Connections Program	-		-		(152,895)		-		-		-		-		(152,895)

Sustainable Communities

[illegible]

2020 Revenue by Type

TRCA Program Areas	Contract Services	%	Federal	%	Municipal (Capital) Levy	%	Operating Levy	%	Other Municipal	%	Provincial	%	TRCA Generated	Grand Total	
-															
Corporate Services	-														
Corporate Management and Governance	-	0.0%	(623,940)	6.2%	(7,717,044)	77.1%	-	0.0%	223,721	-2.2%	(1,814,764)	18.1%	(73,475)	0.7%	(10,005,501)
Office of the CEO	-		-		-		-		-		-		-		
Corporate Secretariat	-		-		-		-		-		-		(35)	(35)	
Corporate Sustainability Management	-		-		-		-		-		-		-	-	
Support Services	-		(623,940)		(7,717,044)		-		223,721		(1,814,764)		(73,440)	(10,005,466)	
Risk Management	-		-		-		-		-		-		-	-	
Financial Management	-	0.0%	(25,000)	0.2%	(58,934)	0.5%	(10,486,987)	97.8%	-	0.0%	(65,692)	0.6%	(84,826)	0.8%	(10,721,439)
Business Planning and Strategic Management	-		(25,000)		(59,013)		-		-		-		-	(84,013)	
Accounting and Reporting	-		-		79		(10,486,987)		-		(65,692)		(84,826)	(10,637,426)	
Human Resources	-	0.0%	(55,629)	6.2%	-	0.0%	-	0.0%	(7,698)	0.9%	-	0.0%	(840,793)	93.0%	(904,120)
Human Capital Planning and Strategies	-		-		-		-		-		-		-	-	
Employee Support	-		(55,629)		-		-		-		-		(840,793)	(896,422)	
Health and Safety	-		-		-		-		-		-		-	-	
Volunteers	-		-		-		-		(7,698)		-		-	(7,698)	
Corporate Communications	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(177,490)	0.0%	(177,490)
Communications	-		-		-		-		-		-		(177,490)	(177,490)	
Digital and Social Media	-		-		-		-		-		-		-	-	
Information Infrastructure and Management	-	0.0%	-	0.0%	(343,096)	98.6%	-	0.0%	-	0.0%	-	0.0%	(4,739)	1.4%	(347,835)
Knowledge and Data Management	-		-		(343,096)		-		-		-		(4,739)	(347,835)	
Information Technology	-		-		-		-		-		-		-	-	
Business Software	-		-		-		-		-		-		-	-	
Project Recoveries	(6,610)	52.2%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(6,046)	47.8%	(12,656)
Project Recoveries	(6,610)		-		-		-		-		-		(6,046)	(12,656)	
Vehicle and Equipment	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	(26,781)	0.0%	(26,781)
Acquisitions	-		-		-		-		-		-		-	-	
Operations	-		-		-		-		-		-		(26,781)	(26,781)	
<hr/>															
	(58,820,622)	36.4%	(5,039,211)	3.1%	(44,730,287)	27.7%	(15,447,887)	9.6%	(1,266,303)	0.8%	(7,023,440)	4.3%	(29,295,979)	18.1%	(161,623,729)

Attachment 3: Municipal MOU/SLA Status Progress Table

Municipality	Initial Meeting or Discussions Held	Draft MOU and SLA Shared	Draft Corporate Report Shared	Detailed Discussions Undertaken	Advanced MOU Development or Execution
Adjala-Tosorontio	X	X			
Mono	X	X			
City of Toronto					
Parks Forestry and Recreation, and Transportation	X	X	X	X	X
Toronto Water	X	X	X	X	X
Waste Management	X				
Create TO	X	X		X	X
Toronto Botanical Gardens	X	X	X	X	X
Toronto Zoo	X	X	X	X	X
Durham Region					
Region of Durham	X	X	X	X	
Ajax	X	X	X	X	X
Pickering	X	X	X	X	
Uxbridge	X	X	X	X	X
Peel Region					
Region of Peel	X	X	X	X	X*
Brampton	X	X	X	X	X
Caledon	X	X	X		
Mississauga	X	X	X	X	
York Region					
Region of York	X	X		X	
King	X	X	X	X	X
Markham	X	X	X	X	X
Richmond Hill	X	X	X	X	
Vaughan	X	X	X	X	
Whitchurch-Stouffville	X	X	X	X	X

*Region of Peel received Regional Council Approval to execute an SLA for Regional Infrastructure EA Review and Permits on September 9, 2021 (Resolution #2021-909)

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **FEDDEV CANADA COMMUNITY REVITALIZATION FUND GRANT APPROVAL**

KEY ISSUE

To authorize TRCA to enter into contribution agreements with the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) in support of priority unfunded TRCA infrastructure projects.

RECOMMENDATION

IT IS RECOMMENDED THAT TRCA's Board of Directors authorizes staff to enter into four contribution agreements with FedDev Ontario to support the following capital projects: (1) Improvement to the Oak Ridges Corridor Conservation Reserve; (2) Improvement of Altona Forest Trail; (3) Improvement of Bolton Camp Site; (4) Improvement of Albion Hills Conservation Park.

BACKGROUND

TRCA's Funding and Grants program staff, submitted five grant applications to FedDev Ontario in July of 2021 from TRCA's Unfunded Priorities list in support of TRCA infrastructure projects. FedDev Ontario's Canada Community Revitalization Fund sought projects which improve community infrastructure assets to comply with public health guidelines and reinvent outdoor spaces and green infrastructure to encourage engagement with the natural environment. The five projects submitted by TRCA were selected based on the strongest alignment with these funder objectives.

On February 13, 2022 staff received confirmation that four of the five applications were approved for funding.

RATIONALE

FedDev Ontario has approved the above projects above for funding and is prepared to enter into contribution agreements to support the projects, pending evidence of authorization to enter into such agreements by TRCA's Board of Directors.

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

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

Strategy 3 – Rethink greenspace to maximize its value

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

Strategy 7 – Build partnerships and new business models

Item 9.5

FINANCIAL DETAILS

Funding from FedDev Ontario will support improvements to the following TRCA assets:

Improvement to the Oak Ridges Corridor Conservation Reserve

FedDev Ontario Contribution: \$236,005

Total Project Cost: \$472,010

Source of TRCA Contribution: York Region Pedestrian and Cycling Partnership (\$161,288);

York Region Capital Levy (\$34,717); York Region Contracted Services (\$40,000)

Funding will support the construction of up to 630 metres of multi-use trail within the Oak Ridges Corridor Conservation Reserve including trail signage.

Improvement of Altona Forest Trail

FedDev Ontario Contribution: \$198,000

Total Project Cost: \$264,000

Source of TRCA Contribution: Waterfront Regeneration Trust (\$66,000)

Funding will support the upgrade of up to 1.6km of multi-use trail in Altona Forest including abatement of tree hazards and construction of 380 metres of new trail to enable access to the full Alton Forest trail system.

Improvement of Bolton Camp Site

FedDev Ontario Contribution: \$750,000

Total Project Cost: \$3,466,680*

Source of TRCA Contribution: Peel Region Capital Levy (\$2,716,680)

Funding will support the construction of a new site entrance and parking at Bolton Camp to enable access to amenities.

*TRCA will be required to incur \$1,000,000 in eligible expenses during the 2022/23 government fiscal year.

Improvement of Albion Hills Conservation Park

FedDev Ontario Contribution: \$360,000

Total Project Cost: \$480,000

Source of TRCA Contribution: Peel Region Capital Levy (\$120,000)

Funding will support the installation of four accessible washrooms at Albion Hills Conservation Park.

DETAILS OF WORK TO BE DONE

In order to claim the maximum funding amounts from FedDev Ontario, eligible work must be completed by March 31, 2023. TRCA's Project Management Office has been consulted regarding the feasibility of completing work within these timelines.

Report prepared by: Jenifer Moravek, extension 5659

Emails: Jenifer.moravek@trca.ca

For Information contact: Michael Tolensky, extension 5965

Emails: Michael.tolensky@trca.ca

Date: February 17, 2022

Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **2021 TORONTO AND REGION CONSERVATION AUTHORITY (TRCA)
ANNUAL REPORT - PERSPECTIVE**

KEY ISSUE

Presentation of the 2021 TRCA annual report *Perspective* summarizing key accomplishments in accordance with TRCA's approved 2018 Strategic Plan Five-Year Update.

RECOMMENDATION

THAT the 2021 Toronto and Region Conservation Authority annual report be received.

BACKGROUND

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

RATIONALE

TRCA's 2021 annual report *Perspective* is organized according to each strategic priority within the Strategic Plan to improve the evaluation and reporting process towards achieving these desired outcomes. Connecting the yearly accomplishments directly to the Strategic Plan allows for a clearer understanding of how TRCA is contributing, on an annual basis, towards the 10-year desired outcomes and projected accomplishments. The Annual Report also includes an outline of the major challenges that TRCA will need to overcome to continue making progress.

To further increase the transparency of TRCA's annual achievements, TRCA's online version is interactive and user friendly ([LINK](#)). Users can also download a PDF of the document, for a more traditional viewing.

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

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

Strategy 9 – Measure performance

Strategy 11 – Invest in our staff

Item 10.1

DETAILS OF WORK TO BE DONE

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

Report prepared by: Jenifer Moravek, extension 5659

Emails: Jenifer.moravek@trca.ca

For Information contact: Michael Tolensky, extension 5965

Emails: Michael.tolensky@trca.ca

Date: January 6, 2022

Attachments: 1

Attachment 1: TRCA's Perspective 2021 Annual Report

PERSPECTIVE

2021 ANNUAL REPORT





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

Toronto and Region Conservation Authority (TRCA), its partners, stakeholders, and communities have continued down a path of adaptation and resiliency in 2021. While the ongoing pandemic has caused intermittent disruptions to businesses and services throughout the Greater Toronto Area (GTA), TRCA continued to build upon the successful business models that we adopted in the previous year. From our perspective, the pandemic has affirmed the strength and resiliency of our communities — qualities that will continue to serve us well as we face additional challenges in the future.

Throughout the pandemic, TRCA has strived to embody the adaptiveness and endurance of the communities it serves. Building on strong relationships with all three levels of government and local businesses, TRCA continued to deliver uninterrupted essential services and community programming to its constituents. Many of the provisional measures introduced at the beginning of the pandemic began to crystallize into more permanent fixtures of our daily lives and work. TRCA seized the opportunity to advance efficient approaches to manage our region’s natural resources and protect the people and businesses that call it home.

Additionally, closures of TRCA properties and facilities to paid public visitation provided a unique opportunity to promote TRCA to production companies and offset revenue losses from closures. TRCA’s scenic locations can be seen by discerning viewers of numerous television shows in the current year, including See, The Handmaid’s Tale, The Boys, Private Eyes and Titans, as well as the big screen in Oscar hopeful Nightmare Alley and the upcoming The Man From Toronto.

By quickly adapting to new public health measures, many of TRCA’s parks remained open to public visitation, providing residents of the GTA with vital access to nature. According to a recent Nature Conservancy of Canada poll, 85% of respondents stated that access to nature has been an important measure to maintain their mental health throughout the pandemic, and 95% credited time spent in nature with relieving their stress and anxiety. TRCA is proud to have provided safe natural recreation opportunities in compliance with public health regulations.

With the assistance of our partner municipalities and charitable support, TRCA also continued to adapt its operations to provide relief to vulnerable communities impacted by the pandemic by serving healthy prepared meals out of our field centres and offering targeted community improvements through initiatives such as Sustainable Neighbourhood Action Plan (SNAP).

We always make it a priority to keep our staff, visitors and stakeholders safe, and to this end we have implemented a suite of COVID-19 protocols at TRCA sites. TRCA’s mandatory vaccination policy has been overwhelmingly successful, with 100% compliance among the organization’s active work force.

We are grateful to work among such outstanding municipalities, businesses, government organizations, non-profits and other community stakeholders. These relationships drive our efforts to build and maintain critical infrastructure to protect people and property, conserve and restore our region’s natural heritage, and deliver safe and healthy recreational and educational programming to our communities. With the perspective granted by the pandemic, it has never been clearer that with the continued support of our stakeholders and the public we serve, these goals are within reach.



John MacKenzie
Chief Executive Officer

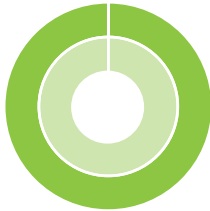


Jennifer Innis
Chair, TRCA Board of Directors

Progress on Strategic Accomplishments (2018-2022)

In November 2018, TRCA's Board of Directors approved a Five-Year Update to Building the Living City 2013-2022 Strategic Plan with the addition of measures and outcomes. The following outlines TRCA's progress in 2020 (inside) and 2021 (outside) on achieving strategic plan objectives.

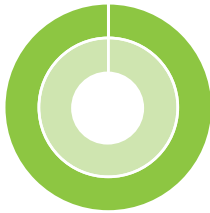
1 - Green the Toronto region's economy



7 - Build partnerships and new business models



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



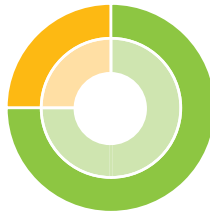
8 - Gather and share the best sustainability knowledge



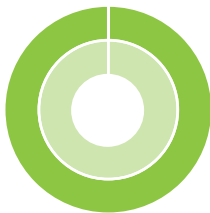
3 - Rethink greenspace to maximize its value



9 - Measure performance



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



10 - Accelerate innovation



5 - Foster sustainable citizenship



11 - Invest in our staff



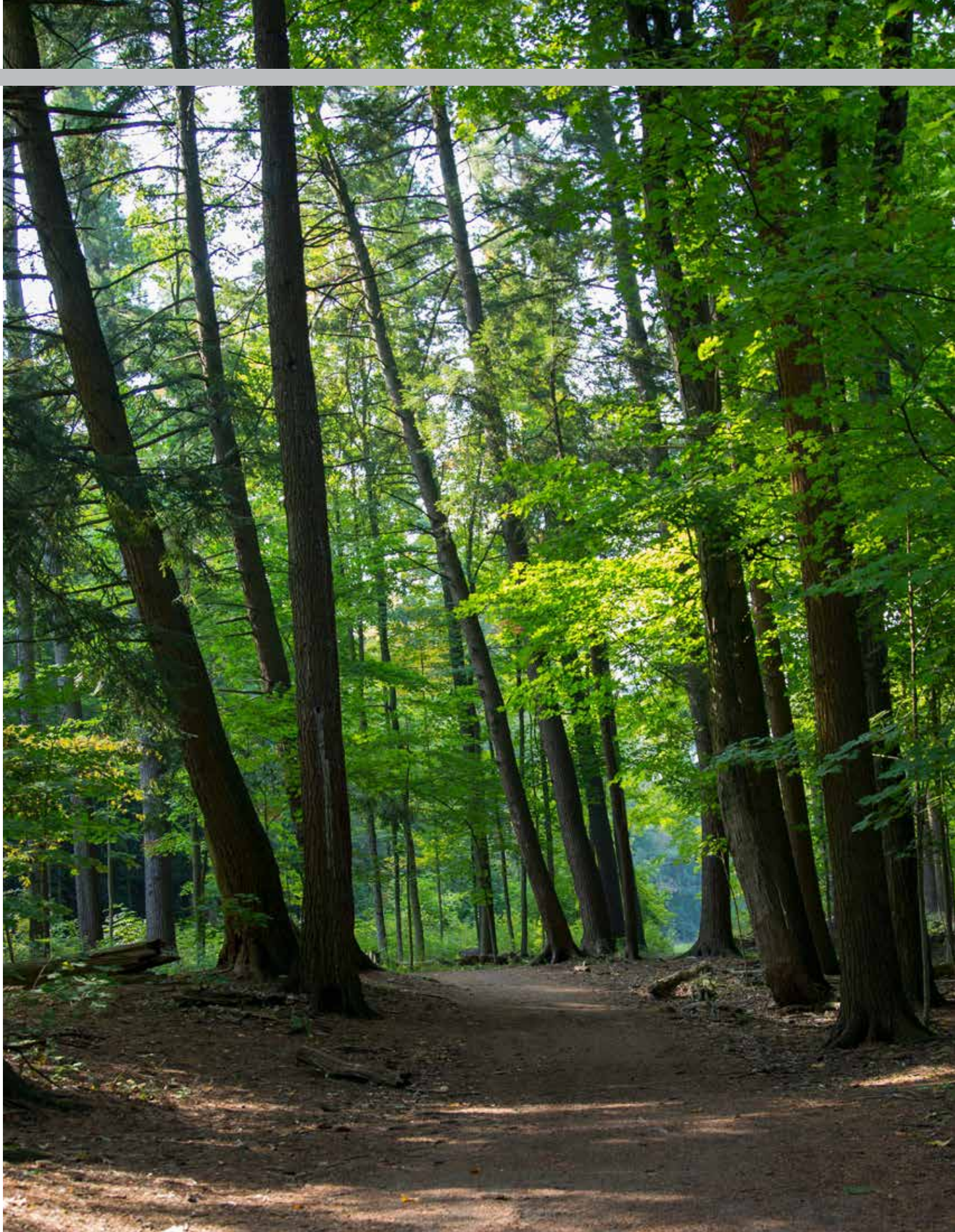
6 - Tell the story of the Toronto region



12 - Facilitate a region-wide approach to sustainability



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



1

Green the Toronto region's economy

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

● 2020 progress status ● 2021 progress status

Sustainable Neighbourhood Action Program (SNAP)

SNAP held **50** events, engaged over **2,750** stakeholders and increased active partnerships by **50%** (from **60** to **90**), to help deliver neighbourhood-based solutions for urban renewal and climate action. Partnerships included municipalities, local businesses and agencies, community organizations and universities.

