



THE TORONTO AND REGION CONSERVATION AUTHORITY

Business Excellence Advisory Board Meeting #1/07

Chair: David Barrow
Vice Chair: Paul Ainslie
Members: Eve Adams
Bill Fisch
Rob Ford
Peter Milczyn
Ron Moeser
Maja Prentice
Gino Rosati
Gerri Lynn O'Connor - Chair, Authority

March 2, 2007
9:00 A.M.

SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

AGENDA

1. **MINUTES OF MEETING #6/06, HELD ON NOVEMBER 17, 2006 AND MINUTES OF MEETING #7/06, HELD ON JANUARY 19, 2007** Pages
(Enclosed herewith on YELLOW)
2. **BUSINESS ARISING FROM THE MINUTES**
3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **DELEGATIONS**
 - 4.1 A delegation by Jim Firth, Owner, Penguin Golf Associates and Mike Heaney, Owner, Tip of the Tee, speaking in regards to item 8.1 - Request for Proposal for Lease and Development.
5. **PRESENTATIONS**
6. **CORRESPONDENCE**

7.	SECTION I - ITEMS FOR AUTHORITY ACTION	
7.1	REQUEST FOR PROPOSAL FOR LEASE AND DEVELOPMENT Northwest corner of Ebenezer Road and McVean Drive, City of Brampton CFN 38091	3-5
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NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #2/07,
TO BE HELD ON FRIDAY, APRIL 13, 2007 AT 9:00 A.M.
IN THE SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

Brian Denney
Chief Administrative Officer

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TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: **REQUEST FOR PROPOSAL FOR LEASE AND DEVELOPMENT**
Northwest corner of Ebenezer Road and McVean Drive, City of Brampton
CFN 38091

KEY ISSUE

Results of the negotiations with Penguin Golf Associates for lease and development of Toronto and Region Conservation Authority-owned lands located at the northwest corner of Ebenezer Road and McVean Drive, City of Brampton, Regional Municipality of Peel.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT negotiations with Penguin Golf Associates be terminated and the deposit received from them be returned.

BACKGROUND

The Claireville Conservation Area Management Plan, approved by Toronto and Region Conservation Authority (TRCA) on February 28, 1997, identified parcels of land within Claireville Conservation Area, where opportunities may exist for TRCA to enter into long-term lease development arrangements with the private sector or others. The subject parcel is one of three areas within Claireville that was identified for intensive use and leasing opportunities.

The potential development site is at the northwest corner of Ebenezer Road and McVean Drive, in the City of Brampton, Regional Municipality of Peel as shown on Attachment 1. The total area of the parcel is approximately 6.5 hectares (16 acres).

In the spring of 2006 TRCA received 3 unsolicited offers to lease the subject property. To determine if there was any additional interest in the property and to set criteria to evaluate the potential uses, a Request for Proposal for lease and development of the subject lands was formally circulated by TRCA in June, 2006.

The following proposals were received:

Name	Proposed Use	Deposit Received	Term
Penguin Golf Associates	Golf Practice Facility	\$10,000	15 years
Dragon Fire Paintball Inc.	Paintball Facility	no	11.5 years
Joseph Vento	Golf Driving Range and Mini Putt Facility	\$10,000	20 years

At Authority Meeting #7/06, held on September 29, 2006, Resolution #A196/06 was approved as follows:

THAT staff be directed to enter into lease negotiations with Penguin Golf Associates for a 6.5 hectare (16 acre) parcel of Toronto and Region Conservation Authority (TRCA) lands located at the northwest corner of Ebenezer Road and McVean Drive, in the City of Brampton, Regional Municipality of Peel;

THAT staff be directed to return the other deposit received, and advise the other two parties that their proposals have not been selected at this time;

THAT staff report to a future meeting of the Business Excellence Advisory Board on the results of the negotiations with Penguin Golf Associates;

AND FURTHER THAT staff be directed to continue investigating highest and best use opportunities for this site.

Staff entered into negotiations with Penguin Golf Associates for the subject property. Based on discussions at the September 16, 2006 Business Excellence Advisory Board meeting as well as discussions with Councillor John Sprovieri, Penguin Golf Associates was advised that it would be necessary to consider a lease term that is substantially less than the 15 year term outlined in their original proposal.

Penguin Golf Associates is proposing an initial capital investment of almost \$287,000. Based on their projected revenue and expenses for the site, Penguin Golf Associates has indicated that it will take them around 15 years to recover this capital investment. Penguin Golf Associates is willing to look at a much shorter term for the lease, however, they would require TRCA to reimburse them a portion of the value of their capital investment based on the term of the lease. Staff feel that the revised proposal for a shorter lease term is not acceptable and are recommending that negotiations be terminated and their deposit returned.

DETAILS OF WORK TO BE DONE

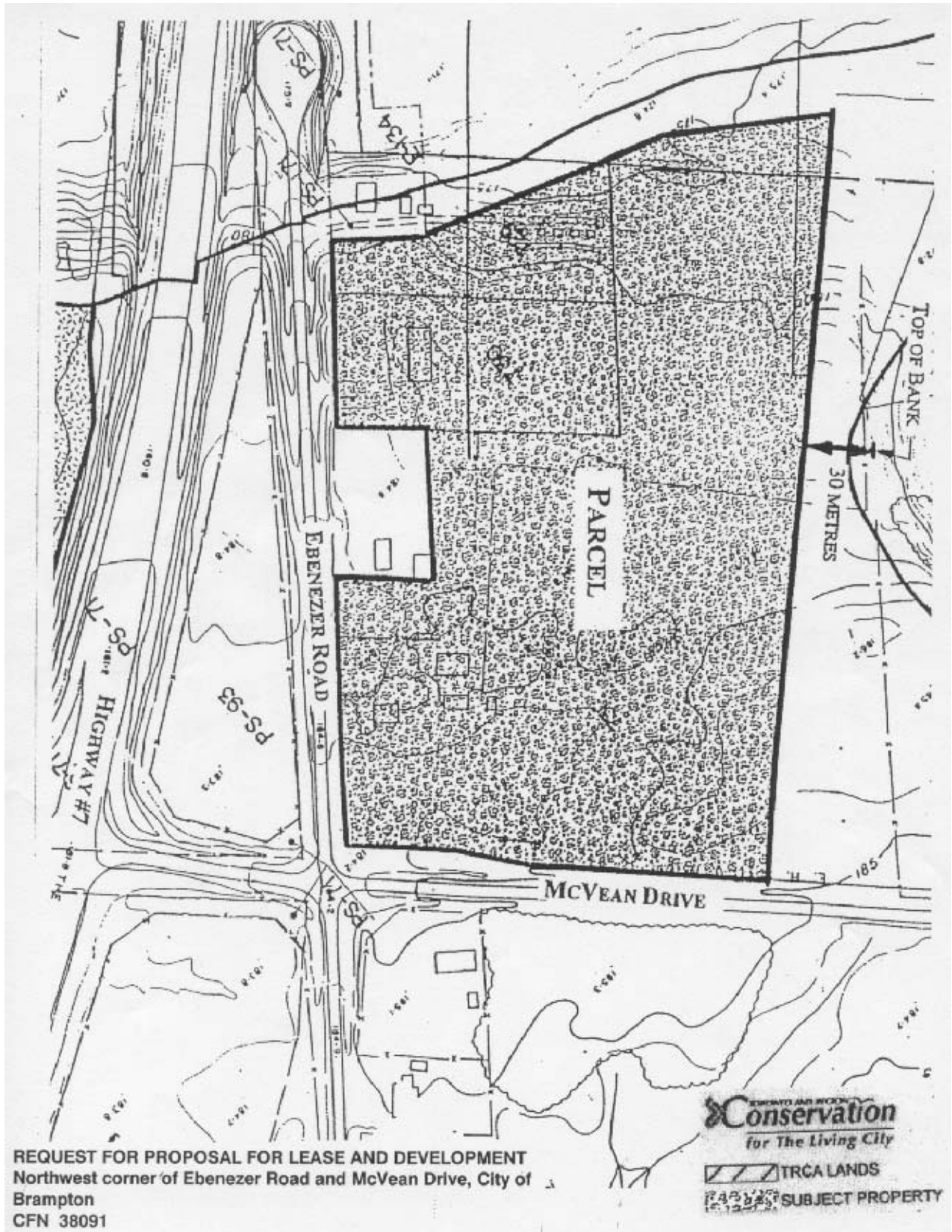
Continue to investigate highest and best use lease opportunities for the site.