2 new SNAPs were launched in the Thornhill and Bramalea neighbourhoods in Vaughan and Brampton, and **2** others were advanced in Rexdale and "The Pocket" neighbourhood in Toronto, totaling **5** active SNAPs. Neighbourhood-based Climate Resilience Strategies were developed alongside the action plans for Thornhill and Rexdale.

Collaborative implementation initiatives were delivered across the **5** neighbourhoods, totaling **647** retrofit actions. **13** green infrastructure projects were implemented on public and private land, including pollinator gardens, vegetable gardens, eco-landscaping on multi-unit residential properties and improvements of stormwater management ponds. **475** trees, **528** shrubs and **717** native plants were planted, **163** microgreen balcony garden kits and **14** rain barrels were distributed.

Provincial Policy

TRCA staff responded to **22** Environmental Registry of Ontario postings, **3** federal public consultation initiatives, and **27** municipal planning documents.

Sustainable Technologies Evaluation Program (STEP)

13 technologies were evaluated by the STEP, including different types of soil cells tested to yield data that will inform the City of Toronto's standards specifications, and heat pump technologies that can reduce carbon emissions associated with home heating and cooling relative to conventional natural gas furnaces.

Partners in Project Green (PPG)

PPG secured **12** new members for a total of **109** active members and program participants working to advance environmental action and economic prosperity. **1,657** learner hours were delivered through **36** events. **33** Material Exchanges resulted in **22** tonnes diverted from landfill and over **\$1M** saved. Through employee engagement programs, **500** trees were planted and **657** environmental actions were completed.

Stormwater Pond Inspection and Maintenance Training

A Stormwater Management Pond Inspection and Maintenance Workshop was offered to municipalities in the fall of 2021. The multi-day event included both virtual and field training sessions and a municipal staff roundtable discussion focused on addressing key issues and solutions associated with pond maintenance and stormwater asset management. Event feedback was excellent and the event sold out, with over **100** municipal staff in attendance.

Small-to-Medium Enterprises (SME) Energy Consortium

Leveraging funds from the Independent Electricity System Operator (IESO), Partners in Project Green worked with a consortium of small-to-medium sized manufacturers to install energy monitoring and verification equipment in their facilities. Results included: **288.5** learner hours delivered; **95%** attendance rate; **4** recorded incidents of participants following up with each other to share experiences on specific projects; **5** connections to solution providers made; **100%** stated commitment to continuing to participate in consortium sessions; and movement in all four main components of Strategic Energy Management by participants.

Private Erosion Hazards

363 private sites were inspected as part of TRCA's Erosion Risk Management Program.

Natural Green Infrastructure

TRCA contributed to the development of **5** urban forest best practices guides and an Executive Summary in partnership with Peel Region, their consultants, the City of Mississauga, the City of Brampton, the Town of Caledon, and Credit Valley Conservation. These guides will inform partner municipalities in building a healthy and climate-resilient urban forest in Peel Region.

2 Manage our regional water resources for current and future generations

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

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

● 2020 progress status ● 2021 progress status

Tagging Trash to Protect Our Lake

The University of Toronto Trash Team initiated its Trash Tagging project, with TRCA's Aquatic Monitoring and Management team retrieving **16** tags in 2021! This project will help identify the path travelled by floatable trash in the Toronto Harbour and help TRCA and other partners determine where to install future plastic waste trapping technology. This information will also help inform the future Toronto Inner Harbour Floatables Strategy.

Stormwater Management

TRCA continued its stormwater management partnership with the City of Toronto's Solid Waste Management Division in 2021 by executing maintenance agreements for two stormwater management facilities - the Disco Road SWMP and Beare Road SWMP - in the approximate amount of **\$750,000**.

Erosion Risk Management Program

Erosion Risk Management staff inspected **5,689** hazard sites or erosion control structures. **573 m** of valley and shoreline have been stabilized at **8** high priority sites.

Regional Watershed Monitoring

TRCA completed monitoring in the Rouge, Duffins, and Carruthers watersheds as part of the Regional Watershed Monitoring Program, and completed **1,800 ha** of terrestrial inventories across our jurisdiction.

Infrastructure Projects

TRCA staff completed environmental compliance monitoring and reporting for **12** major projects along our waterfront and **13** major projects within our watersheds, including the Cherry Street Lakefill (part of the Don Mouth Naturalization project), Ashbridge's Bay Landform project, and Fishleigh Drive erosion control project.

Tracking the Salmon Migration

TRCA's monitoring team has been capturing great photos of salmon as they migrate upstream through our new storymap! There were **100** public observations of salmon submitted through the storymap, **4,000** page views.

Visit <https://trca.ca/salmonfestival> to view the storymap.

Flood Mitigation

TRCA, in partnership with the City of Toronto, initiated the Rockcliffe Riverine Flood Mitigation EA, which will determine a preferred riverine flood mitigation strategy for the Rockcliffe-Smythe neighbourhood – the highest ranked area in TRCA's jurisdiction in terms of riverine flood risk. This study will build upon recent advancements in the understanding of the causes of flooding within the community. Meanwhile, TRCA also completed the Broadview and Eastern Flood Protection EA, and the Highland Creek Markham Branch Feasibility Study, while also providing ongoing input into key municipal flood remediation projects, including the Port Lands Flood Protection and Enabling Infrastructure project and the Dixie-Dundas Flood Mitigation EA.

Invasive Species Management

SEA LAMPREY

953 invasive Sea Lamprey were caught and removed from **2** traps in the Humber River and Duffin's Creek in partnership with Fisheries and Oceans Canada. The number of Sea Lamprey captured in the Humber trap in 2021 continues to be significantly lower than previous years. This may be due to water temperatures this spring, lower lake levels or the attractiveness of other rivers for spawning Sea Lamprey.

ASIAN CARP

112 sites were sampled through the Asian Carp Early Detection program in Frenchman's Bay, Duffin's Creek, Rouge River, Humber River Coastal Marshes and the Toronto Islands. No Asian Carp were found — This project is being completed in partnership with Fisheries and Oceans Canada through their Aquatic Invasive Species Program.

Looking at Changes in Water Quality

TRCA staff published a *Spatial Patterns (2016-2020) and Temporal Trends (1966-2020) in Stream Water Quality across TRCA's Jurisdiction* report, discussing regional stream water quality trends. The data shows that water quality is generally poor in urban areas. Low-impact development and effective stormwater management is needed to protect our water resources.

3 Rethink greenspace to maximize its value



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

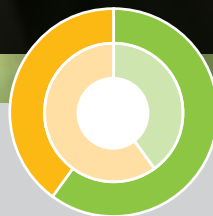
Achieve the most appropriate use of TRCA’s inventory of lands and facilities while respecting cultural heritage and environmental values.

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

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

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

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



Western Chorus Frog

TRCA partnered with Environment and Climate Change Canada through a grant from the Canadian Wildlife Service (CWS) to restore wetland habitat and identify populations of western chorus frogs (a federally listed Species at Risk) in selected areas in Peel Region. Of the wetlands where calls were recorded, **80%** were within our restored wetlands. This will help to inform future restoration projects in support of the Western Chorus Frog Recovery Strategy.

Trail Counters

TRCA installed **23** new trail counters at **6** Conservation Parks and **8** new trail counters at the East Duffins Headwaters Properties in 2021. TRCA now manages **70** trail counters on TRCA-managed lands, plus **15** more on behalf of the City of Toronto. **146,000** visitors were counted at **8** benchmark TRCA sites, a **20%** increase over 2020.

Greenspace Securement Management Plan

Over **1M** parcels of land in the region were analyzed to determine the presence or absence of environmentally sensitive features. With this information, TRCA can provide an easily-accessible and transparent rationale for land acquisition and mitigation in the context of proposed infrastructure.

Trail Visitors

1,078,000 visitors were counted at TRCA trails and at City of Toronto trails through TRCA’s Trail Counter Program.

Enhancing Habitat Connectivity and Wildlife Movement

TRCA staff assessed wildlife movement patterns and evaluated the effectiveness of implemented mitigation measures (ecopassages and fencing). Turtle tracking and eco-passage trail camera surveys at Heart Lake Road and salamander tracking and overwintering habitat identification at Stouffville Road were used to inform natural heritage conservation, land management, and infrastructure planning, design, and maintenance.

Invasive Species Management Strategy

TRCA successfully leveraged capital funding with grants and fee for service projects to plant a total of **350,000** native trees, shrubs and herbaceous plants across its jurisdiction in partnership with municipalities, community groups, corporate groups, schools, provincial and federal agencies, and non-governmental organizations, resulting in a total of **130 ha** of terrestrial natural cover managed or restored.

Big on Bats

TRCA partnered with the University of Toronto (Scarborough) to pilot the use of new acoustic devices called “Audiomoths” at **11** sites across the jurisdiction. If the technology proves viable, it will help us gather additional bat acoustic data at various sites within the urban areas of our jurisdiction to further understand bat ecology and how to better protect these animals.

Greenspace Acquisition Project

TRCA, with funding support from the Region of Peel, is proud to announce the acquisition of **62.6 ha** of environmentally sensitive greenspace lands near Albion Hills Conservation Park. The acquisition of these parcels has been the first major expansion of the Albion Hills Conservation Park in years and will be a legacy for future generations.

Monitoring the Meadowway

TRCA published The Meadowway: Vegetation, Bird and Butterfly Monitoring 2016, 2018-2020. This report analyzed the monitoring activities at the Meadowway to document changes in species composition related to vegetation, breeding birds, and butterfly presence. The data supports the success of the Meadowway project in introducing a variety of meadow flora through seeding and providing habitat for meadow birds and foraging opportunities for butterflies.

Exploring Wetland Critters

TRCA staff analyzed current monitoring data collected at 10-year-old wetlands to determine what species are now present and to gain further insight into how various management techniques can enhance biodiversity in the future.

 **600 km**
of trail access maintained by TRCA

4 Create complete communities that integrate nature and the built environment

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

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

● 2020 progress status ● 2021 progress status

Urban Forest Studies

TRCA commenced the urban forest field season to collect data for the York Region Forest Studies. Urban forestry data has been collected for over **400** plots located in Richmond Hill and Markham to help inform tree canopy improvements and the creation of more sustainable and resilient communities.

Watershed Plans

TRCA staff completed the Etobicoke Creek Watershed Plan characterization stage and advanced the impact analysis stage to assess current conditions and identify impacts of future potential land use and climate change scenarios on watershed health.

Updated Natural Heritage System and Water Resource System

Draft mapping of TRCA's updated Natural Heritage System and Water Resource System was completed, covering **100%** of the jurisdiction to assist municipalities conform with updated provincial policies. This science-based data will inform TRCA and municipal initiatives, including Official Plan updates, watershed planning, ecosystem restoration, and land use and infrastructure planning processes. TRCA has held stakeholder workshops with **21** partner municipalities, **2** provincial ministries, and **11** Indigenous groups to share and discuss this information.

Real Property Acquisitions

More than **37.4 ha** of land were acquired to support TRCA's programs and services via the Greenspace Acquisition Project (2021-2030).

Trail Strategy

TRCA advanced over **40** trail and amenity capital projects through planning, design, and construction phases of work on behalf of our partner municipalities. **5** of these projects were completed through to construction, including: Albion Hills Riverview Trail Project (Phase 2); Etobicoke Creek Trail (Kennedy Valley Trail Improvements); Highland Creek Trail (Phase 1); Humber Trail (Nashville Conservation Reserve Phase 2); and Lambton Woods.

Advancing Uptake of Low Carbon Technologies

The STEP energy team entered into a new partnership with the City of Toronto, The Atmospheric Fund, Enbridge, Durham Region, Windfall Ecology Centre and the Clean Air Partnership. The organizations involved will work together to fill knowledge gaps and develop a communications campaign to drive uptake of low-cost high-impact carbon reduction opportunities in single-family homes.

Wetland Restoration

TRCA has had a successful year implementing **17 ha** of wetland restoration across our jurisdiction.

Community Restoration

111 community events through partnerships with municipalities, federal agencies, NGO's, community groups, and private land owners that increased natural cover in greenspaces, improved biodiversity, water quality, and the resiliency of our jurisdiction.

Enhancing Flood Infrastructure

The Bolton Berm Major Maintenance project was completed (as seen in the photo to the left), restoring **800m** of protective infrastructure in one of TRCA's most flood vulnerable areas, and leveraging **\$710,000** in Provincial Water and Erosion Control Infrastructure funding towards the total project cost of over **\$1.8M**.

Implemented over 822 restoration, resource management and stewardship projects across our jurisdiction.



13 ha
riparian restoration



9.1 m
stream restoration



17 ha
wetland restoration



3,558
hazard trees abated



37 ha
meadow restoration



106 ha
invasive species management



91 ha
forest/woodland restoration



5,725 lbs
community garbage collected

5 Foster sustainable citizenship



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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



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

● 2020 progress status ● 2021 progress status

Toronto Community Learning

33,675 student learner hours and an additional **2,260** learner hours were achieved through community programs. TRCA's community programs included the Native Plants Program (NPP), Watershed on Wheels (WOW) livestreams, WOW e-resources, the Meadowway school program, and community learning events and online videos posted through social media (e.g. Facebook and YouTube).

Youth Council

The TRCA Youth Council led **5** different online events, initiatives or campaigns on topics that include climate change, Indigenous reconciliation and inclusivity in greenspace access and conservation careers. Initiatives included social media campaigns, online panel discussions, documentary screenings, and youth-led discussion groups. During 2021, the Youth Council also grew to almost **200** members. TRCA is also proud to congratulate Youth Council Executive member, Wai Ying Lam, on winning the Water's Next Young Professional Award in 2021.

Professional Access Into Employment (PAIE)

PAIE successfully provided virtual training, coaching, employment and mentoring opportunities to clients throughout 2021. **80%** of participants secured employment in their field, with an estimated **420%** increase in earnings. **100%** of clients reported making significant gains in their knowledge and skills. PAIE participants received **96** interviews as a result of their work in the program and with their coordinator.

Newcomer Programs

The Newcomer Program team continues to deliver virtual training, coaching and field trips to participants in the Multicultural Connections, Newcomer Youth (NYGEP) and Professional Access into Employment (PAIE) Programs while reaching over **3,200** participants collectively with an **80%** or greater employment outcomes for PAIE and NYGEP.

Regional Watershed Alliance (RWA)

The Regional Watershed Alliance (RWA), a multi-stakeholder advisory committee to TRCA's Board of Directors, provided input on **10** different TRCA-led or supported initiatives. This included **3** different projects or initiatives from partner municipalities. The RWA was also kept informed on TRCA's input on emerging provincial policy changes through **3** additional reports outlining TRCA submissions to the Province on proposed policies or regulation.

Education Programs

TRCA's Education Division provided high-quality virtual programs to **6,572** participants as well as safe in-person programs for **578** participants.

Multicultural Connections

Throughout 2021, the Multicultural Connections Program (MCP) delivered high quality virtual presentations to English as a Second Language classes and has reached over **3,100** participants. "Indigenous People in Canada" was the most delivered MCP online presentation.

Over **90%** "Excellent" responses were received from teachers and newcomer participants for online presentation delivery. MCP staff have attended **12** cultural and faith-based events to help connect newcomers to nature.

Youth Eco-Action Project

TRCA successfully pivoted the Youth Eco-Action Project to offer both safe in-person planting activities and virtual programs where appropriate. The program engaged **865** participants and planted **2,455** native trees, shrubs and wildflowers in the Brock Lands in Durham Region.

Summer Camp Success

TRCA safely delivered in-person summer camp at Black Creek, Clairville, Claremont Nature Centre, Kortright, Swan Lake, and Tommy Thompson Park, employing **23** camp counsellors. **1,705** camp participants were engaged through **62,370** learner hours.

1,165,000

visitors connected with nature by accessing Conservation Parks and Golf programs in 2021

👤 = 20,000

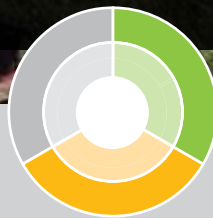


6 Tell the story of the Toronto region



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)



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

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

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

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

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

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

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

● 2020 progress status ● 2021 progress status

Humber River Canadian Heritage River System 10-Year Report

The Canadian Heritage River System (CHRS) Board unanimously approved TRCA's 10-Year CHRS Monitoring Report for the Humber River watershed as part of its efforts to maintain the Humber's CHRS designation. The report summarizes TRCA's extensive efforts in maintaining the Humber River's CHRS designation, including TRCA initiatives that celebrate the Humber's cultural and recreational values and reports on the status of the values on which the Humber was designated.

Indigenous Engagement

Through the guidance and consultation of Indigenous Elders, TRCA continued to expand and strengthen its relationships with Indigenous groups, working together to raise awareness, knowledge and understanding of Indigenous Treaties, culture, customs, traditional knowledge, and ceremonies.

In 2021, TRCA hosted a National Indigenous People's Day Summer Solstice Celebration at the Kortright Centre, engaging **48,400** online viewers in a sacred fire, sunrise ceremony, water ceremony, traditional dancing and drumming. Staff also planted an Indigenous Teaching Garden at Kortright Centre's Nature School outdoor classroom.

This year, we also worked with York Region Nature Collaborative to host monthly online webinars focusing on Indigenous sacred ceremonies and traditional teachings, engaging **698** participants.

5 First Nations joined the Changing the Narrative Research Committee to guide research and creation of Indigenous History Gallery at Black Creek Pioneer Village.

The Meadoway

The Meadoway, located in Scarborough, is revitalizing **16** linear kilometres of hydro corridor between the East Don River and the Rouge National Urban Park, transforming it into a vibrant stretch of urban greenspace with multi-use trails and meadow habitat. Restoration accomplishments this year include: **28 ha** of native meadow seeding, **68 ha** of maintenance and adaptive management, **33 ha** of existing meadow maintenance mowing, **27 ha** of buffer mowing around the existing meadow, **4.62 ha** of infill seeding, **71** monitoring plots, **33** bird and butterfly transects, **54** water infiltration tests, **882** native bee monitoring samples were completed. Construction of the multi-use trail connection at Highland Creek is currently underway with completion targeted for summer of 2022. This **2 km** trail connection will not only expand the existing Meadoway multi-use trail but it will also open up a significant trail network by connecting to the Upper Highland Creek trail which heads south through Morningside Park to the Lake Ontario waterfront.



National Awards

The Meadoway continues to be recognized for its vision and contributions to biodiversity. In April 2021, The Meadoway received the "Design Award" in the "Merit" category by AIA Canada Society which is the Canadian Chapter of the American Institute of Architects. In September 2021, The Meadoway received the Toronto Urban Design Award under the category of "Visions and Master Plans" for redefining our understanding of public and recreational open space by transforming **16 km** of underutilized hydro corridor and creating new amenities and trails, in spaces once considered off limits. Restoration efforts were also acknowledged in 2021 by the North American Pollinator Protection Campaign (NAPPC) at their annual international conference (October 2021) focused on collaborative conservation. NAPPC's mission is to promote the health of pollinators in Canada, the U.S., and Mexico. This year, TRCA was awarded the Pollinator Electric Power Award. This initiative recognizes electric power projects who are leading the field in pollinator friendly initiatives.

Leveraged Funds

In 2021 TRCA, in partnership with the City of Toronto, was successful in securing **\$2.744M** to continue to advance The Meadoway. This funding leverages **\$11.348M** in grants committed to the project by the Weston Family Foundation.

Archaeology

Archaeology staff assessed **95** individual projects for archaeological potential, surveyed over **44 ha** of land, identified **8** previously unknown archaeological sites, and collected approximately **350** artifacts in their efforts to protect and preserve heritage resources on TRCA lands.



3,695 community wildflowers planted



1,753 community participants

7 Build partnerships and new business models

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

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

2020 progress status 2021 progress status

Carruthers Creek

In September 2021, the TRCA Board approved the Carruthers Creek Watershed Plan (CCWP), which was endorsed by Durham Regional Council in June 2021. This represents a major achievement that showcases the strong partnership between these two organizations. The purpose of a watershed plan is to understand the current conditions of the watershed, and identify measures to protect, enhance and restore its health in the long-term. Ontario's provincial planning framework recognizes that watershed planning is important for informing land use and infrastructure planning decisions.

The Region of Durham has provided **\$1M** to TRCA in support of developing the CCWP. The plan helps inform whether and how urban growth should occur within the watershed to ensure its long-term health and resilience. Using a science-based approach, the CCWP identifies opportunities to mitigate and adapt to both existing issues and potential future changes in watershed health arising from climate change and municipal land use and infrastructure development decisions.

The development of this watershed plan has been a collaborative effort between the Region of Durham, TRCA, and the local municipalities of the Town of Ajax and the City of Pickering. Additional stakeholders and members of the public have been involved throughout the watershed planning process.

Filming Partnerships

TRCA continued to strengthen its relationship with film industry partners throughout 2021, resulting in another record-breaking year with a **263%** increase over 2020 contributing to the economic recovery of our region. Over **\$2.4 M** of revenue was generated via film industry partnerships. **628** days of production occurred at TRCA sites. **53** individual filming agreements were executed.

Leveraging Funding

TRCA leveraged over **\$1.3M** in partnership funding and grants with multiple partners to advance trail capital projects. York Region provided support for both the Oak Ridges Corridor Conservation Reserve and the Nashville Conservation Reserve Multi-Use Trail. TC Energy also supported the Nashville Conservation Reserve. The City of Richmond Hill and the Gray Foundation contributed to the Macleod Estate Trail Project. Parks Canada also contributed to The Meadoway Section 7 Improvements.

Community Support

TRCA provided **15,705** community meals for vulnerable populations and 12 months of self-isolation for COVID recovery in York Region.

Jefferson-Jordan-Jayfield Parks Natural Channel Restoration and EcoPark Project

A highlight of TRCA's stream restoration program is our ongoing partnership with the City of Brampton, which facilitated Phase 1 completion of the Jefferson-Jordan-Jayfield Parks Natural Channel Restoration and EcoPark project. This project included the removal of approximately **500m** of failing concrete-lined channel; construction of a natural watercourse with associated floodplain habitat; and planting of **4,425** native trees and shrubs and **6,200** bio-engineering stakes. TRCA was also able to leverage existing funds for the project by partnering with the Bonneville Environmental Foundation, who facilitated a grant in the amount of **\$200,000**.

New Partnerships

Education staff engaged families in a story-based drive-thru event at Albion Hills Conservation Park and public-private partnerships such as the Canadian Tire Christmas Trail, which brought over **25,000** people to Black Creek Pioneer Village in 2021.

Building Sustainable Business Models

Throughout the 2021 fiscal year, TRCA's Funding and Grants program facilitated a total of **70** submissions, with a total request value of over **\$20.5M**.

\$20.5M
total request value
of 70 submissions

\$7.4M
awarded through
grant approval

\$10.9M
grant applications
awaiting review

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

8 Gather and share the best sustainability knowledge



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

- Project/Program is started and on track
- Project/Program has an issue identified
- Project/Program has not yet commenced
- 2020 progress status
- 2021 progress status

Sharing the Story about Climate Change

TRCA hosted **4** knowledge sharing workshops in collaboration with our partner municipalities. These workshops focused on how to better prepare for the impacts of climate change. Two workshops were held with Durham Region to discuss how our new climate projections can help us build natural system and community health resilience, and two were held with Peel Region discussing the impacts of climate change and the movement of goods.

Knowledge Sharing

In 2021, TRCA's Project Management Office (PMO) staff were invited to speak at **5** events, including those hosted by Evergreen Future City Builders Program, Columbia Business School, High Line Network, Ryerson University, Urban Planning Graduate Design Studio, York Region's York South Greenway Meeting, and the 2021 OAIA Conference.

Identifying Terrestrial Climate Change Vulnerabilities in Durham

In partnership with Durham Region and other conservation authorities, TRCA completed the draft terrestrial systems vulnerability assessment for all of Durham. These data will inform Natural Heritage System planning in the Region and how to ensure it is robust and resilient to climate change.

Neighbourhood Resiliency Planning and Action

Local stakeholders participated in the development of Sustainable Neighbourhood Action Plans through interactive online workshop activities, including Toronto's first neighbourhood-based Resiliency Strategy alongside Rexdale SNAP. COVID-safe site precautions enabled green infrastructure and climate actions in the Thornhill and Bramalea SNAPs. TRCA continued to deliver programs online to foster peer-to-peer learning, collaboration and knowledge transfer among GTA businesses.

Informing Projects with Data

TRCA staff completed **3** terrestrial inventory reports and **20** technical memos to establish baseline conditions, inform land and infrastructure management decisions, and highlight restoration successes in support of TRCA and its partners' projects.

Informing Official Plan Updates

TRCA provided **45** datasets to our partner municipalities to share our updated scientific knowledge and inform Municipal Comprehensive Reviews and Official Plan Reviews.

Leadership in Green Infrastructure Training

STEP embarked on a new collaboration with McMaster University's W. Booth School of Engineering to offer an exciting new Sustainable Infrastructure Professional Certificate program centered around low impact development and climate resilience. STEP developed the curriculum and led the delivery of the Low-Impact Development and Climate Resilience program, which is comprised of **8** online (livestream) courses and was completed by over **60** professionals.

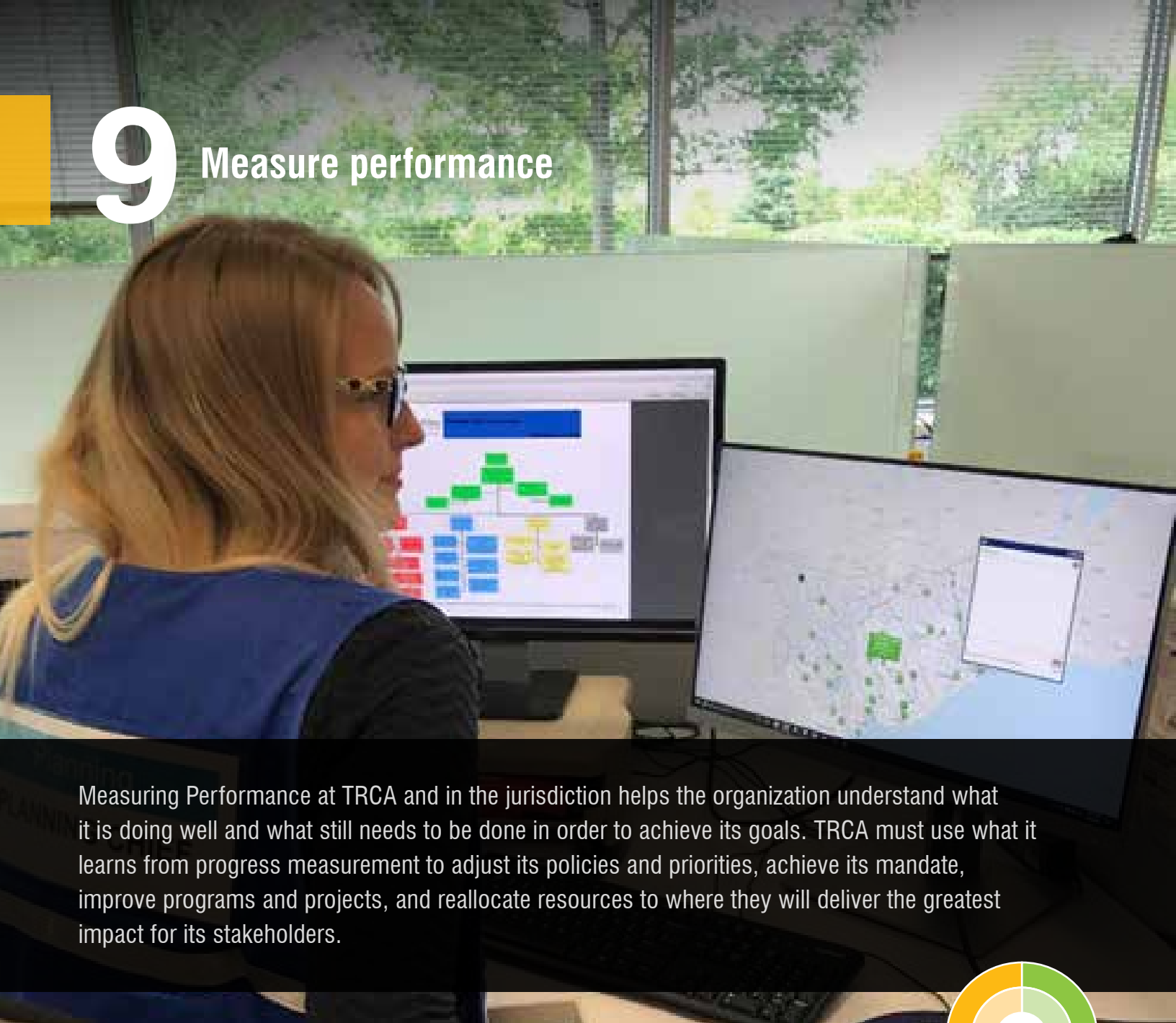
Terrestrial and Aquatic Monitoring Programs

TRCA collected over **21M** data records this year, including more than **162,000** biodiversity records from approximately **2,000** environmental monitoring sites. Data and information was presented in **53** documents, including monitoring reports and technical memos to share this knowledge.

Advancing Research Priorities




TRCA's Research Agenda proactively itemized **62** priority research questions that can be used to develop partnerships with researchers and academics. The research questions align with TRCA's strategic priorities and will strengthen TRCA and its partners' knowledge base to affect meaningful change for healthy watersheds and ecosystem.

9 Measure performance



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

■ Project/Program is started and on track ■ Project/Program has an issue identified ■ Project/Program has not yet commenced
 ● 2020 progress status ● 2021 progress status

Watershed and Ecosystems Reporting

TRCA successfully launched its Watershed and Ecosystems Reporting Hub. This is TRCA's modern and interactive approach to reporting on the conditions and trends of environmental indicators within the Toronto region. Since its launch, there have been **2,005** page views of the Reporting Hub landing page on the TRCA website, helping increase traffic to the Reporting Hub. There have been **11,603** page views of the Reporting Hub itself! For more information visit: <https://storymaps.arcgis.com>

Environmental Assessments (EAs)

TRCA reviewed **49** EAs in 2021 and issued **403** permits for projects approved through the EA process.

Monitoring the Durham Nearshore

TRCA established **3** collaborations with universities and **3** manuscripts have been submitted to scientific journals as part of a continued partnership with Durham and York Regions to monitor nearshore water quality in Western Durham. Since 2007, **76** regional surveys and **12** maintenance surveys have been conducted to collect data.

Annual Audit

TRCA's 2020 audited financial statements were issued with a clean auditor's report.

Ontario Lands Tribunal

TRCA was involved in **50** OLT cases. **29** appeals were settled by the end of the year, reducing the caseload from **50** to **21**.

Asset Management

TRCA staff completed Building Conditional Assessments for **49** Residential Buildings and **12** Conservation Parks' Buildings to implement a long-term financial planning framework that will safeguard existing service levels by ensuring state of good repair projects are appropriately budgeted.