Report prepared by: Mike Fenning, extension 5223

For Information contact: Mike Fenning, extension 5223, Ron Dewell, extension 5245

Date: February 21, 2007

Attachments: 1



TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: **SOCCER FIELDS - BRUCE'S MILL CONSERVATION AREA**
Town of Whitchurch-Stouffville
CFN 31698

KEY ISSUE

Request from the Town of Whitchurch-Stouffville to extend the existing lease for soccer field located within the Bruce's Mill Conservation Area, south of Stouffville Sideroad, east of Warden Avenue, Rouge River watershed, in the Town of Whitchurch-Stouffville, Regional Municipality of York.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT WHEREAS the Town of Whitchurch-Stouffville has requested an additional extension to the lease for soccer fields within the Bruce's Mill Conservation Area, south of Stouffville Sideroad and east of Warden Avenue;

THEREFORE LET IT BE RESOLVED THAT the existing lease be extended for an additional 2 year period;

AND FURTHER THAT the appropriate Toronto and Region Conservation Authority (TRCA) officials be authorized and directed to take whatever action is necessary to finalize the transaction, including the obtaining of any approvals and signing and execution of documents.

BACKGROUND

At Authority Meeting #3/03, held on April 25, 2003, Resolution #A57/03 was approved as follows:

THAT the request from the Town of Whitchurch-Stouffville to extend the existing lease for an additional 3 years for soccer fields within the Bruce's Mill Conservation Area, south of Stouffville Sideroad and east of Warden Avenue, be approved;

AND FURTHER THAT the appropriate Authority officials be authorized and directed to take whatever action necessary to finalize the extension of the lease between the Town of Whitchurch-Stouffville and the TRCA, and give effect thereto, including the obtaining of any approvals and execution of documents.

In 2001, TRCA entered into a lease for a three year period with the Town of Whitchurch-Stouffville for the use of a parcel of land in the Bruce's Mill Conservation Area for four mini-soccer fields. In 2003 the lease was extended for an additional 3 year period. Recently TRCA received a request from the Town of Whitchurch-Stouffville for an additional 3 year extension to the term of the lease.

The master plan for Bruce's Mill Conservation Area was initiated in 2004 and it is anticipated that it will be completed later this year. The soccer fields are located in an area that is proposed to be a public use zone in the early stages of the master planning process. The public use management zone allows for recreational and educational uses, facilities or services and may accommodate low, moderate or high intensity public use. Specific uses that will be permitted in this public zone will be determined as the master plan is developed. Until the permitted uses are determined, staff is recommending that the period of the extension be kept to a minimum. Two years should be sufficient time for the Town to find an alternative site should soccer not be a permitted use in Bruce's Mill. Town of Whitchurch-Stouffville staff is agreeable to a two year extension, however, they have indicated that the town would be interested in a long term lease.

A map showing the lands subject to this proposal is attached.

FINANCIAL DETAILS

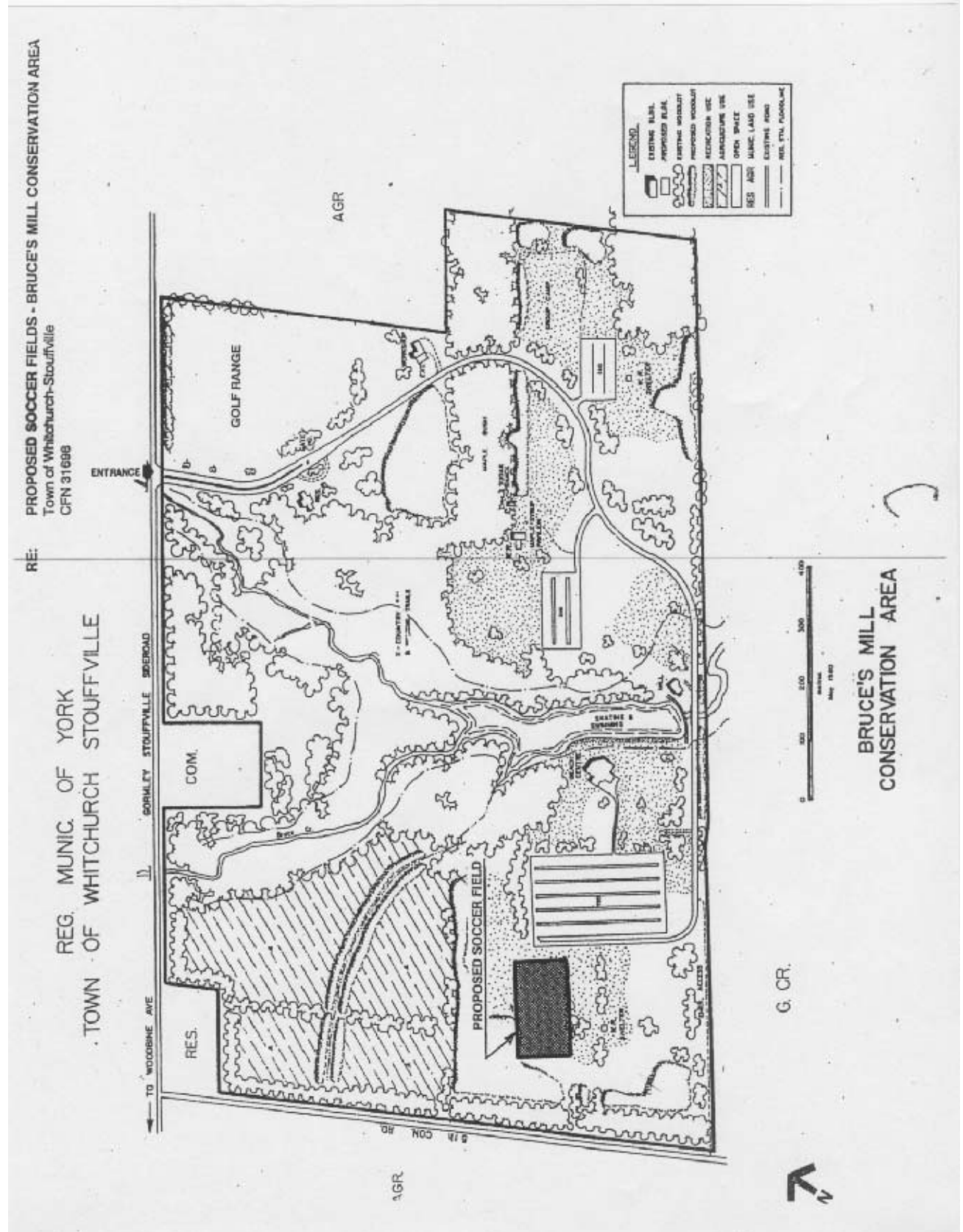
The lease rate for 2006 was \$5,900. Staff are proposing a lease rate of \$6,100 for the first year of the extension and \$6,300 for the second year of the extension.