Enforcement and Compliance

TRCA staff conducted **4,693** permit inspections and issued **156** violations on **144** properties. We received **578** complaints, resolved **50** violations and conducted **1,086** inspections relating to violations and complaints.

Online Planning and Development

The Planning and Development homepage received **24,133** pageviews from January 1 to December 31, 2021, a **17.3 %** increase over the 2020 total **20,579**.

Planning and Permit Applications

1,363 permits were issued of the **1,672** permit applications submitted to TRCA in 2021 - an average increase of **35.8%** over 2020. TRCA reviewed and commented on **1,213** planning and concept applications.

Regulated Area Mapping

39% of all Planning and Development webpage views engaged the Regulated Area Search tool to determine if a property is located within TRCA's Regulated Area. This tool allowed users to access new, more accurate regulatory area screening mapping.

Flood Plain Data

95% of flood plain data (**1,735 km** of watercourse) currently meets the service delivery standard of ensuring that data is no more than 10 years old, which is an improvement over the **94%** achieved in 2020.

Freedom of Information Requests

TRCA received **60** Freedom of Information Requests in 2021, and worked on **66** requests including those carried over from 2020. **51** requests were closed in 2021, with work on the remainder of requests ongoing.

10 Accelerate innovation

Photo rendering provided by ZAS Architects and Bucholz McEvoy Architects.

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

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

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

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

● 2020 progress status
● 2021 progress status

Downscaling Climate Projections

TRCA's Ecosystem and Climate Science team developed a standardized approach to retrieve and analyze region-specific climate projections to the end of the century for municipal partners within its jurisdiction. This innovative approach supports policy and program development including watershed planning, risk and vulnerability assessments and adaptation planning. TRCA also developed climate projections for its partners at Niagara Region.

Administrative Office Building

TRCA's new administrative office building, currently under construction, continues to meet the highest standards in sustainability and design. An article on the project was published in the August 2021 issue of Business Elite Canada magazine including an interview with the Construction Manager and TRCA staff. TRCA and Design Team staff were interviewed for an article on mass timber in the August 3, 2021, Globe and Mail. TRCA and Design Team staff were interviewed for an article published August 18, 2021, on Toronto.com, Toronto Star and North York News on the new administrative building. The project team is working with Queens University Engineering and the Canadian Wood Council on course materials and learning tools for engineering students and the Canadian Wood Council. Instructors from the University of Toronto School of Architecture have met with members of the design team in order to use the building for a course on energy modeling and design.

Flood Mitigation and Mapping Projects

TRCA staff advanced key flood mapping, warning, and mitigation projects, including the Shoreline Hazard Mapping and Jurisdictional Spills Assessment projects, which are expected to cost close to **\$800,000**, and leverage close to **\$400,000** in National Disaster Mitigation Program funding. Staff also completed flood plain mapping extensions for the Etobicoke Creek in the Region of Peel.

Natural Asset Management

TRCA helped **5** municipalities integrate natural assets into their corporate asset management processes and plans. TRCA's novel and innovative natural asset management approach includes research and workshops on how to develop levels of service, state of infrastructure, lifecycle management and financial strategies for natural assets.

Geothermal Technology

As part of a City of Brampton pilot project investigating innovative ways to mitigate thermal impacts of stormwater ponds on aquatic life, STEP developed a new cost and space efficient method to cool stormwater with geothermal technology.

Engaging Industry Professionals

The STEP Water Webinar Series offered in 2021 was successful and highly attended, achieving enrollment of over **700** participants. The **13**-webinar series offered by **23** industry experts covered a range of compelling topics from research on the fate of microplastics in bioretention areas, to solutions for integrating green infrastructure in constrained urban sites.

Advancing Brownfield Redevelopment Technologies

TRCA was awarded "Best Overall Project" at the 2021 Brownie Awards on November 23, 2021 for our efforts on the Don Mouth Naturalization and Port Lands Flood Protection Project Treatment Technology Evaluation Program, completed in partnership with Waterfront Toronto and the City of Toronto. The Brownie Awards are an annual celebration of outstanding work in remediation and redevelopment of brownfield sites across Canada.



The **\$1.25 Billion** Don Mouth Naturalization Project and Port Lands Flood Protection Project is one of the most significant active brownfield redevelopment projects in Canada with funding from all three levels of government. Construction on the Don Mouth Naturalization and Port Lands Flood Protection Project began in 2017. The new river mouth is expected to open in 2024!

To minimize the project's environmental and social impacts, the Treatment Technology Evaluation Program, funded in part through the City of Toronto and the Federation of Canadian Municipalities Green Municipal fund considered technologies for minimizing the volumes of soil exported from the site because of chemical contamination and/or geotechnical properties, as well as technologies for the treatment of dewatering effluent.

11 Invest in our staff



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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

Encourage interdisciplinary and interdepartmental teams on projects and plans.

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



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

● 2020 progress status ● 2021 progress status

Sharing our Knowledge

A new Scientific Knowledge Sharing platform was launched on TRCA's Staff Hub, where staff can learn about and engage in TRCA's scientific work. Since its launch in June, the platform has been visited **800** times and is ranked the 19th most visited page (out of **9,821** pages) on the Staff Hub.

Years of Service Awards

TRCA held its 3rd annual Staff Service Recognition Awards with a virtual ceremony in September. The CEO provided remarks and recognized **98** staff for reaching these important years of service milestones.

Health and Safety

26 human resources and health and safety policies were developed and updated.

Staying Social

TRCA's Social Committee kicked off a series of **23** events and social activities to engage staff in new ways during the COVID-19 pandemic, including trivia, games, a book club, a paint night event, a cupcake decorating event and contests. There were over 400 registrations for social events and over **2,500** page views for social engagement activities!

Flexible Work Arrangements

Incorporating employee feedback and best management practices, TRCA's Senior Leadership Team has developed a new hybrid working model which will allow eligible staff to work remotely up to **50%** of the month moving forward, as well as introducing flexible work hours.

Corporate Policy Updates A New Ride!

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

Rapid Restoration Assessments

TRCA developed an assessment methodology for our ecological restoration projects to ensure that restored sites are on a positive trajectory in terms of its ecological function objectives. Sites are visited three times over five years and each restoration component is assigned a score based on its restoration response. This allows staff to quickly identify and remediate issues to ensure the restoration project's success. The data are collected using ArcGIS Collector, which can be viewed by internal teams via an ArcGIS Dashboard, which provides a summary overview and allows for a deeper dive into specific projects. This tool integrates well with TRCA's Restoration Projects database, as well as metric reporting and performance measurement.

Modernization

TRCA implemented the Okta platform to manage user access, enhancing the protection of **134** applications through Multi-Factor Authentication (MFA). TRCA also installed fibre connectivity at Glen Haffy Conservation Park to provide reliable network services between **3** buildings within the site; updated the Conservation Parks Membership system to use digital cards, enabling touchless transactions at TRCA facilities; and completed a major update to the Flood Notification System to allow for Shoreline and Riverine flood notices to be posted simultaneously.

TRCA received a new electrofishing vessel, named Night Heron III. The vessel has been built with modernized equipment and features, including a modified V hull to better handle water conditions on Lake Ontario and improve our ability to collect fish data on the lake.

Staying Engaged

TRCA's Senior Leadership Team launched **10** Employee Engagement Initiatives based on staff feedback. The initiatives were incredibly successful, with **9** out of **10** initiatives completely implemented and the final initiative at **90%** completion. TRCA's Employee Engagement Initiatives targeted progress in key areas including: TRCA's Learning and Development Program; increased transparency and communication; compensation review; flexible work arrangements; and more.

Staying Safe

TRCA continued to enforce robust COVID protocols for field, operations and programming staff to ensure their health and safety during the ongoing pandemic. TRCA achieved **100%** COVID-19 vaccination compliance among its active workforce in 2021.

Staying Informed

TRCA invested in its staff by providing **90** learning opportunities including E-Learning courses, webinars, and instructor-led courses. TRCA staff completed on average **13** hours of training in 2021 in subjects including health and wellness, technical training, leadership development and soft skills development.

12 Facilitate a region-wide approach to sustainability

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

PROJECTED ACCOMPLISHMENTS (2018 – 2022)

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

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

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

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

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

● 2020 progress status ● 2021 progress status

Scarborough Waterfront Project

The Scarborough Bluffs are an iconic natural wonder located at the doorstep of Canada's largest city. In partnership with the City of Toronto, stakeholders and senior levels of government, TRCA continues to advance the Scarborough Waterfront Project to provide safe public access to the bluffs and an enjoyable waterfront experience, while protecting and enhancing the natural environment. Detailed design of the multi-use trail at Brimley Road South and the western shoreline at Bluffers Park is currently underway. TRCA also received funding confirmation to undertake a new study for the shoreline from Bluffers Park west to R.C. Harris Water Treatment Plant. **\$2.9M** was committed by the City of Toronto over three years to advance an Individual Environmental Assessment starting in 2022. This section of the waterfront is characterized by the unique and provincially significant "Needles" bluff formation, located immediately west of Bluffer's Park; and steep slopes dividing the shoreline from inland areas, with limited public access to and along the water's edge.

Conservation Authorities Act Regulations

In order to communicate the implications of the finalized Phase 1 *Conservation Authorities Act* regulations, TRCA reached out to the CAOs, City Managers and relevant staff of all **6** participating (upper/single) and **15** lower-tier municipalities within TRCA's jurisdiction through formal letters, as well as through staff-to-staff communications.

Emergency Hazard Sites

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



Jim Tovey Lakeview Conservation Area

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

Major accomplishments in the completion of the Jim Tovey Lakeview Conservation Area project include:

- completion of the Applewood Wetland and Creek, including over **33,000** aquatic plantings
- completion of the Serson Creek connection, including **150** linear metres of creek construction
- substantial progress in construction and underwater habitat restoration on Central and North Island

To complete these projects, TRCA placed **25,000 tonnes** of armour stone and **5,000 tonnes** of cobblestone, as well as **1,029** truckloads of recycled concrete and brick/block rubble and over **1M m³** of fill material!

Conservation Authorities Act

In June, staff comments and recommendations on the Phase 1 Regulatory proposals under the *Conservation Authorities Act* were approved by the Board of Directors and submitted to the Environmental Registry of Ontario. Phase 1 regulations were issued in October and their implications and requirements reported on to the Board and communicated to partner municipalities.

Informing Official Plan Updates

TRCA participated in over **50** consultations with our partner municipalities to provide advice informing Municipal Comprehensive Reviews and Official Plan Reviews.

Flood Forecasting and Warning Workshop

Due to the COVID-19 pandemic, the 2021 Ontario Flood Forecasting and Warning Workshop moved to a digital format and featured **5** streams showcasing **18** presenters, **5** facilitators and over **10** hours of comprehensive Flood Forecasting and Warning content engaging **809** participants an average attendance increase of **36%** over 2020, highlighting topics on flood forecasting and warning, emergency management, flow measurement and data collection.

PEOPLE AND PROPERTY

With the support of key stakeholders, TRCA strengthened its commitment to reducing risks posed to people and property by flooding, pollution and erosion hazards in 2021. TRCA has responded to increasing erosion hazard risks by successfully delivering projects supported through the National Disaster Mitigation Program and the federal Disaster Mitigation and Adaptation Fund to update flood mapping and mitigate erosion in regional ravines and waterfronts.

TRCA has also continued to leverage existing municipal funding, wherever possible, to maximize the protection offered by its existing inventory of flood infrastructure while implementing capital improvements wherever possible. This includes working with municipalities to undertake Environmental Assessments and implement projects to protect people and property from natural hazards in priority areas. In addition, TRCA will continue to work closely with municipalities to leverage official plan review processes to enhance policy support for natural systems, green infrastructure, climate change adaptation, and natural hazard resilience. Watershed plans will also be updated to utilize the latest science, knowledge, and experiences to inform greenfield as well as redevelopment and urban renewal planning and management decisions to protect, enhance, and restore our watersheds.

Through monitoring and inventory, TRCA continues to upgrade its flood infrastructure region-wide, while mobilizing its public engagement programs to increase awareness of water risks (as well as the importance of water resources) throughout its jurisdiction.

TRCA remains committed to administering the Humber River’s Canadian Heritage River Systems (CHRS) designation and plays a principal role in maintaining the Humber’s heritage designation. Initiatives such as the Moccasin Identifier Project – an education and awareness initiative involving stenciling of moccasins with supporting resources to promote public awareness of significant cultural historic sites and the ancestral presence of First Nations, Métis and Indigenous Communities at TRCA sites.

In addition, Truth and Reconciliation Day commemoration activities contribute not only to the Humber’s heritage designation, but also to increased awareness of Indigenous cultural heritage within TRCA’s jurisdiction. In 2021, TRCA also completed work on the Humber River 10-Year CHRS Monitoring Report.

COLLECTIVE IMPACT

The population within TRCA’s jurisdiction has grown immensely within the past decade and will continue to grow, with an expected population of 5.4 million by 2031. This growth will stimulate incredible economic development within the region, but it does not come without challenges. TRCA has continued its focus on regional-scale coordination to collectively address growing environmental and public health challenges.

The global average surface temperature has warmed approximately 1°C above pre-industrial levels, with Canada warming at two to three times this rate. Rapid and unprecedented changes in our climate will continue to produce extreme weather events with pervasive impacts on people and ecosystems within TRCA’s jurisdiction. Urban heat island effect, our aging and highly interdependent infrastructure, an aging population and rising socio-economic inequality will further intensify the impacts of climate change in the Toronto region.

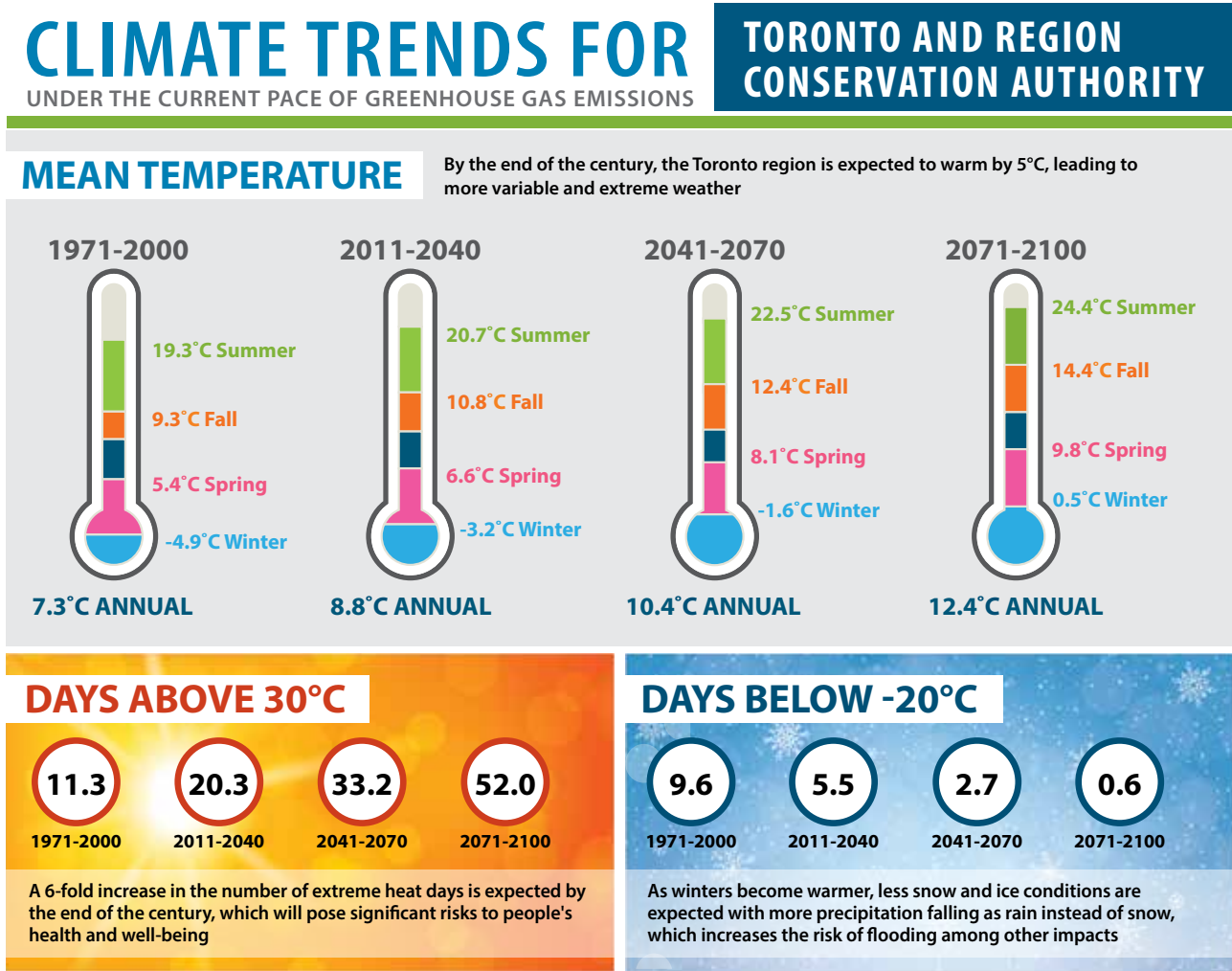
In response to these challenges, TRCA continues to work with its partners and stakeholders to reduce greenhouse gas (GHG) emissions and create more climate-resilient communities. TRCA’s regional climate projections will help guide actions within our watersheds and partner jurisdictions to prepare for warmer temperatures, more extreme heat, and more variable precipitation. These projections demonstrate the importance of regional efforts to manage flood and erosion risk, protect natural systems, and enhance green infrastructure.

TRCA’s climate data can inform land-use planning that protects people and property from natural hazards. Guidance from provincial standards will help TRCA ensure that climate projections are translated into tangible

design requirements suitable for our watersheds, or a framework for managing the uncertainty of our climate future. A perspective that balances the increased exposure of a growing population and the pressures of urbanization will require novel solutions. Historical alterations to the watersheds in the GTA have resulted in many urban spill areas, necessitating a risk-based approach to hazard management. The unpredictability of convective storms and the many impervious areas of our watersheds mean that flooding can occur with little warning. Investments in Flood Forecasting and Warning tools, together with capital works that remediate existing flood risk, can help to protect people and property. Nature-based solutions such as restoring wetlands, enhancing the urban forest, and working with partners to reduce emissions will further bolster these efforts. Together, these actions will increase our region’s resilience to climate change and decrease anthropogenic GHG emissions.

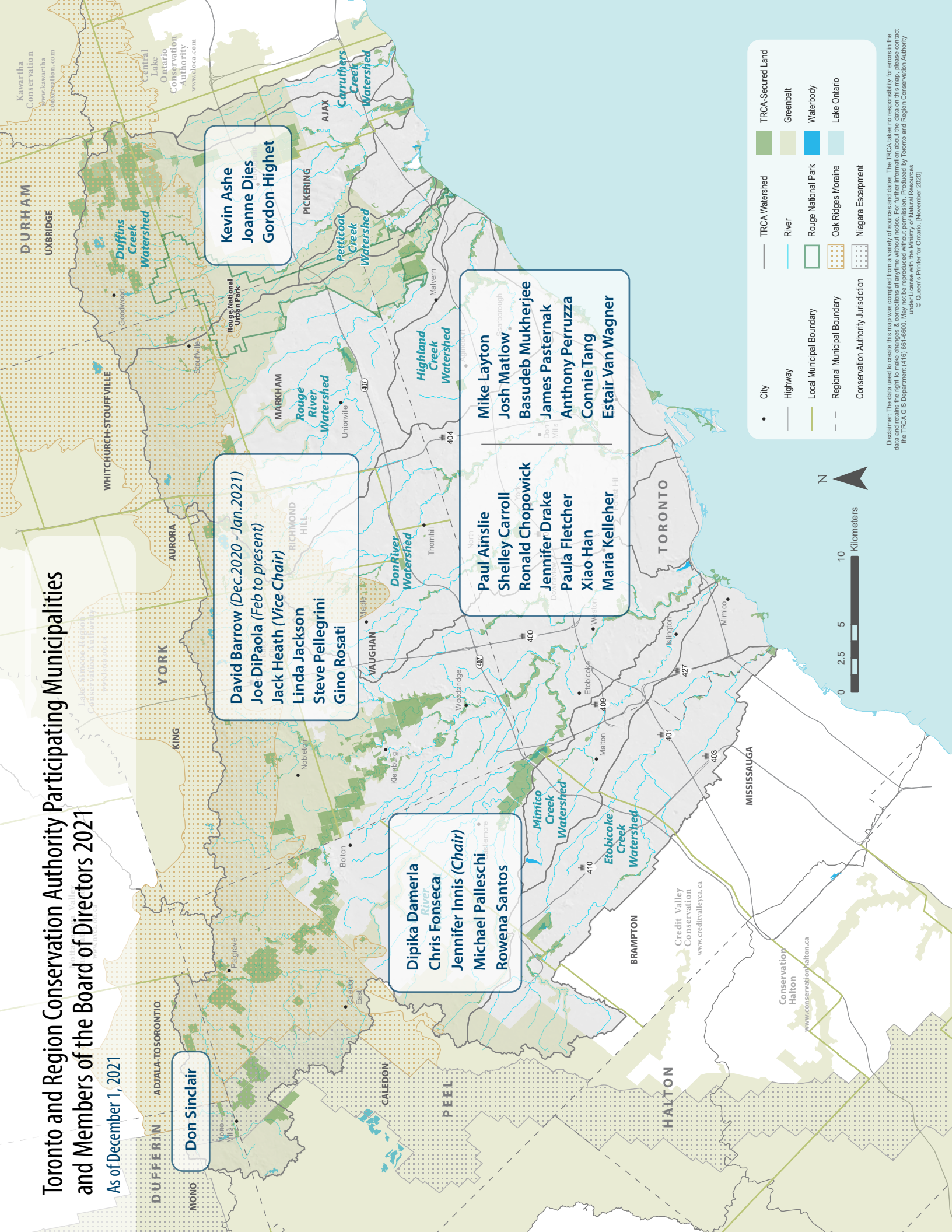
In the past year, TRCA has engaged with its partner municipalities and other stakeholders to ensure that conservation, sustainability, infrastructure and other resource management initiatives are aligned to increase the efficiency of service delivery throughout the region and province. TRCA staff have worked closely with partners and stakeholders to track a series of metrics and performance indicators to assess both TRCA’s Strategic Plan priorities and collective priorities.

TRCA’s new 12-Year Strategic Plan, launching in 2023, will help TRCA and its partners to adapt quickly and efficiently to changes in the environment over its three 4-year phases, which are aligned with partner municipalities’ terms of council. This living document will ensure that TRCA’s roadmap for change can be adjusted to accommodate any unexpected challenges that may arise from our region’s unprecedented growth.



Toronto and Region Conservation Authority Participating Municipalities and Members of the Board of Directors 2021

As of December 1, 2021



Don Sinclair

David Barrow (Dec.2020 – Jan.2021)
Joe DiPaola (Feb to present)
Jack Heath (Vice Chair)
Linda Jackson
Steve Pellegrini
Gino Rosati

Dipika Damerla
Chris Fonseca
Jennifer Innis (Chair)
Michael Palleschi
Rowena Santos

Paul Ainslie
Shelley Carroll
Ronald Chopowick
Jennifer Drake
Paula Fletcher
Xiao Han
Maria Kelleher

Mike Layton
Josh Matlow
Basudeb Mukherjee
James Pasternak
Anthony Perruzza
Connie Tang
Estair Van Wagner

Kevin Ashe
Joanne Dies
Gordon Highet

Toronto and Region Conservation Authority Senior Leadership Team 2021



Chief Executive Officer
 John MacKenzie



CORPORATE SERVICES
 Michael Tolensky
 Chief Financial and Operating Officer



RESTORATION AND INFRASTRUCTURE
 Anil Wijesooriya
 Director



CONSERVATION PARKS AND LAND
 Richard Ubbens
 Director



EDUCATION AND TRAINING
 Darryl Gray
 Director



DEVELOPMENT AND ENGINEERING SERVICES
 Sameer Dhalla
 Director



POLICY PLANNING
 Laurie Nelson
 Director



HUMAN RESOURCES
 Natalie Blake
 Chief Human Resources Officer

OUR VISION

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

OUR MISSION

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

OUR CORE VALUES

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

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

EXCELLENCE

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



Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **DRAFT STRATEGIC PLAN 2023-2034**

KEY ISSUE

This report provides insight to the Board of Directors on the work that has been done to date on the future strategic plan that is required to be implemented in 2023.

RECOMMENDATION

THAT staff be directed to report back by Q4 2022 with a Final Draft of the Strategic Plan for 2023-2034 for Board consideration and approval.

AND THAT any input received by Board members at this meeting and in subsequent meetings be considered while preparing the Final Draft.

BACKGROUND

TRCA plays a critical and often overlooked role in the lives of residents across our jurisdiction. Through its strong relationships and highly collaborative work, TRCA has become a leader in multi-year municipal initiatives strengthened by its mandate and the unwavering efforts of staff and leadership. Leveraging these partnerships, TRCA has built a business model that focuses on diversifying revenue sources through the establishment of service level agreements (SLA's), memorandums of understanding (MOU's), and numerous successful grant applications to support and expand our efforts.

These efforts have enabled the establishment of strong partnerships and alignments with our partner municipalities which are reinforced by the proposed Draft Strategic Plan. Built around a 12-year time frame starting in 2023 and divided into three 4-year phases, this new structure reflects partner municipalities' terms of council. This timeframe helps make our Strategic Plan a living document guided by the evolving needs of TRCA and its partners that will be capable of adapting to changes in the environment at each of its three 4-year phases. This enables the organization, through the Strategic Plan, to adapt in response to changes in the external operating environment while still ultimately guiding TRCA towards its desired outcomes. This Strategic Plan update process every four years will pave the way for future strategic planning processes by integrating an outlook of future trends within each phase.

This Strategic Plan will provide a roadmap for the critical years ahead, when TRCA's partnerships and engagement within its diverse communities will be more vital than ever before to accomplishing its goals. TRCA already plays and will continue to play an important role in preparing the GTA for unprecedented growth including managing green infrastructure in the face of a changing climate. However, it is only through a collective effort towards shared objectives that TRCA, all levels of government, businesses, and community partners can build adaptation and resilience while enhancing wellbeing across the region. This is the motive for reinforcing our alignments with partner municipalities – working together will help to realize greater impacts across the Greater Toronto Region.

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Over the course of the past six months, TRCA's Senior Leadership Team (SLT) with the support of the Strategic Business Planning and Performance (SBPP) unit has undertaken a range of analysis methodologies that have included reviewing: municipal strategic plans, Federal and Provincial Plans and priorities, NGOs, and conservation authority strategic guiding documents. This review provided a foundation which informed TRCA's 4 strategic pillars in the current framework. In addition to this document review process, SBPP also spent over 20 hours consulting internally including hosting interviews with SLT members and consulting externally with experts in the field. Over the summer of 2021, a strengths weaknesses opportunities threats (SWOT) analysis was completed which resulted in over 203 written responses which were analyzed and coded, identifying over 46 subthemes that were then mapped into each desired outcome.

RATIONALE

The Strategic Plan Framework starts with TRCA's Vision and Mission, which will shape the ultimate future state that all priorities and actions across the organization are working towards achieving. The development of the new Strategic Plan included examining the current vision and mission to rethink and re-create these elements so as to ensure that the pillars, desired outcomes, and the strategic playbook continue to remain supportive.

Draft TRCA Proposed Vision: The provincial leader in achieving resilient communities.

Draft TRCA Proposed Mission: Deliver world class programs that protect our communities from natural hazards and promote sustainable development while furthering the conservation, restoration, and management of natural resources that are vital to our growing region.

While the Strategic Plan is both an externally and internally facing resource that guides the direction and priorities of the organization, the accompanying Strategic Playbook will act as a companion document to the Strategic Plan and be an internal resource that defines the tactics and resources required to achieve the desired outcomes. The strategic playbook will outline a phased approach of key initiatives and actions required to achieve the desired outcomes. The biggest strength of this resource is that it will be developed and informed by staff across the organization. This input from staff enables TRCA to more accurately understand how our programs and projects are contributing to reaching our strategic goals and better equip us to support continuous improvement at all levels of the organization moving forward.

An important component will be the integration of performance indicators into the playbook to measure progress. The performance of the desired outcomes will be reported using an impact report at the end of each 4-year phase. While annual metrics will continue to be measured on an ongoing annual basis through the Annual Report, the impact report will specifically measure performance against the desired outcomes. This added component allows for the identification of successes, achievements, challenges, barriers, and where modification in the approach may be warranted to meet the desired future state. Performance Measures for the Strategic Plan will be refined in consultation with staff and integrated into TRCA's existing reporting process and will utilize existing indicators wherever possible to minimize impacts to staff.

To structure the Strategic Plan, four strategic pillars were formed to group associated outcomes within TRCA's Strategic Plan. The strategic pillars provide a clear alignment and defined link that reflects how TRCA works towards supporting the efforts of our partner municipalities. Each strategic pillar includes a goal statement that charts the direction and defines the future state of

Item 10.2

that focus area. These strategic pillars and goal statements provide a pathway between the Strategic Plan and TRCA's vision, helping draw the connections between vision and action. The strategic pillars can be maintained beyond the lifecycle of the current strategic plan, and further inform the direction of the organization over a longer timeframe. These components will aid in organizational communications, providing clear connections to partner municipalities and simplifying how TRCA communicates its work to the public. Within each strategic pillar are a set of four related desired outcomes that define the results anticipated at the end of the 12-year Strategic Plan lifecycle.

Pillar 1: Environmental Protection and Management with a goal of mitigating natural hazard risks to communities and improving the surrounding natural environment is focused on many of TRCA's core provincially mandated roles. This includes both the protection of our communities and shared resources, while creating opportunities to enhance the natural environment through restoration and sustainable development.

Pillar 2: Knowledge Economy with a goal of contributing to environmental targets through knowledge advancement is focused on how TRCA's embedded expertise informs and contributes to furthering the knowledge and science advancement of our stakeholders.

Pillar 3: Community Prosperity with a goal of building communities to drive local action and improve wellbeing is focused on TRCA's contributions to building connections between communities and the natural environment as a means of promoting health, well-being, and planting the seeds for the next generation of conservation champions.

Pillar 4: Service Excellence with a goal of customer service excellence for efficient service delivery to adapt to a changing environment is focused on strengthening TRCA's internal operations and management to ensure customer service excellence and enhanced partnerships through investments in its workforce and a focus on transparent and accountable service delivery.

DETAILS OF WORK TO BE DONE

The Draft Strategic Plan will continue to evolve as staff work through reviewing and updating the Mission and Vision, About TRCA, Future Opportunities as well Performance Indicators. The overarching performance indicators for each of the four pillars with a final Strategic Plan will be provided to the Board in Q4 of 2022 for final consideration and approval. Pillar 3 *Community Prosperity* provides initial insight into the overarching performance indicators for TRCA's Strategic Plan 2023-2034.

Throughout 2022 staff will continue to liaise with staff, the Board of Directors, and partner municipalities to integrate and align priorities.

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Date: February 25, 2022

Attachments: 1

Attachment 1: Draft TRCA Strategic Plan 2023-2034

Strategic Plan 2023-2034



VISION

The provincial leader in achieving resilient communities.

MISSION

Deliver world class programs that protect our communities from natural hazards and promote sustainable development while furthering the conservation, restoration, and management of natural resources that are vital to our growing region.

OUR CORE VALUES

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

We recognize and value that our differences make us stronger and we commit to creating a diverse, equitable, and inclusive workplace that celebrates individual contributions to provide dignity for all.