Report prepared by: Mike Fenning, extension 5223

For Information contact: Mike Fenning, extension 5223, Ron Dewell, extension 5245

Date: February 15, 2007

Attachments: 1



TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: BOLTON RESOURCE MANAGEMENT TRACT ADVISORY COMMITTEE

KEY ISSUE

Establishment of Bolton Resource Management Tract Advisory Committee.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT WHEREAS staff are developing a Bolton Resource Management Tract Management Plan;

THEREFORE LET IT BE RESOLVED THAT staff be directed to establish an advisory committee, which would include members of the Humber Watershed Alliance, interested community groups, business representatives, community residents, agency staff, municipal elected officials and staff to assist with the development of the management plan and to facilitate the opportunity for public input;

AND FURTHER THAT the management plan when complete be submitted to the board for approval.

BACKGROUND

The Bolton Resource Management Tract (BRMT) is approximately 812 hectares of Toronto and Region Conservation Authority (TRCA) land located along the Humber River valley in the Town of Caledon, Region of Peel. Given the assembly of TRCA lands in this area, the management plan will address all TRCA lands loosely bounded by Old Church Road in the north, King Street and Old King Road in the south, Highway 50 in the east and The Gore Road in the west. The Bolton Resource Management Tract consists of forest and successional forest areas, wetlands and meadows. It provides quality habitat in the Humber River watershed, as evidenced by the variety of flora and fauna species of regional concern found within the Bolton Resource Management Tract.

The land occupied by the Bolton Resource Management Tract is subject to several provincial plans and policies, including the Oak Ridges Moraine Conservation Plan and the Greenbelt Plan. The Bolton Resource Management Tract also includes areas designated as Environmentally Significant Areas (ESAs) and Areas of Natural and Scientific Interest (ANSIs).

The Bolton Resource Management Tract provides the opportunity for passive, year-round public use. The primary public use of the property is the Humber Valley Heritage Trail, a pedestrian-only trail. In addition, some agricultural land is leased.

RATIONALE

It is an appropriate time to complete a management plan for the Bolton Resource Management Tract, as there is no current management plan for the property. In addition, with the projected population growth in the Town of Caledon and the Region of Peel, the Bolton Resource Management Tract will likely become an even more popular environmental and outdoor recreation centre, requiring a plan that can address future public use demands and enhanced environmental protection. Furthermore, it is necessary to prepare a comprehensive and integrated management plan for the property that can respond to the changes in the availability of public funds and evolving concepts in conservation and sustainability, and move TRCA towards its goal for The Living City - a vision for healthy communities based on a healthy ecosystem.

The management plan for the Bolton Resource Management Tract will aim to address property management and public safety issues, respond to future demands and growth in the region, integrate and implement Humber River watershed management strategies, establish appropriate environmental protection and restoration techniques, receive public input regarding appropriate use, development and management of lands and create a sense of stewardship among users and adjacent land owners.

The management plan will complement a number of TRCA initiatives, including:

- The Living City vision;
- Terrestrial Natural Heritage System Strategy; and,
- Legacy: A Strategy for a Healthy Humber.

The goal of the Bolton Resource Management Tract Management Plan process will be to protect, conserve and manage the property within an ecosystem framework, and in consultation with the community ensuring watershed health, public enjoyment and environmental sustainability.

For the management plan process, staff will use the TRCA model for developing a management plan that has been successfully used at Claireville Conservation Area, Boyd North and Glassco Park, Cold Creek Conservation Area, Greenwood Conservation Area and Heart Lake Conservation Area.

Staff recommends the establishment of an advisory committee to provide an integrated approach to the development of the management plan. The advisory committee will assist with determining management zones and management recommendations, and provide direction and comment on the public use development and restoration plans.

TRCA will select and invite agency and community representatives to be members of the advisory committee for the duration of the project. Suggested advisory committee representatives could include:

- TRCA – Chair or designate;
- Town of Caledon – elected officials or designates and staff;
- Region of Peel – elected officials or designates and staff;
- Caledon Cycling Club;
- Caledon Environmental Advisory Committee;
- Humber River Watershed Alliance;

- Humber Valley Heritage Trail Association;
- Oak Ridges Moraine Land Trust;
- Ontario Heritage Trust;
- Save the Oak Ridges Moraine;
- community residents; and
- local business representatives.

TRCA staff will attend advisory committee meetings to provide technical input and direction.

DETAILS OF WORK TO BE DONE

- Develop a project Terms of Reference, which will include the scope of work responsibilities and projected timelines, which will be submitted to the TRCA board.
- Establish advisory committee.
- Compile and synthesize all background material on the subject lands into a background report that will be distributed to the advisory committee.

It is anticipated that the management plan will be completed by December 2007.

FINANCIAL DETAILS

Provision for the development of the Bolton Resource Management Tract Management Plan has been included in the 2007 Preliminary Capital Estimates under account 408-51.

Report prepared by: Deanna Cheriton, extension 5204

**For Information contact: Deanna Cheriton, extension 5204;
Mike Bender, extension 5287**

Date: January 16, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: **NASHVILLE RESOURCE MANAGEMENT TRACT ADVISORY COMMITTEE**

KEY ISSUE

Establishment of Nashville Resource Management Tract Advisory Committee.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT WHEREAS staff are developing the Nashville Resource Management Tract Management Plan;

THEREFORE LET IT BE RESOLVED THAT staff be directed to establish an advisory committee, which would include members of the Humber Watershed Alliance, interested community groups, community residents, agency staff, municipal elected officials and staff, to assist with the development of the management plan and to facilitate the opportunity for public input;

AND FURTHER THAT the management plan when complete be submitted to the board for approval.

BACKGROUND

The Nashville Resource Management Tract (NRMT) is a large Toronto and Region Conservation Authority (TRCA) property (approximately 720 hectares in size) located in the Main Humber subwatershed of the Humber River watershed. It is situated south of King Road, north of Nashville Road, east of the Albion-Vaughan Townline and west of Highway 27. The NRMT is found within York Region; the majority of the property is located in the City of Vaughan and a small section is located in King Township.

The NRMT is a diverse site containing many different habitat types such upland forests, bottomland forests, meadows, old fields and wetlands. The property supports a variety of wildlife, provides significant deer wintering yards and is an important migratory corridor. Because of its large size, as well as its current and future ecological value, the NRMT is an integral part of TRCA's natural heritage system.

Currently, the NRMT has a limited formal trail system and only passive recreational uses are allowed on the property. However, there is an extensive informal trail system and a significant amount of unauthorized use which present a continuous challenge to TRCA's enforcement staff.

RATIONALE

A management plan for the property will provide an overall structure and direction to any future work. With the projected population growth in York Region, the NRMT will become an even more popular recreational destination and will face increasing pressures. The management plan will address a variety of issues within the NRMT including the:

- protection of the natural heritage system;
- selection of restoration and regeneration areas;
- creation of public safety strategies;
- development of edge management initiatives;
- creation of a strategic trail plan; and
- implementation of Humber River watershed strategies.

Furthermore, the management plan will complement and forward the goals of a number of TRCA initiatives, including:

- The Living City;
- Terrestrial Natural Heritage System Strategy; and
- Legacy: A Strategy for a Healthy Humber (1997).

DETAILS OF WORK TO BE DONE

The management plan will look at the property as a whole to determine the most appropriate activities for the site as well as locations for future work and public use. The first step will be the creation of a background report that will identify current land uses, policies, natural and cultural heritage resources and public uses. From that information, management zones will be developed that protect important areas and focus public use in less sensitive locations. The management plan will also contain management guidelines, including restoration areas and a trail plan, and an implementation strategy outlining preliminary costs.

The NRMT management plan will follow the same TRCA model for development of management plans that has been successfully implemented at properties such as Boyd North and Glassco Park and Greenwood Conservation Area. The planning process will be undertaken in the three phases described below:

Phase One

- Complete a background report;
- circulate a study newsletter;
- establish an advisory committee and host meetings;
- host a public information session.

Phase Two

- Develop a plan vision;
- determine draft management zones;
- integrate watershed management recommendations;
- develop public use and site restoration concepts;
- develop a draft trail plan;
- host two advisory committee meetings;
- circulate a study newsletter;
- host a public information session.

Phase Three

- Finalize the trail plan;
- finalize the management recommendations;
- develop a plan implementation strategy and associated costs;
- host two advisory committee meetings;
- circulate a study newsletter;
- host a public information session;
- obtain partner and TRCA board endorsement.

As part of the planning process, an advisory committee will be created to assist in determining the appropriate direction for the property. TRCA will invite representatives from the community, special interest groups and partners to sit on the committee for the duration of the project. The advisory committee members will play an integral role in developing goals and management recommendations for the NRMT. The following groups/organizations should be represented on the committee:

- City of Vaughan;
- King Township;
- York Region;
- Humber Watershed Alliance;
- local community;
- local businesses;
- special interest groups;
- property users;
- TRCA.

The management plan is expected to be completed in early 2008 with implementation work beginning in the 2008 field season.

FINANCIAL DETAILS

Project funding is available in the 2007 Preliminary Operating and Capital Estimates in the Conservation Land Planning budget through account 408-39.

Report prepared by: Elyssa Elton, extension 5579

For Information contact: Elyssa Elton, extension 5579 or Mike Bender, extension 5287

Date: January 15, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: Brian Denney, Chief Administrative Officer

RE: **POLICY ON REPORTING SUSPECTED CHILD ABUSE AND NEGLECT**

KEY ISSUE

Approval of the Policy on Reporting Suspected Child Abuse and Neglect.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Toronto and Region Conservation Authority (TRCA) Policy on Reporting Suspected Child Abuse and Neglect be approved.

BACKGROUND

The Child Family Services Act (CFSA) states clearly that members of the public, including professionals who work with children and youth, have an obligation to report promptly to a Children's Aid Society if they suspect that a child or youth under the age of 16 is, or may be, in need of protection. Staff is proposing this new policy to ensure staff and volunteers know their obligations to report suspected abuse and neglect of children and their responsibilities when working with children and youth.

This was referred back from the Authority Board and we have acquired the expertise of Dr. Barbara Fallon of the Centre of Excellence for Child Welfare to ensure compliance.

RATIONALE

TRCA staff recommend approval of the Policy on Reporting Suspected Child Abuse and Neglect as outlined in Attachment 1 to ensure that staff and volunteers are aware of their responsibilities when working with children and youth and know their obligations to directly report suspected abuse and/or neglect of children and youth to the Children's Aid Society responsible for the area in which the suspected abuse and/or neglect took place. After reporting to the Children's Aid Society, TRCA staff and volunteers are to submit an incident report to the Chief Administrative Officer or Senior Manager, HR and Communications.

Report prepared by: Victoria Kinniburgh, extension 5288
For Information contact: Catherine MacEwen, extension 5219
Date: February 16, 2007
Attachments: 1

Attachment 1

POLICY ON REPORTING SUSPECTED CHILD ABUSE AND NEGLECT

TRCA provides education, outreach and recreation programs to many young people in a variety of settings and groups. TRCA is committed to supporting the Children's Aid Societies (CAS) in their protection of children and youth. Child maltreatment is defined as physically abusing a child or youth, sexually molesting a child or youth, failing to provide proper care or depriving a child or youth of support and affection. TRCA is committed to the prevention and reporting of all types of abuse and neglect of children and youth.

This policy applies to all employees and volunteers of TRCA. Adherence to this policy is mandatory and all employees and volunteers are expected to be familiar with it.

The signs and indicators of abuse and neglect may include but are not limited to the following.

Physical Abuse of a Child

Physical abuse is any harm to a child caused by an action or omission of action by the child's caregiver. Injuries may include:

- bruises;
- welts;
- cuts;
- fractures;
- burns; or
- internal injuries.

Physical abuse can be one or two isolated incidents or can occur over a prolonged period of time.

Sexual Abuse of a Child

Sexual abuse is any sexual exploitation of a child by an older person where the child is being used for a sexual purpose. The Criminal Code of Canada identifies a number of types of sexual abuse, including, but not limited to:

- sexual interference;
- an invitation to sexually touch;
- parent or guardian procuring sexual activity from a child;
- householder permitting sexual activity
- exposing genitals to a child; and
- incest.

The following are some examples of child sexual abuse:

1. Fondling/touching a child's genitals.
2. Having intercourse with a child.
3. Having oral sex with a child.
4. Having sex in front of a child.
5. Having a child touch another person's genitals.
6. Using a child in pornography.
7. Showing x-rated books or movies or magazines or websites to a child.