EXCELLENCE

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

About TRCA - TBA

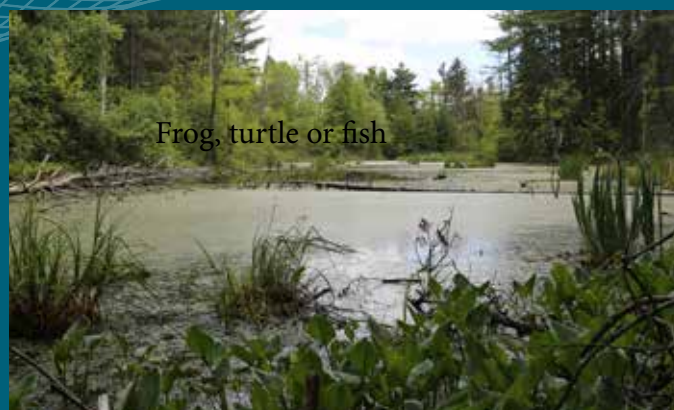
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PILLAR 1

Environmental Protection and Management

GOAL: Mitigating Natural Hazard Risks to Communities and Improving the Surrounding Natural Environment



Outcomes

 Performance Measurement

Deliver provincially mandated services pertaining to flood and erosion hazards

- Conducting all provincially mandated services pertaining to flood, erosion and hazards
- Flood Risk identification, warning, and mitigation
- Erosion Inventory & Monitoring
- Green Infrastructure & Capital Works Projects
- Public Outreach

 TBD

Leadership in greenspace conservation

- Greenspace acquisition to protect and manage natural heritage systems
- Monitor and maintain greenspace to enable safe operation and access
- Inventory and audit of conservation lands
- Land planning activities to assess and maintain resources and protected sites
- Stewarding greenspace to ensure quality user experiences and protect ecosystems

 TBD

Maintain healthy and resilient watershed ecosystems in the face of a changing climate

- Monitor and assess natural resources
- Source water protection
- Watershed and subwatershed planning and ecosystem services
- Enhancement of restoration and regeneration opportunities across the jurisdiction
- Terrestrial, aquatic and shoreline restoration
- Tree planting and forest management
- Protect and enhance biodiversity including species management activities
- Maintain and advance a restoration opportunities bank across our jurisdiction

 TBD

Balance development and growth to protect the natural environment ensuring safe sustainable development

- Development and infrastructure planning and permitting functions to ensure safe and more sustainable development
- Provide expertise on development and infrastructure proposed in provincially regulated areas
- Conduct enforcement and compliance to protect communities and the natural environment
- Ensure infrastructure minimizes impacts to greenspace and the natural environment and maximizes benefits for communities
- Undertake flood protection and remediation activities to facilitate community redevelopment and revitalization
- Mitigate impacts on the natural environment by applying sustainable development and green infrastructure best practices

 TBD





PILLAR 2 Knowledge Economy

GOAL: Contributing to environmental targets through knowledge advancement



Outcomes

Research and development that drives innovation and climate-based solutions

- Implement and monitor pilot projects to encourage market adoption
- Demonstrate leadership across sustainability efforts
- Research opportunities with stakeholders to address climate change impacts and inform policy development
- Identify and develop best-practices and policies for climate change
- Climate change adaptation plans for partner municipalities



TBD

Collaboration to advance a green transition

- Collaboration and partnerships with businesses and industry to inform sustainability initiatives
- Drive the adoption of green technologies through engagement
- Training programs to support external partner efforts
- Share reports, knowledge, and compile resources to support practitioners in building more high-quality green infrastructure
- Integrate green infrastructure into asset management plans



TBD

Advocacy and adaptability in the face of policy pressures

- Advocacy and input into government policy and regulations
- Advocacy and input into the development of funding and investment programs from the public and non-profit sector
- Strengthened relationships with government and CA partners to ensure collaboration on policy initiatives
- Bring together public, private and nonprofit sectors to inform green infrastructure initiatives
- Provide government and agencies with the best available
- Assist partner municipalities to achieve conformity to provincial policy, plans, and watershed planning requirements



TBD

Integrate environmental considerations and science into decision making

- Ensure partner municipalities have access to leading science, research and studies led by TRCA
- Host knowledge sharing events and sessions with stakeholders and the public
- Analyze data into tangible and relatable facts and key messages for external utilization



TBD



PILLAR 3

Community Prosperity


GOAL: | Building communities that drive local action and improve wellbeing



Outcomes


Connect communities and nature to greenspace

- Enable outdoor recreation and parks programming
- Park development
- Waterfront parks and trails
- Trail use and trail development (Trail Strategy)
- Major greenspace initiatives (The Meadoway)

 % of residents of TRCA watershed communities that live within 10 km of TRCA-owned or managed greenspace systems.

A culture of diversity, equity and inclusion contributing to community well-being

- Accessibility of greenspace, programs, services and community infrastructure for a diverse and growing population
- Adaptive re-use of provincially designated built cultural heritage resources on TRCA owned or managed lands
- Cultural programming and archeological services that benefit from close relationships with all communities
- Urban agriculture and community farming on TRCA owned or managed agricultural or vacant lands
- Organizational strategy for diversity, equity, and inclusion internally and externally

 % of total visitors and program participants that reside either in Neighbourhood Improvement Areas (City of Toronto) or communities/neighbourhoods with a Community Safety and Wellbeing Plan under the Police Services Act (Regions of York, Peel and Durham).


Informed citizens are conservation champions

- Engage communities in environmental initiatives
- Programming targeted at youth, adults and seniors of all abilities and backgrounds
- Establish TRCA facilities as community hubs and embed them in the lives of citizens

 Baseline knowledge of Grade 5 and Grade 7 students in participating TRCA and School Board operated outdoor education centres utilizing a standardized environmental knowledge test. (Draft concept to be considered by Natural Science and Education Committee in Q1 2022)

Inspired communities take environmental action

- Citizen-led restoration and regeneration
- Community engagement and restoration action
- Environmental Leaders of Tomorrow programming

 # of community and neighbourhood action programs/plans that have either a stormwater reduction benefit or a GHG reduction value, calculated as a reduction in stormwater runoff or GHG reduction.



PILLAR 4 Service Excellence

GOAL: Customer service excellence for efficient service delivery to adapt to a changing environment



Outcomes

A strong and skilled workforce

- Being competitive in the employment market
- Talent retention, development, and investment
- Work life balance, flexible work arrangements, and modified working hours
- Employee value proposition & investments in employee engagement
- Learning and development
- Priority DEI initiatives prioritized internally



TBD

Provide and manage an efficient and adaptable organization

- Streamline administrative processes
- Resource capacity (internal)
- Modernize operations
- Continued investments in technology to leverage data
- Systems-wide thinking to ensure appropriate prioritization for maximum impacts
- Agile and flexible organization and workforce for emerging needs
- Update and expand SLAs and MOUs with partner municipalities
- Sustainable and long-term business models (mandatory/non-mandatory)
- Asset management and state of good repair focus
- Develop and support GHG mitigation plan
- Secure long term partner support



TBD

Responsive relationships and a trusted brand with a reputation for excellence

- Improved branding, messaging, and a clear value proposition
- Strengthened partnerships
- Strengthen and expand fee-for-service work and service delivery for partner organizations
- Renowned reputation
- Increased awareness
- Maintain a project pipeline through niche services and offerings



TBD

Transparent decision making & accountable results

- Informed and outcome-based decision making (internal)
- Measure and evaluate performance
- Improved accountability and transparency both internally and externally
- Cross divisional knowledge transfer



TBD

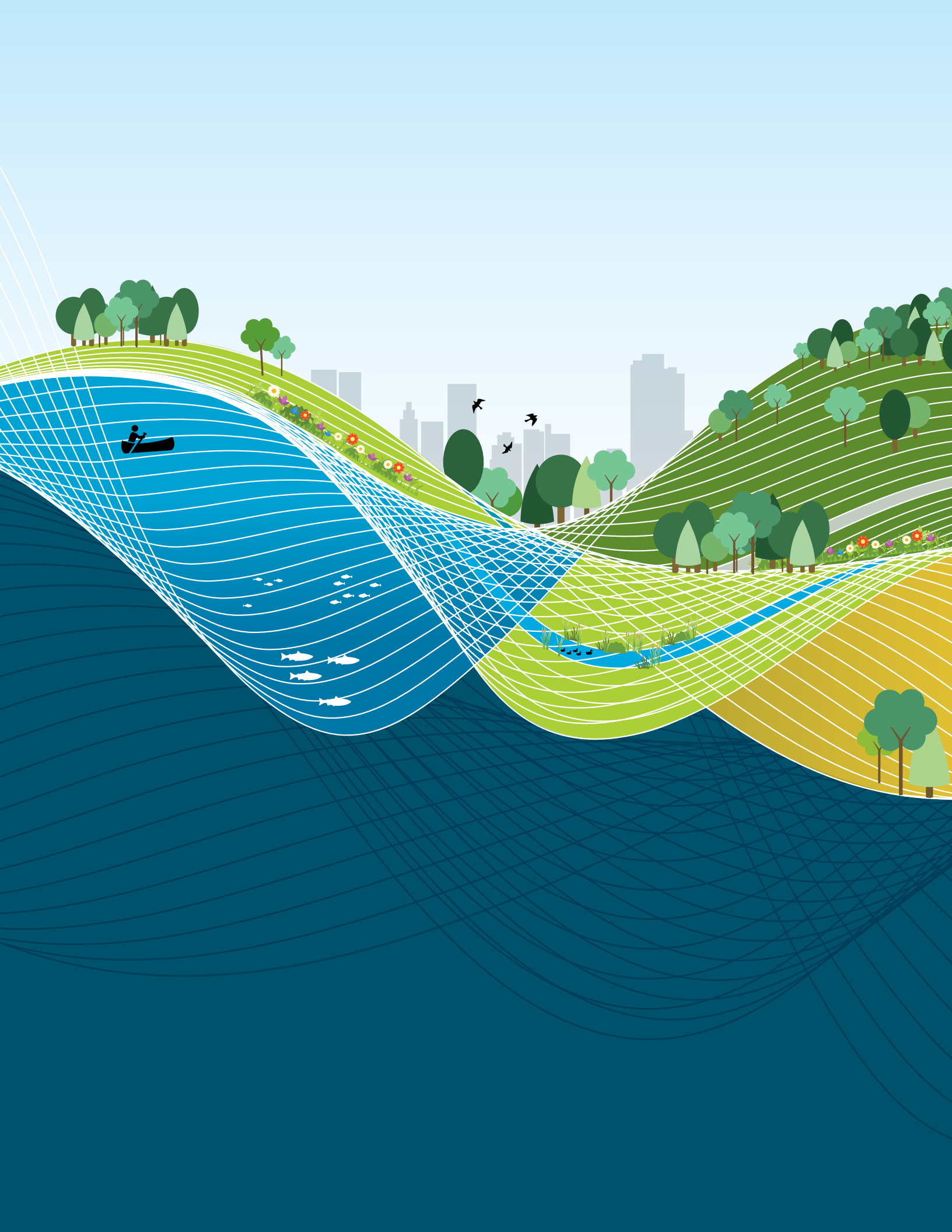


Strengths and Opportunities

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Section III – Items for the Information of the Board

TO: Chair and Members of the Board of Directors
Friday, February 25, 2022 Meeting

FROM: Laurie Nelson, Director, Policy Planning

RE: **UPDATE ON MINISTER’S ZONING ORDERS UNDER THE PLANNING ACT IN TRCA’S JURISDICTION**

KEY ISSUE

To update and inform the Board of Directors on the current state of Minister’s Zoning Orders (MZOs) under the *Planning Act* in TRCA’s jurisdiction as per previous Board direction.

RECOMMENDATION

IT IS RECOMMENDED THAT this report providing an update on the state of Minister’s Zoning Orders (MZOs) under the *Planning Act* in Toronto and Region Conservation Authority’s (TRCA’s) jurisdiction be received.

BACKGROUND

Since being enacted in 1946, the *Planning Act* has granted the Minister of Municipal Affairs and Housing (“the Minister”) the authority to zone and thereby control the use of any land in Ontario by issuing a zoning order (MZO). Historically, MZOs were sparsely used and generally issued to resolve emergencies, advance matters of heightened provincial significance, or to impose controls where local planning instruments could not. More recently, however, MZOs have been used more abundantly, particularly throughout the Greater Toronto Area, to expedite planning approvals for critical projects.

On July 21, 2020, legislative changes to the *Planning Act* were enacted through Bill 197, the *COVID-19 Economic Recovery Act*, to provide the Minister with enhanced zoning powers across the province, with the exception of lands within the Greenbelt Area, including the ability to:

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

On December 8, 2020, Bill 229, *Protect, Support and Recover from COVID-19 Act* (Budget Measures), 2020, received Royal Assent. Schedule 6 of Bill 229 included amendments to the *Conservation Authorities Act* (CA Act) specifically related to the issuance of permits under the Act where development is authorized by an MZO. Section 28.0.1 of the amended [CA Act](#) applies to a development project that is authorized by an MZO, within an area regulated under Section 28(1) of the CA Act, (the Regulated Area) outside of the Greenbelt Area. In TRCA’s case, the Regulated Area is prescribed in [Ontario Regulation 166/06](#).

TRCA, which has no authority in the issuance of an MZO, must now issue a permit for development projects on lands subject to an MZO, outside of the Greenbelt, but can make that permission subject to conditions and must enter into an agreement with the landowner/applicant. Prior to Bill 229, TRCA had greater control, subject to appeal to the Mining and Lands Tribunal

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(now merged into a single tribunal called the Ontario Land Tribunal or “OLT”), over whether to issue a permit, regardless of whether there was an MZO issued under the *Planning Act*. For a detailed overview of the provisions of Section 28.0.1 of the amended CA Act, and how the regulatory process interfaces with the planning process and TRCA’s plan review and permitting process for MZO permits, please see the related [Board report](#) received on February 26, 2021.

On April 12, 2021, the *Planning Act* was amended through Schedule 3 of Bill 257, the *Supporting Broadband and Infrastructure Expansion Act, 2021*, so that an MZO does not have to be consistent with the Provincial Policy Statement (PPS). This amendment does not apply to lands located within the Greenbelt Area. In addition, the changes provided that any existing MZOs never had to be consistent with the PPS.

RATIONALE

Analysis of MZOs in TRCA’s Jurisdiction

Due to legislative changes affecting MZOs and the issuance of permits under the CA Act, and the potential for projects involving MZOs to fall within TRCA’s Regulated Area, TRCA staff have been using publicly available information to identify and monitor MZOs issued by the Minister or requested through a municipal council resolution. This ongoing review is summarized in **Attachment 1** and the associated jurisdictional map, **Attachment 2**. Staff emphasize that this information, which dates back to January 2020 up to the time of writing, may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter. The Province or applicable municipality should be consulted to confirm specific details on an MZO approval or request. In addition, some MZO requests may be unknown as yet to TRCA or be brought forward or considered after this report is public.

Based on staff’s analysis to date, within TRCA’s jurisdiction 48 MZOs have been approved or requested since 2020. Of these, 34 MZOs have been issued by the Minister, 9 await the Minister’s decision, and 2 have been deferred by municipal councils. In one case it was determined that an MZO was not required, and in two other cases requests were denied by the Minister. In other instances, the Province has refused a council’s request to revoke an MZO and has issued an Amending Zoning Order to remove certain land and zoning permissions in response to a request to revoke an MZO.

Excepting those on provincially owned lands and one in the City of Toronto, all MZOs issued since 2020 have been endorsed by municipal councils. Overall, a range of different land uses have been identified in the MZOs, although the majority reflect a mix of residential and commercial uses at varying densities and many intend to facilitate long-term care, seniors housing and/or rental units as a prevailing component of development. More recently, TRCA staff have observed a predominance of MZOs issued in our jurisdiction that were issued to facilitate low-density residential development in addition to critical projects and or employment uses.

Of the 48 known locations where an MZO has been requested or issued in TRCA’s jurisdiction, 32 are partially or entirely located within TRCA’s Regulated Area. In multiple instances, TRCA has been engaged in upfront discussions with municipal staff to identify conditions of approval for TRCA permits associated with MZOs (e.g., technical studies and environmental protection, rehabilitation and/or ecosystem compensation plans). In addition, the Chair and CEO have reached out on several occasions to Ministers office staff in Municipal Affairs and Housing (MMAH), Northern Development, Mines, Natural Resources and Forestry (MNDMNR) and Environment, Conservation and Parks (MECP), to apprise them of TRCA concerns. In many of these occurrences, TRCA generally had no objection to the MZO in principle given that in many cases the projects had been subject to municipal review through *Planning Act* processes (e.g., municipally initiated secondary plan processes) and TRCA’s interests would be satisfactorily

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addressed through the subsequent stages of the planning approvals process or CA Act permitting process. However, in many other instances, TRCA staff have not been notified prior to the MZO request and/or consulted prior to the Minister's issuance of an MZO. This is despite TRCA's regulatory authority and/or previous involvement in related subwatershed studies, secondary plans, and related planning applications.