Sexual Exploitation

Sexual exploitation includes the act of taking advantage of the vulnerability of a child with whom there is a relationship of trust, for one's own pleasure or gain. Sexual exploitation includes any form of sexual contact or invitation for sexual contact with a child by an adult in a position of authority or power over the child whether or not there is consent from the child.

Emotional Abuse of a Child

Emotional abuse includes all acts of omission or commission which result in the absence of a nurturing environment for the child. It occurs when the caregiver continually treats the child in such a negative way that the child's concept of "self" is seriously impaired. Emotionally abusive behavior by the caregiver can include constant yelling; demeaning remarks; rejecting, ignoring or isolating the child; or terrorizing the child. Emotional abuse can be the most difficult to identify and prove.

Neglect of a Child

Most caregivers do not intend to neglect their children. It usually results from ignorance about appropriate care for children or an inability to plan ahead. Neglect occurs when a caregiver fails to provide basic needs such as adequate food, sleep, safety, supervision, clothing or medical treatment.

OBLIGATIONS OF TRCA EMPLOYEES AND VOLUNTEERS

When a person suspects on reasonable grounds that a child or youth is, or may be, in need of protection the person who makes the observation must promptly report this suspicion and the information upon which it is based to the CAS of the region in which the observation took place. After reporting to the CAS, TRCA staff and volunteers are to submit an incident report to the Chief Administrative Officer (CAO) or Senior Manager, HR and Communications. You do not need to be certain a child is, or may be, in need of protection to report your suspicion. "Reasonable grounds" refers to the concept that there is a risk that maltreatment might happen, given the information that an average person, given his or her training, background and experience, exercising normal and honest judgement, would need in order to make a decision to report.

THE PROCEDURE

1. It is mandatory that all staff and volunteers report any suspicion of abuse and/or neglect of a child immediately to the Children's Aid Society of the region in which the observation took place. If the name of the appropriate CAS is not known, contact the Ontario Association of Children's Aid Societies for correct information.
2. After reporting to the CAS, TRCA staff and volunteers are to submit an incident report to the CAO or Senior Manager, HR and Communications.
3. A complaint need not be made by a child or youth in order to engage the investigation.
4. Staff and volunteers will be advised on this policy in the following ways:
 - The policy will be part of the orientation package for new employees/volunteers.
 - Management Team will be provided with a copy of the policy to distribute to their staff.
 - The policy will be reviewed annually at all staff and safety meetings.

- A notice on staff's obligation to report suspected child abuse and neglect to the CAS as well as Children's Aid Society contact information will be added to each employee's pay stub envelope.
- A users email will be sent to staff giving them direction to review the policy located on the Personnel Manual along with Children's Aid Society contact information.
- The policy will be posted on all bulletin boards along with TRCA's health and safety information.

RESPONSIBILITIES

1. Employees and volunteers are to avoid physical contact with a child, except in the application of first aid and where necessary in other circumstances where safety warrants. In all cases, employees and volunteers will make an effort to always have another adult present.
2. Employees and volunteers are to avoid entering into any room with a child without another adult present. For example, a washroom, classroom, residential field centre bedroom.
3. Employees and volunteers are to avoid transporting a child in a TRCA or personal vehicle at all times. If there is no alternative and an emergency exists, every effort must be made to have two adults present.
4. All employees and volunteers working with or in close proximity to children must obtain a Vulnerable Sector Police Reference Check. Please see "Police Reference Check" policy in the Personnel Manual.

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: Catherine MacEwen, Manager, Human Resources

RE: EMPLOYEE ENGAGEMENT SURVEY RESULTS

KEY ISSUE

To report the results of the 2006 Toronto and Region Conservation Authority Employee Engagement Survey and outline the planned actions to support our organizational effectiveness.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the results of the Employee Engagement Survey be received;

AND FURTHER THAT the annual survey and action plans be endorsed as an organizational performance measure for Toronto and Region Conservation Authority (TRCA).

BACKGROUND

In the fall of 2003, an employee engagement survey was conducted to establish a benchmark of employee engagement and identify the issues that face TRCA employees. In September 2006 a similar employee engagement survey was conducted.

Response rate

The response rate increased to 70% in 2006 from 49% in 2003. The use of an on-line survey assisted in this increase, although more work is needed in increasing the response rate among non-Lotus Notes (email) users.

The survey results are based on a five-point scale and each response has been given a corresponding number for ease of analysis:

"Agree" responses = 1

"Somewhat agree" responses = 2

"Neither agree nor disagree" responses = 3

"Somewhat disagree" responses = 4

"Disagree" responses = 5

For most responses, the best result is a 1 and the worst result is a 5. All results are averaged over all respondents.

The composite engagement index is an average of six questions, including job satisfaction and meaningfulness. The composite engagement index for employee engagement increased a modest average of 1.84 versus 1.89 index in 2003. The composite measure is generally higher than similar scores in the private sector and indicate that TRCA employees are engaged intellectually and emotionally in the work that they do.

The areas of greatest improvement since the 2003 survey include:

- balancing work and personal life: 1.3 point improvement;
- talent retention: 0.76 point improvement;
- satisfaction with salary; 0.74 point improvement: and
- satisfaction with computer tools: 0.67 point improvement.

Those considering leaving TRCA was down significantly in 2006 versus 2003:

"At the present time are you seriously considering leaving TRCA in the next year?"

	2003	2006
Yes	23%	14.7%
No	54%	56.8%
Don't Know	23%	28.5%

The survey consisted of both closed and open ended questions and the answers to these questions help form areas of concern. Areas of concern are:

1. benefits, especially for seasonal staff;
2. the 'GTA salary' effect where people were satisfied with their salary levels but still found the levels too low for the cost of living in the GTA;
3. staff want more money and more training for professional development, safety and acquisition of new skills; and
4. staff want more effective communication among groups within TRCA.

DETAILS OF WORK TO BE DONE

1. Develop an all staff day to recognize our contributions and to discuss future opportunities.
2. Focus on staff development with courses, better performance management and expansion of the mentorship programme.
3. Roll out the skills inventory to identify specific skills and skill leaders in the organization.
4. Investigate benefit package alternatives.

FINANCIAL DETAILS

The costs of this programme are primarily the cost of the staff day, expected to be \$5,000. Funds have been identified in the 2007 Preliminary Operating and Capital Estimates.

Report prepared by: Catherine MacEwen, extension 5219
For Information contact: Catherine MacEwen, extension 5219
Date: February 8, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: Brian Denney, Chief Administrative Officer

RE: **OVERTIME POLICY**
Amendment

KEY ISSUE

Amend the Overtime Policy for better management of time in lieu to limit liability, increase employee's work/life balance and comply with changes in employment law.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the amended Overtime Policy as set out in the report dated February 8, 2007, be approved.