Although the timing and extent of engagement with TRCA on MZOs varies, in most of these circumstances, TRCA was contacted after the fact by the applicant's consultant and/or municipal representatives to attempt to work through TRCA's issues and concerns. Currently, 4 TRCA permits have been issued for development projects on lands subject to an MZO, in accordance with Section 28.0.1 of the CA Act.

Challenges

MZOs can authorize a form and scale of development within natural features and hazards contrary to provincial and municipal policies, conservation authority requirements, previous agreements, and OMB/LPAT/OLT settlements. For example, in the case of one MZO issued in Pickering, TRCA's Board of Directors has been legally required, under duress, to permit development within and interference to a Provincially Significant Wetland on lands subject to an MZO. Without the MZO and amended *Planning Act* and CA Act framework TRCA staff would have recommended refusal of the application to TRCA's Executive Committee as it would not meet the tests of our section 28 regulation.

MZOs approved on a site-by-site basis, outside the normal development approvals framework under the *Planning Act*, limit opportunities to effectively protect, avoid and mitigate impacts to natural heritage features, flooding, erosion and to determine the type and location of stormwater controls; these are matters typically addressed through a comprehensive review and analysis process (e.g., Master Environmental Servicing Plans, Functional Servicing Plans, Environmental Impact Studies). The technical expertise, review of required technical and coordinated studies, and input of the local municipality and CA, as per the current development approval process under the *Planning Act*, including site plan control, official plan and subdivision plan requirements, and associated public notice and input, are critical to avoid negative impacts and ensure coordinated, efficient and equitable development and servicing arrangements, and should apply to MZOs, particularly larger-scale proposals in sensitive areas.

The absence of upfront engagement with TRCA prior the request or issuance of an MZO typically presents challenges, such as:

- The area of developable land defined may not accurately reflect the extent of natural hazards (e.g., flood plains, steep slopes, and erosion hazards) or the location and significance of natural features (e.g., wetlands, tributaries) and their associated required setbacks outlined in provincial, municipal and TRCA policies.
- Further to the above, there is a need to ensure that development does not create or exacerbate erosion or flooding hazards for existing and proposed development and infrastructure. For example, certain MZO requests propose intensive land use permissions in flood vulnerable areas, including provincially designated Special Policy Areas (SPAs), without technical and flood remediation studies or considering the need for provincially supported (joint Ministerial MNDMNRF and MAH) SPA approvals where required.
- Some development or zoning permissions are ultimately pre-determined or approved without guidance on how natural hazards can or will be addressed without causing adverse impacts on adjacent properties, or how impacts on natural features are to be avoided, mitigated, or compensated for.
- TRCA is not always informed of forthcoming MZO requests or approvals and as a result is

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proactively monitoring public sources of information (e.g. municipal council agendas, Environmental Registry of Ontario, etc.) and relying on other landowners with concerns about coordinated development and MZO requests jumping the queue in terms of orderly logical municipally led development through the MZO request process.

Due to the complexity and time-sensitive nature of MZOs, TRCA staff are forced to divert substantial senior staff time and effort from ongoing planning and development review and approvals processes to track, analyze and respond to MZO-related proposals in an expedited fashion. Based on our experience, TRCA staff have determined that it is next to impossible to fully recoup the costs associated with this redirection. However, staff are making all efforts to recoup costs by tracking time spent on these applications and noting it in the required agreement related to subsequent CA Act permits on sites where MZOs are granted.

Despite the above noted challenges, where an MZO request is known, TRCA proactively communicates our technical and policy concerns in a timely manner to municipal and provincial officials and the applicants; this is particularly critical given the related CA Act amendments. TRCA also continues to leverage our work with regional and local municipal partners and provincial ministries and agencies to successfully advance coordinated and timely reviews and approvals of projects on sites subject to the MZO process. In doing so, TRCA's science-based approach to decision making is applied to help ensure natural heritage features and hazards are appropriately identified and impacts are avoided, mitigated, or compensated for to the extent possible under this new legislative framework and more frequently used MZO approval process.

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

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

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

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

Strategy 7 – Build partnerships and new business models

Strategy 8 – Gather and share the best sustainability knowledge

Strategy 12 – Facilitate a region-wide approach to sustainability

FINANCIAL DETAILS

Staff are engaged in this policy analysis work per the normal course of duty, with funding support provided by TRCA's participating municipalities to account 120-12. No additional funding is proposed to support the policy analysis work associated with the preparation of these comments. As per Board direction, staff are tracking the review of MZOs to recoup costs for staff time and review through any subsequent permit processes recognizing the increased use of the MZO tool.

NEXT STEPS

- TRCA will continue to identify and monitor MZOs within TRCA's jurisdiction approved by the Minister or requested through a municipal council resolution since 2020.
- TRCA will continue to proactively advise municipalities, applicants, and the Province of any policy, technical and regulatory issues where MZO requests are known.
- Where TRCA has not been consulted prior to an MZO request within an area regulated by TRCA under the CA Act, TRCA will request the Minister of Municipal Affairs and Housing and Ministry staff consult with TRCA such that the requirements of obtaining a TRCA permit are considered and can be satisfied prior to approval of the MZO.
- TRCA will educate staff, municipalities, and applicants, as required, on the new permitting provisions related to MZOs in Section 28.0.1 of the amended CA Act.

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Item 10.3

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Date: February 3, 2022

Attachments: 2

Attachment 1: Table – Approved or Requested Minister's Zoning Orders in TRCA Jurisdiction

Attachment 2: Map – Minister's Zoning Orders (MZOs) in TRCA Jurisdiction

Attachment 1 – Approved or Requested Minister’s Zoning Orders (MZO) in TRCA Jurisdiction (As of February 2, 2022)

*Total # of MZO’s approved by Minister or requested by municipal councils in TRCA’s Jurisdiction – 48

*Total # of MZO’s requested or approved within TRCA Regulated Area – 32

*Total # of MZO’s issued within TRCA’s Jurisdiction – 34

*Total # of MZO’s issued within TRCA’s Regulated Area – 20

*Total # of anticipated MZO’s within TRCA’s Jurisdiction - 2

MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Regional Municipality of York (22)							
Ontario Regulation 173/20	11110 Jane St, 10520 Jane St and 3180 Teston Rd, Vaughan	May 22, 2020	Distribution facility, outdoor storage and other uses.	MZO request endorsed by Council.	Yes	Watercourse, flood plain, Provincially Significant Wetland (PSW).	TRCA staff had no objection to the MZO request in principle subject to provincial clarifications on PSW requirements. TRCA permits have been issued.
Ontario Regulation 643/20	2901 Rutherford Rd, Vaughan	Jun 11, 2020	Residential, commercial, institutional, and recreational uses, with accessory buildings/structures.	MZO request endorsed by Council.	Yes	Stream corridor (adjacent).	TRCA staff worked on the associated planning applications and identified requirements to Vaughan staff in Nov 2021 and Jan 2022.
Ontario Regulation 644/20	Vicinity of Teston Rd & Weston Rd, Vaughan	Jun 11, 2020	Residential, commercial, institutional, and recreational uses.	MZO request endorsed by Council.	Yes	Flood plain, PSW and unevaluated wetland.	TRCA staff were not consulted prior to the MZO request. TRCA staff have been involved in the Purpleville Creek sub-watershed study and participated in Block 41 secondary planning. Phased Permit approvals are ongoing.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Ontario Regulation 445/20	7231 Martin Grove Rd, Vaughan	Aug 12, 2020	Four storey long-term care homes, together with accessory buildings and structures.	MZO request endorsed by Council.	Yes	Watercourse, meander belt, crest of slope, flood plain, and Terrestrial Natural heritage System (TNHS).	TRCA staff were not consulted prior to the MZO request. TRCA provided comments to the Province related to an application to remove the site from the Parkway Belt West Plan. TRCA staff were also involved in a pre-consultation meeting to discuss requirements.
Privately initiated MZO request	11260 & 11424 Jane St (near Kirby Rd & Hwy 400), Vaughan	N/A	6 proposed industrial buildings (3,444,593 sq. ft. total), and accessory structures.	MZO request endorsed by Council.	Yes	Multiple stream corridors, flood plain, PSW, TNHS.	TRCA staff were consulted prior to the MZO request. TRCA staff provided comments to the Province and engaged in pre-consultation with the proponent and the City. TRCA has concerns with the valley land and wetland removal and have requested clarification from the Province on wetland classification and other provincial requirements.
Ontario Regulation 170/21	1950, 1970, 2160, 2180 and 2200 Hwy 7 and 137,163 & 175 Bowes Rd, Vaughan	Mar 5, 2021	Residential, office, retail, institutional and recreational uses, together with accessory buildings and structures.	MZO request endorsed by Council.	Yes	Watercourse, flood plain.	TRCA staff were not consulted prior to the MZO request. TRCA staff were involved in a pre-consultation meeting to discuss requirements for future applications (10 high-rise towers). Since the MZO was issued, TRCA staff have discussed a policy approach with the City to address flooding issues.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Ontario Regulation 467/20	8905 Bathurst St – (Bathurst & Ner Israel Dr), Richmond Hill	Nov 16, 2020	MZO amendment to remove certain lands from the Parkway Belt West Plan and the associated MZO, filed as O-Reg. 474/73.	MZO request endorsed by Council.	Yes	Crest of slope, flood plain, watercourse, TNHS, ESA, meander belt.	TRCA staff were engaged through the associated Parkway Belt West Plan amendment. TRCA provided comments to the Province on February 20, 2020. TRCA's interests are being addressed.
Privately initiated MZO request	8755 Bathurst St (Hwy 7 & Bathurst), Richmond Hill	N/A	Remove lands from Parkway Belt West Plan. Future development applications for medium and high-density residential, commercial uses.	City Staff have no objection and have commented accordingly to Province.	Yes	Valley lands, wetlands, flood plain, crest of slope.	TRCA staff have no objection to the MZO in principle and were engaged through the associated Parkway Belt West Plan amendment. TRCA provided comments to the Province on May 3, 2021.
Privately initiated MZO request	8551 and 8651 Bathurst St, Richmond Hill	N/A	Remove lands from the Parkway Belt West Plan. Future development applications mixed-use development, residential and/or commercial use as per MTSA.	City Staff have no objection and have commented accordingly to Province.	Yes	Potential wetland subject to analysis, Woodland.	TRCA staff have no objection to the MZO in principle and were engaged through the associated Parkway Belt West Plan amendment. TRCA provided comments to the Province on July 20, 2021.
Privately initiated MZO request - Denied	Between Hwy 404 & Leslie St, North of Stouffville Rd, Richmond Hill (Gormley)	N/A	Industrial uses	MZO request endorsed by Council (May 13, 2020), denied by	Yes	PSWs, flood plain, valley lands, unevaluated wetlands, Greenbelt	TRCA staff were not consulted prior to MZO request.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
				Province (Jan 27, 2021).		(Protected Countryside), ORM (Natural Linkage, Countryside).	
Ontario Regulation 698/20	1577-1621 Major Mackenzie Dr East, Richmond Hill	Dec 2, 2020	Mixed-use development, including approximately 400 residential units.	MZO request endorsed by Council.	Yes	Valley lands, flood plain, watercourse.	TRCA staff were not consulted prior to the MZO request. TRCA staff have no objection in principle. TRCA staff were contacted by consultants to discuss TRCA requirements. A TRCA permit for temporary stormwater treatment was issued. TRCA staff are working with the proponent to resolve issues pertaining to a permanent stormwater treatment proposal and final development limits.
Ontario Regulation 610/20	11776 and 11882 Hwy 48 (near Hwy 48 and 19th Ave), Whitchurch-Stouffville	Oct 30, 2020	Mixed-use development including residential and associated commercial uses.	MZO request endorsed by Council (Aug 25, 2020).	Yes	Flood plain, valley lands, unevaluated wetland.	TRCA staff were not consulted prior to the MZO request. TRCA was contacted by the consultants for the proponent and are working through TRCA's issues. Application was deemed incomplete by Town staff as required studies were missing. Town staff are working with the applicant for complete submission requirements, including a major environmental servicing plan (MESP).
Privately initiated MZO request	465 Rupert Ave, Whitchurch-Stouffville	N/A	Five-storey 120 bed retirement/long-term care facility.	MZO request endorsed by Council (Jul 20, 2021).	No	CTC Source Protection Plan (SPP) Wellhead Protection	TRCA staff were not consulted prior to the MZO request. TRCA staff had no objection in principle.

* Disclaimer: The information in this table is based on publicly available information as of the date of this report. It may not be complete and should not be relied upon as legal or professional advice in connection with any particular matter.

MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
						Area (WHPA) Q2.	
Ontario Regulation 770/21	11861 and 12045 McCowan Rd, Whitchurch-Stouffville	Nov 15, 2021	A mixed-use “agricultural-inspired” community (outside ORM), and a “community agricultural area” with on-farm diversified uses and agriculture-related uses (within ORM), with road connection through Greenbelt.	MZO request endorsed by Council (Sep 7, 2021).	Yes	Flood plain, Watercourse, Greenbelt, TNHS, CTC SPP, unevaluated wetland, meander belt, ORM (Countryside).	TRCA provided comments to Town staff recommending that no development occur on the ORM or Greenbelt and a site staking and technical studies be undertaken to determine development limits and additional natural features that require protection. A staking was undertaken (Sep 2021), an MESP is currently being prepared and TRCA permits are required.
Privately initiated MZO request	2005 Bethesda Rd, Whitchurch-Stouffville	N/A	Light employment and industrial development.	MZO request endorsed by Council (Jun 16, 2020).	No	Greenbelt (ORM), ORM (Countryside), CTC SPP	TRCA was not consulted prior to the MZO request.
Ontario Regulation 172/20	11776 Hwy 48 (north of Hamlet of Dickson Hill), Whitchurch - Stouffville / Markham	Apr 24, 2020	Housing development (townhouses and apartments) and 12 ha of associated commercial development.	MZO request endorsed by Council (Feb 18, 2020).	Yes	Watercourse, flood plain, TNHS, CTC SPP, unevaluated wetland, meander belt.	TRCA staff were not consulted prior to the MZO request. TRCA issues are being addressed through the related plan of subdivision (approved by Council on July 20, 2021). Draft Plan of Subdivision was before Markham Council Nov 22, 2021.
Ontario Regulation 169/21	36 Apple Creek Blvd, Markham	Mar 5, 2021	Long-term care facility.	MZO request endorsed by Council (Feb 9, 2021), with	Yes	Valley lands	TRCA staff were not consulted prior to the MZO request. TRCA supported City staff’s recommendation for conditional approval. A pre-consultation meeting and site staking was undertaken but the

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
				condition for TRCA review.			valley's erosion hazard limits have not been determined. TRCA's interests are being addressed and correspondence is being provided to the Province.
Ontario Regulation 172/21	5474 19 th Ave and 5662 19 th Ave, Markham	Mar 5, 2021	Approximately 325- 485 single detached dwellings.	MZO request endorsed by Council (Feb 9, 2021), with condition for TRCA review.	Yes	Valley lands, flood plain, unevaluated wetland.	TRCA staff were not consulted prior to the MZO request. TRCA staff support City staff's recommendation not to support the MZO. TRCA comments being conveyed to the Province.
Ontario Regulation 599/21	3143 19 th Ave, Markham	Aug 27, 2021	Film production studio and other employment uses, with ancillary uses, collectively totalling 332,149.85 m ² .	MZO request endorsed by Council (Jul 8, 2021).	Yes	Valley lands, PSWs, flood plain, watercourse.	TRCA staff were consulted prior to the MZO request. TRCA staff have comments and are working with the proponent to resolve our outstanding issues. A site staking has been undertaken (Aug 2021).
Privately initiated MZO request - Deferred	15th Sideroad & Keele St, King (King City)	N/A	Multi-use commercial, with hotel, conference centre and seniors living (retirement home, hospice).	Deferred by Council (Dec 14, 2020).	Yes	Greenbelt (ORM Natural Core Area), watercourse, flood plain, Area of Natural and Scientific Interest (ANSI), PSWs.	Comments were submitted to King, Dec 14, 2020. No further activity since.
Privately initiated MZO request - Deferred	12650 Hwy 27, King (Nobleton)	N/A	88-unit seniors rental apartment building, 118 single detached dwellings	Deferred by Council (Dec 14, 2020).	Yes	Greenbelt (Protected Countryside), unevaluated	TRCA staff were not consulted prior to MZO request. Comments were submitted to King, Dec 14, 2020. Township staff have determined that an