BACKGROUND

At Authority Meeting #9/04, held on October 29, 2004, Resolution #A290/04 was approved as follows:

THAT the Overtime Policy be amended to allow for payment of overtime especially in peak work time or emergency situations for non-management staff.

Overtime payments have been monitored monthly by a team of Directors to identify areas of concern. In addition, decisions made by the Labour Board of Ontario necessitate minor changes in the policy and procedures for overtime payment and time in lieu of overtime. Although no abuses have been identified, the use of overtime is positioned as a management tool for high workload or emergency times. In addition, changes in wording have been made to clarify the use of overtime, supervisor responsibility changes and on call staff overtime arrangements. All changes are highlighted in **BOLD** in Attachment 1.

Financial Details

The amendments will not add any additional costs.

Report prepared by: Catherine MacEwen, extension 5219
For Information contact: Catherine MacEwen, extension 5219
Date: February 8, 2007
Attachments: 1

Attachment 1

The Overtime and Time in Lieu of Overtime

Toronto and Region Conservation Authority (TRCA) overtime pay and time in lieu is a management tool to allow the flexibility to meet business requirements and provide some work/life balance for employees. All overtime must be agreed upon by both the employee and his or her supervisor. **If a supervisor does not want an employee to work overtime, then he or she must order the employee not to do so and see that the employee complies.**

Definition

Overtime is defined as the time worked in extraordinary situations to complete work that cannot be accomplished during the regularly scheduled work week. Vacation, sick time and statutory holidays not worked, are excluded from the total hours used to determine overtime payment or lieu time accumulated.

The incidental expansion of the regular work period will not be considered overtime. For example working at lunch time or arriving early on occasion will not be considered overtime. No overtime will be paid or lieu time accumulated for working less than 15 minutes in excess of a regular working hours per day.

Eligibility for Overtime and Lieu Time

Technical and Administrative Staff

Technical and administrative staff (Salary Ranges 1 to 7) are eligible to receive overtime payment or time in lieu for preauthorized work beyond their regular working hours. For example, an employee is regularly working 8 hours per day. One day in the week the employee has been asked to work 10 hours. Two of the hours would be overtime. Whether the employee receives payment for overtime or time in lieu is at the discretion of the employee.

Functional, Project or People Leaders

Functional or people leaders (Salary Ranges 8 to 15) are expected to manage their own time but can collect time in lieu in extraordinary circumstances when a leader would be required to work extended periods of time. In addition, for leaders who are designated as “essential” during a formally declared emergency, the option of being paid overtime is available.

Employee Rights

An employee can decline overtime. Employees should be given where possible, 48 hours notice of the need to work overtime. To facilitate the assignment of overtime, supervisors should post overtime requirements and seek those who wish to work overtime on a first come, first serve basis.

Emergency Overtime

During an emergency that has been declared by the Chief Administrative Officer or designate or by State of Emergency staff at the Federal, Provincial or Municipal levels, all essential staff required to work under emergency conditions are eligible for overtime payment or time in lieu of overtime worked.

The Procedures

All overtime worked should be reported on the employee's timesheet. For employees eligible for overtime payment, a choice is given to them, whether or not they will receive payment or time in lieu.

Technical and Administrative staff (Range 1 to 7) can chose between overtime payment, lieu time or a combination of both. Functional, Project or People Leaders (Salary Range 8 to 15) will only collect time in lieu except in State of Emergencies or CAO declared emergencies. When an employee has accrued time and leaves TRCA, the equivalent payout is giving to the exiting employee.

The Calculation of Overtime

Overtime begins after the employee has completed their regular work week, in most cases after 35 or 40 hours. The overtime worked from the end of the regular work week to 44 hours is 1.0 x the regular hourly rate and 1.5 x the regular hourly rate for hours in excess of 44 hours per week.

Time in lieu can be used for personal time off for doctor's appointments and other non TRCA related activities. If an employee accrues 3 hours of time in lieu during a two week period and takes that time off during the same two week period, the lieu time does not need to be reported on the timesheet.

On Call Employees

"On Call" employees, who are not "on call" at the workplace, are eligible to collect overtime or time in lieu (for Technical and Administrative staff) or time in lieu (for Functional, project or people leaders) in the following circumstances:

1. They are reachable "on call" by pager, cell phone or on their home phone, and.
2. They are within one hour of the work site.

Eligible Employee Group

Eligible Time

Employees in Salary Range 1-7

2 hours per day on non scheduled work days and 8 hours straight time for on call during the week. For example, if the employee is on call for 7 days (24 hours a day) the overtime would be 6 hours for weekend time and 8 hours for the week day for a total of 14 hours.

Employees in Salary Range 8+

7 Hours per "on call" week to be taken as time in lieu.

If an "on call" employee is called into work, they will receive a minimum of 4 hours overtime for employees in Range 1 to 7 and straight time for those employees in Salary 8 and above.

If an employee is on call but is not restricted in anyway from travel and can call in at his or her convenience, he or she will not be entitled to overtime. If the employee has the discretion to not come in as requested, then the employee will not be compensated for on call duties. For example, if an employee is on a list of potential employees who can come into work, but the work was not confirmed and/or the employee can choose not to come in, there will be no overtime or time in lieu.

If an employee comes into work and is eventually sent home, he or she will receive a minimum of 4 hours. If an employee is asked to come in but given 24 hours notice that the event has been cancelled, no overtime nor time in lieu.

Special Cases

This policy may be precluded where an employee has agreed in advance to come into work with less than 24 hours notice or work split shifts or occasional non-scheduled times. For example, an employee may volunteer to work a weekend on the expectation that there will be good weather, but it rains and the employee does not report to work, with no compensation given.

Restrictions in Overtime

Hours worked in excess of 48 per week should only be experienced in rare situations or emergencies. In non emergency occasions, when employees are expected to work in excess of 48 hours per week for an extended period of time, approval must be given by the Ministry of Labour in advance of such an arrangement. See HR for the application process for extended work weeks.

All time in lieu must be taken within 3 months of its accumulation. Time in lieu accumulated must not exceed 100 hours in the calendar year. If an employee has accumulated time in lieu and cannot, due to extraordinary circumstances, take their lieu time in the calendar year, the employee must receive CAO approval to carryover to the next calendar year and the carryover amount cannot exceed 35 hours.

Statutory Holidays

Supplementary and Salary Range 1 to 7 employees who work a statutory holiday will receive their regular wages plus 1.5 x wages for that day or time in lieu of overtime at the 1.5 level. Functional, Project or People Leaders (Salary Range 8 to 15) who work a statutory holiday will receive their regular wages plus 1.5 time in lieu

Employee Travel

The travel time that an employee experiences going from one work site to another as part of his or her day to day activities, can be included in the calculation of hours eligible for overtime but this does not include commuting time to and from home to their work site.

Budgeting

All overtime must be part of the manager's local budget and in event of a transfer to another group, the original manager must reimburse the employee of all overtime incurred by that employee while under his or her supervision.