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
			and 1 ha park on a 39.7 ha parcel.			wetlands, watercourses.	MZO is not required. Report provided to Township Council on Feb 8, 2021.
Ontario Regulation 449/20 (Provincially owned lands)	50 Bloomington Rd, Aurora	Aug 12, 2020	Residential development, including detached dwellings. MZO expands current permitted uses on site.	Council requested MZO be revoked on Mar 30, 2021, but MZO remains in effect.	No	Located within CTC SPP above downgradient line zone. Greenbelt (ORM), ORM (Settlement) wetland, potentially significant woodland.	Natural features on site were staked in 2017. TRCA staff were not consulted prior to the MZO. Town staff have not received any further development applications.
Regional Municipality of Durham (5)							
Ontario Regulation 475/20	580 Harwood Ave S, Ajax	Aug 28, 2020	320-bed long-term care facility and associated uses.	MZO request endorsed by Council.	No	N/A	None.
Ontario Regulation 438/20	1401 Harwood Ave N, Ajax	Jul 31, 2020	192-bed long-term care and 320-unit retirement home.	MZO request endorsed by Council.	No	N/A	None.
Ontario Regulation 773/21	221 Church St S, Ajax	Nov 15, 2021	Employment zoning to facilitate a 2.7 million sq. ft. multi-storey distribution centre.	MZO request endorsed by Council (Feb 11, 2021).	Yes	Valley lands, PSW, watercourse, flood plain.	MZO request is essentially the same as the Zoning By-law Amendment approved by Council on Dec 7, 2020 (supported by TRCA staff). The approval was appealed to the LPAT/OLT by the property owner and the City of Pickering. TRCA staff were engaged.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Ontario Regulation 607/20	1802 Bayly St, 1902 Bayly St and 2028 Kellino St, Pickering ("Durham Live")	Oct 30, 2020	Initially a mix of commercial, employment, and residential uses. Province issued an Amending Zoning Order to remove certain land and zoning permissions from O.Reg.607/20. This property was identified as a Warehousing and Logistics Zone in O. Reg. 607/20 which permitted warehouse distribution facilities, amongst other uses.	MZO issued with Council endorsement. Council requested MMAH revoke MZO through March 22, 2021 meeting , as it applies to lands west of Squires Beach Rd. MZO remains in place on lands east of Squires Beach Rd. Province issued an Amending Zoning Order on July 2, 2021 (O.Reg.515/21) to amend O.Reg.607/20 by removing certain land and zoning permissions.	Yes	PSW, unevaluated wetland, watercourse.	TRCA staff objected to the MZO. A borehole permit and agreement issued. Permit conditions to remove the PSW were granted at a Hearing on March 12, 2021. The end user withdrew their application, and the City of Pickering requested the Minister revoke the MZO. MZO was amended to exclude 1802 Bayly Street.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request - Denied	Salem Rd & 7 th Concession Rd, Pickering ("Veraine/ Dorsay")	N/A	Mix of employment and residential uses, including seniors' residences.	MZO requested by City at proponent's request. Durham Region objected. Adjacent landowners objected. Minister denied MZO request.	Yes	Unevaluated wetlands, stream corridor, flood plain.	TRCA noted that the MZO request would be a departure from the Municipal Comprehensive Review (MCR) process and would prefer the MCR process continue with input from the Carruthers Creek Watershed Plan.
Regional Municipality of Peel (9)							
Ontario Regulation 448/20 (Provincially owned lands)	Eglinton Ave E and Hwy 403 Interchange, Mississauga	Aug 12, 2020	Long-term care homes, accessory buildings, uses and structures, detached/semi- detached dwellings, townhouses, apartments.	MZO issued w/o Council endorsement; Motion passed by Council requesting land be used for affordable housing.	No	N/A	Not Regulated by TRCA. No objection.
Ontario Regulation 171/20	Northeast corner of Queen St and The Gore Rd, Brampton	Apr 24, 2020	Detached homes, townhouses, high- density mixed-use residential/commerc ial, employment/office.	MZO request endorsed by Council.	Yes	Valley lands, flood plain.	TRCA's interests have been satisfied.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	Bramalea Rd and Steeles Ave, Brampton		“Emerald Heights” – High density mixed- use (residential, office and commercial)	MZO request endorsed by Council (Oct 22, 2021). Council endorsed a revised resolution (#C411-2021) to extend MZO boundary. MZO proposal modified (Jan 19, 2022) to reduce the quantity of parcels contemplated from 43 to 12.	Yes	Stream corridor, flood plain, Special Policy Area (SPA).	TRCA staff were not consulted prior to the MZO. This application is within the Avondale SPA and needs further study regarding potential flood remediation and SPA modifications. Comments were submitted to the City and Province (Nov 15, 2021). TRCA staff are in discussions with City staff.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	11176 Hwy 50, Brampton		Corporate head office and skilled labour training centre	MZO request endorsed by Council (Oct 20, 2021).	Yes	Stream corridor	TRCA staff were not consulted prior to the MZO request. TRCA dealt with the Secondary Plan for the area and its OLT appeal. An MESP was completed for the Secondary Plan, but this site (employment area block) was exempt from the Block Plan process and area of the related Environmental Implementation Report. An EIS is needed to verify development limits. Comments were submitted to the City and Province (Nov 24, 2021).
Privately initiated MZO request (Property currently owned by Metrolinx)	3,5,7,9 Railroad St, 42,46,50,52,54 Elizabeth St N, 26,28,30 Nelson St W and 41 George St N, Brampton	N/A	Minimum of 200,000 Sq. ft. of office and retail uses, with space for additional future office and residential uses, co-located with Downtown Brampton GO Station ("Rogers Campus").	MZO request endorsed by Council (Jan 26, 2022).	Yes	Floodplain, SPA	TRCA staff were not consulted prior to the MZO request. A portion of the lands are within the Brampton Central Core SPA and further study regarding potential flood remediation and SPA modifications may be required. TRCA staff are providing correspondence to City staff and Province. TRCA permits will be required for any development within TRCA's regulated area.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	8200 Dixie Rd, Brampton	N/A	1,200,000 sq. ft. of industrial logistics and up to 25 acres of residential development along Dixie Road.	MZO request endorsed by Council (Jan 26, 2022).	Yes	Floodplain	TRCA were not consulted. TRCA staff are providing correspondence to City staff and the Province regarding flood remediation, stormwater management and ecological enhancement. TRCA permits will be required for development in TRCA's regulated area.
Anticipated - Privately initiated MZO request	0 and 12245 Torbram Rd, Caledon	N/A	To facilitate 5 million sq. ft. of logistics, product distribution, and industrial uses.	MZO request before Council referred back to staff with direction to engage TRCA and Peel Region (Jan 17, 2022).	Yes	Valley lands, stream corridors, unevaluated wetlands, floodplain, significant woodland, Greenbelt.	TRCA staff were engaged prior to the MZO request. TRCA has been working on the Town's planning process for this area, which includes an OPA, ZBA and Draft Plan of Subdivision. The site is outside the 2031 urban settlement boundary, so a MCR is also required.
Ontario Regulation 362/20	Mayfield Rd & McLaughlin Rd, Caledon	Jul 10, 2020	Townhouses, mixed- use residential/ commercial uses, and associated stormwater management.	MZO request endorsed by Council (Caledon), not Regional Council.	Yes	Valley lands, PSW, flood plain, watercourse.	TRCA reviewed through the previous planning process. TRCA's issues will be addressed through process.
Ontario Regulation 171/21	Bolton Go Station Study Area (North of King St, east of Humber Station Rd) Caledon	Mar 5, 2021	To facilitate a future GO transit station in Bolton.	MZO request endorsed by Council, as per Town's request, (Sep 29, 2020).	Yes	Area of Interference (AOI) of PSW (study area).	TRCA staff have been circulated a Local OPA to approve the Macville Secondary Plan, which includes the transit station MZO.

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MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Privately initiated MZO request	12035 and 0 Dixie Rd, (Northeast corner of Dixie Rd and Mayfield Rd), Caledon	N/A	To facilitate e- commerce warehousing, road networks and stormwater management facilities.	MZO request before Council Oct 19, 2021.	Yes	Valley lands, stream corridors, Significant and unevaluated wetlands, significant woodlands.	TRCA staff have been engaged since pre-consultation. TRCA staff have commented on associated planning applications and TRCA permit application to restore/realign watercourse.
City of Toronto (12)							
Ontario Regulation 450/20 (Provincially owned lands)	51 Panorama Crt., Toronto	Aug 12, 2020	Long-term care housing, detached/semi- detached homes, multiplexes, townhouses, apartments.	MZO issued w/o Council endorsement.	Yes	Valley lands, flood plain, unevaluated wetland.	Development limits were previously established through the concept review process, the limits of which have been respected in the MZO.
Ontario Regulation 474/20	2111 Finch Ave W, Toronto	Aug 8, 2020	320-bed long-term care home.	MZO request endorsed by Council.	No	N/A	None.
Ontario Regulation 170/20	2075 Bayview Ave, Toronto	Apr 24, 2020	3-storey addition to Sunnybrook Hospital to add 47 in-patient beds.	MZO issued at City's request, but w/o Council discussion.	Yes	Valley lands, ANSI.	No objection.
Ontario Regulation 343/20	11 Macey Ave, Toronto	Jul 2, 2020	56 dwelling units in the form of modular supportive housing.	MZO issued at the request of Council, as per City's request.	No	N/A	None. Project built.

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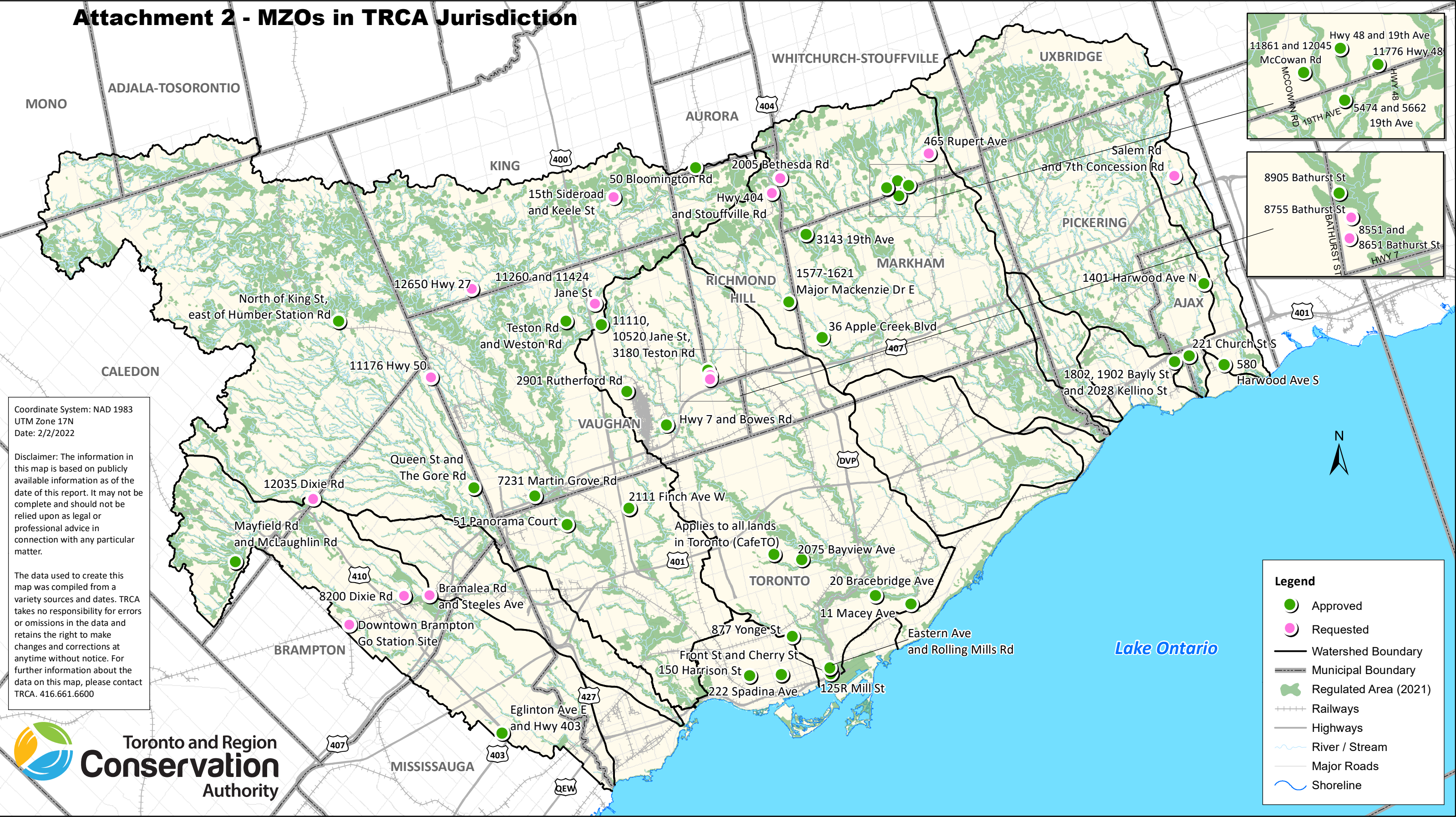
MZO (O.Reg #)	Location	Date Filed by Minister	Proposal	Municipal Status	Regulated	TRCA Interests	TRCA Input
Ontario Regulation 354/20	150 Harrison St, Toronto	Aug 7, 2020	44 dwelling units in the form of modular supportive housing.	MZO issued at the request of Council, as per City's request.	No	N/A	None. Project built.
Ontario Regulation 358/20	Applies to <u>all</u> lands in Toronto (CafeTO)	Aug 8, 2020	Zoning by-law relief to permit outdoor patios for eating establishments.	MZO issued at the request of Council, as per City's request.	N/A	N/A	None.
Ontario Regulation 596/20 (Provincially owned lands)	Vicinity of Front St & Cherry St, Toronto	Oct 22, 2020	Mixed-use buildings, apartment buildings, a commercial parking garage and a community centre.	MZO issued without Council endorsement.	No	N/A	None.
Ontario Regulation 594/20	Vicinity of Mill St & Cherry St, Toronto (125R Mill St West Don Lands, Block 20))	Oct 22, 2020	661 rental units on provincially owned lands.	MZO issued without Council endorsement.	No	N/A	None.
Ontario Regulation 595/20 (Provincially owned lands)	Vicinity of Eastern Ave & Rolling Mills Rd, Toronto	Oct 22, 2020	Mixed-use buildings, apartment buildings, a commercial parking garage and a community centre.	MZO issued without Council endorsement.	No	N/A	None.
Ontario Regulation 547/21	20 Bracebridge Ave, Toronto	Jul 30, 2021	Zoning by-law relief to allow for construction of apartment building and ancillary	MZO issued with Council endorsement.	No	N/A	None.

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			buildings and structures.				
Ontario Regulation 546/21	877 Yonge St, Toronto	Jul 30, 2021	Zoning by-law relief to require 20 parking spaces and 100 bicycle parking spaces.	MZO issued with Council endorsement.	No	N/A	None.
Ontario Regulation 545/21	222 Spadina Ave, Toronto	Jul 30, 2021	Zoning by-law change in commercial residential zone to permit up to 84 additional units.	MZO issued with Council endorsement.	No	N/A	None.
Anticipated - Privately initiated MZO request	21 Don Roadway, 30 Booth Ave, 375 & 385 Eastern Ave, Toronto (East Harbour Transit Oriented Community Development)	N/A	13.25 million sq. ft mixed-use community of residential (4,300 units) and employment + Broadview Ave extension and Broadview Eastern Flood Protection Projects.	Draft Plan of Subdivision Application) and Zoning proposal submitted to City; MZO not yet formally requested.	Yes	Floodplain, SPA.	Design, funding, and implementation of Broadview Eastern Flood Protection Project (and remainder of flood protection infrastructure) critical to project. Given the complexities of the site being within a floodplain SPA, any MZO should include detailed conditions developed by the City, TRCA and other relevant agencies via a collaborative and integrated approach with the Province.

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Attachment 2 - MZO in TRCA Jurisdiction



Approved or Requested
Minister's Zoning Orders in TRCA Jurisdiction (since 2020)