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: **EMPLOYEE HEALTH BENEFITS**
Award of contract to Sun Life Financial

KEY ISSUE

Recommends the award of a contract for provision of employee health benefits to Sun Life Financial.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT a contract for the provision of health benefits and related services for Toronto and Region Conservation Authority (TRCA) employees be awarded to Sun Life Financial, Sun Life being the proponent that best met TRCA and Conservation Ontario specifications;

THAT a contract for Accidental Death and Dismemberment insurance be awarded to A/G/American Home, it being the proposal that best met TRCA and Conservation Ontario specifications;

THAT the contracts be on terms and conditions satisfactory to TRCA staff and TRCA's health benefits advisers, Buffett Taylor Employee Benefit Consulting;

AND FURTHER THAT TRCA officials be directed and authorized to take such action as is necessary to implement the contracts including signing and execution of documents.

BACKGROUND

TRCA as a constituent member of Conservation Ontario participates in a cooperative insurance program available to all 36 conservation authorities. The Conservation Ontario Insurance Committee (COIC) has delegated authority to select both health benefits insurance and property insurance providers. TRCA's Director, Finance and Business Services, serves on the COIC along with representatives from other conservation authorities.

COIC directed its health benefits insurance adviser, Buffett Taylor Employee Benefit Consulting, to undertake a call for proposals for provision of employee health benefits to Conservation Ontario member conservation authorities in the fall of 2006. This followed the renewal of health benefit plans with Conservation Ontario and TRCA's current provider, Manulife Financial, effective August 1, 2006. COIC was not satisfied with the terms of the renewal and advised Manulife that Conservation Ontario would be going to the market with a proposal call.

With agreement of TRCA's Senior Manager, HR and Communications, TRCA submitted its employee health benefits requirements for the proposal call. TRCA is pooled with other conservation authorities in the provision of life insurance and long term disability (LTD) benefits. TRCA maintains its own dental and extended health care program but markets its program alongside the program used by other conservation authorities.

RATIONALE

At the direction COIC, Buffett Taylor invited 15 companies to submit proposals for all or part of the conservation authorities employee health benefit program. The results were as follows:

- Ace Una (quoted on AD &D only);
- AIG /American Home - quoted partial (including AD&D);
- Chubb Insurance (quoted on AD &D only);
- Cooperator's - quoted partial;
- Desjardins - quoted;
- Empire Life - declined;
- Equitable - declined;
- Great West Life - quoted;
- Green Shield - quoted partial;
- Industrial Alliance - quoted;
- Manulife (Incumbent) - quoted;
- Medavie Blue Cross - quoted;
- NexgenRx - quoted;
- Standard Life - quoted;
- Sun Life - quoted.

Based on proposal content in terms of the specifications, adherence to plan design and the financial aspects of their proposals, COIC short-listed the proposals and interviewed the three proponents who best met the specifications. In depth interviews were conducted by the COIC and Buffett Taylor in January, 2007, with the three short-listed proponents. Each proponent was presented with a list of 18 questions to respond.

The incumbent insurer, Manulife, provided a quotation in response to the marketing of the proposals which for TRCA represented a 6.5% increase over the cost of the program as renewed in August of 2006.

The three short-listed proponents each provided comprehensive packages with premium reductions to the existing package of benefits ranging from 6.6 % to 13.2%.

In evaluating the three proponents, staff was seeking opportunities to enhance the existing benefit package while still achieving some savings. TRCA's benefit package has remained relatively unchanged in recent years due to budget restraints. Given the market interest in TRCA's employee benefit package, staff consider it timely to use some of the savings to bring the package more in line with those of its competitors. In particular, the following enhancements were evaluated:

- change in drug coverage from two tiers to one tier, reimbursed at 100%, with mandatory generic reimbursement based on plan 88 and with a dispensing fee cap of \$5 per prescription;
- drug coverage will include a prior authorization process;
- increase vision care maximum from \$150 to \$300/24 months;
- includes 1 eye exam per 24 months, up to \$60/eye exam;
- increase the dental fee guide from current minus two years to current minus one year;
- increase the dental maximum from \$1250 for basic and current combined to \$1500 per year combined.

Based on the proposals submitted and the in depth interviews with each team, COIC and TRCA agreed that the submission from Sun Life Financial would best meet the specifications at competitive cost. The interview team, consisting of COIC representatives, Buffett Taylor representatives and TRCA's Senior Manager, HR and Communications, was impressed with the Sun Life teams preparation and depth of understanding of the needs of conservation authorities. In particular, Sun Life demonstrated sophisticated product services such as secure access electronically to employee accounts which will enhance employee understanding of their benefits and tracking of claims.

As optional coverage, Sun Life will offer an employee assistance plan (EAP) through its affiliate, Shepell.fgi at a rate of \$3.22 per employee per month. Sun Life also offers a health care spending account. Finally, benefits to retired employees of TRCA with more than 10 years service who are between 55 and 65 years will available until age 65. TRCA has made no decision as to the use the EAP and health care spending accounts. Retirement benefits are offered with the employee paying the premium cost.

Sun Life has agreed to guarantee rates for life insurance for 36 months, for LTD, 24 months and for health and dental for 15 months. TRCA uses a refund accounting basis for health and dental programs and Sun Life offers carrier expense charges that are less than or competitive with those of the current carrier.

The attached table illustrates the proposal offered by Sun Life as compared to the current carrier, Manulife at the time of the August 1, 2006 renewal. Please note that Manulife's response to the proposal call included increases to the August 1 renewal rates identified in the table.

In summary, TRCA can enhance its employee health and dental plan offering, and still achieve modest premium savings of 2.7%. It is proposed that the new plan be implemented effective June 1, 2007.

COIC also requested proposals for Accidental Death and Dismemberment (AD&D) coverage. This is a specialized type of insurance currently insured with RBC Insurance at a rate of \$0.020 per \$1,000 of benefit. TRCA's total annual premium in 2006 was \$858. Three carriers submitted proposals which were very competitive:

- Ace Ina at \$0.019/\$1,000
- A/G American Home at \$0.018/\$1,000
- Chubb Insurance at \$0.018/\$1,000

Based on the information submitted, A/G American Home is recommended as they have included in their coverage some additional benefits not available from Chubb.

FINANCIAL IMPLICATIONS

The recommended contracts including enhanced benefit coverage will have only modest implications for the 2007 budget, representing some savings in the range of \$14,000. However, given that the incumbent carrier had indicated significant increases in their proposal, there is a measure of cost avoidance which has been achieved.

Report prepared by: Jim Dillane, extension 6292

For Information contact: Jim Dillane, extension 6292

Date: February 21, 2007

Attachments: 1

Attachment 1

Toronto & Region Conservation Authority

Revised Marketing Spreadsheet, including Sun Life Rates and Plan Design Changes

Prepared January 31, 2007

Benefit	Lives	Volume	Manulife, August 2006 Renewal		Sun Life Quote		% Change	Sun Life, w/ Plan Changes		
			Unit Rate	Monthly Premium	Unit Rate	Monthly Premium		Unit Rate	Monthly Premium	% Change
Basic Life	428	\$43,453,000	\$0.151	\$6,561.40	\$0.124	\$5,388.17	-17.9%	\$0.124	\$5,388.17	-17.9%
AD&D	420	\$42,905,000	\$0.02	\$858.10	\$0.018	\$772.29	-10.0%	\$0.018	\$772.29	-10.0%
Long Term Disability Plan 2	339	\$1,143,424	\$1.24	\$14,178.46	\$0.98	\$11,205.56	-21.0%	\$0.98	\$11,205.56	-21.0%
Extended Health Care	138	S	\$31.80	\$4,388.40	\$29.57	\$4,080.66		\$34.32	\$4,735.61	
	<u>282</u>	F	\$115.21	<u>\$32,489.22</u>	\$107.15	<u>\$30,216.30</u>		\$124.35	<u>\$35,066.02</u>	
Subtotal EHC	420			\$36,877.62		\$34,296.96	-7.0%		\$39,801.62	7.9%
Dental	138	S	\$30.33	\$4,185.54	\$28.51	\$3,934.38		\$29.22	\$4,032.74	
	<u>282</u>	F	\$76.33	<u>\$21,525.06</u>	\$71.75	<u>\$20,233.50</u>		\$73.54	<u>\$20,739.34</u>	
Subtotal Dental	420			\$25,710.60		\$24,167.88	-6.0%		\$24,772.08	-3.7%
Combined Monthly Premium				\$84,186		\$75,831			\$81,940	
Difference from Current						-\$8,355	-9.9%		-\$2,246	-2.7%
Annual Pooled Premium				\$259,176		\$208,392			\$208,392	
Difference from Current						-\$50,783	-19.6%		-\$50,783	-19.6%
Annual Experience Rated Premium				\$751,059		\$701,578			\$774,884	
Difference from Current						-\$49,481	-6.6%		\$23,826	3.2%
Total Annual Premium				\$1,010,234		\$909,970			\$983,277	
Difference from Current						-\$100,264	-9.9%		-\$26,958	-2.7%

Notes:

1. Rates and premiums exclude applicable 8% RST.
2. Lives and volumes taken from August 2006 renewal report.
3. Current unit rates are based on August 1, 2006 renewal rates.
4. All quoted / current EHC rates include travel assistance and pooling charges.
5. AD&D benefit is currently with RBC Insurance. Sun Life column's assumes AD&D carrier change to American Home/AIG.
6. Sun Life w/ Plan Changes assumes:
 - a. Change in drug coverage from two tiers to one tier, reimbursed at 100%, mandatory generic, Plan 84 with a \$5 dispensing fee cap (+7.0%)
 - b. Includes PAP (+0.25%)
 - c. Increases vision from \$150 / 24 months to \$300 / 24 months (+7.8%)
 - d. Includes 1 eye exam per 24 months up to \$60 per exam (+1.0%)
 - e. Increase in dental maximum to \$1,500 per calendar year, combined for basic & major services (+2.5%)

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: MEMBERS REMUNERATION

KEY ISSUE

Changes to the per diem, honorarium and travel expenses for members of the Toronto and Region Conservation Authority require approval of the Ontario Municipal Board.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT subject to Ontario Municipal Board (OMB) approval, members per diem and the Chair's honorarium be increased by 3% effective January 1, 2007;

AND FURTHER THAT TRCA officials be authorized and directed to make the necessary application to the OMB.

RATIONALE

Section 37 of the Conservation Authorities Act provides that "no salaries, expenses or allowances of any kind shall be paid to any of the members of the authority without the approval of the Ontario Municipal Board".

In 2005, the Authority approved a series of resolutions requesting the OMB to increase the per diem and honorarium by the rate of inflation, grant TRCA authority to increase per diems and honorarium at the rate of inflation annually and approve the reimbursement of members for travel costs at the same rate as TRCA employees. The OMB granted the request for inflationary adjustment in 2005 but denied the request for TRCA to annually adjust the rates. The OMB stated that TRCA must apply each year for adjustments.

The current per diem rate is \$83.64. The new rate would be \$86.15. The Vice Chair receives two times the regular per diem when acting in place of the Chair.

If a citizen appointee is the Chair, the Chair receives an honorarium of \$36,720 annually. This would increase to \$37,822 if the OMB approves the 3% adjustment. If the Chair is an elected official, the Chair receives two times per diem for attendance at TRCA meetings and official functions.

The OMB has agreed to reimburse the Chair and members for travel to TRCA meetings at the same rate established for TRCA employee travel reimbursement.

FINANCIAL DETAILS

As part of preliminary estimates approval, the Authority approved an increase of 3% cost of living adjustment effective the first pay in April. Staff will seek OMB approval to increase per diems and honorarium by 3% effective January 1, 2007. The impact will be marginal, less than \$2,000, and has been included in the 2007 Preliminary Estimates, Operating and Capital approved by the Authority in November, 2006.

Report prepared by: Jim Dillane, extension 6292

For Information contact: Jim Dillane, extension 6292

Date: February 13, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: Brian Denney, Chief Administrative Officer

RE: **INTERNATIONAL JOINT COMMISSION WATER QUALITY BOARD**
Travel Expenses for TRCA Appointee

KEY ISSUE

Report on reimbursement of travel expenses.

RECOMMENDATION

IT IS RECOMMENDED THAT the report on reimbursement of expenses for Mr. J. Craig Mather to represent Toronto and Region Conservation Authority (TRCA) on the International Joint Commission (IJC) Water Quality Board (WQB) be received.

BACKGROUND

When Craig Mather was Chief Administrative Officer of TRCA, he was appointed as a Canadian Member on the IJC's Water Quality Board. In his capacity as board member, Mr. Mather brings the watershed message to the national and international stage, and attempts to influence how the IJC deals with the many issues facing the Great Lakes, including the Remedial Action Plans. It also provides an opportunity to profile the work of conservation authorities around the Great Lakes, hopefully enabling other sources of funding to be brought to conservation authorities.

The term of appointment continued after Craig Mather's retirement into 2005, and given Mr. Mather's knowledge of the issues affecting the Great Lakes, it was decided that he would continue to represent TRCA. Members of the IJC's various boards and committees pay for their travel and related expenses and these costs are covered by their respective agency or organization. Brian Denney, Chief Administrative Officer, has approved reimbursement for these expenses.

Mr. Mather was reappointed until May 2007, and accordingly reimbursement for travel and expenses was again approved. With the new term of the Authority, staff are bringing this report to advise the members of this arrangement as it will continue until May. Mr. Mather may be reappointed at that time.

FINANCIAL DETAILS

The annual reimbursements were approximately \$2,100 in 2005 to \$830 in 2006. It is estimated that 2007 costs will be within this range. The Chief Administrative Officer has again approved a maximum annual expenditure of \$3,000. The funds are available in the 2007 Preliminary Operating and Capital Estimates.

Report prepared by: Kathy Stranks, extension 5264
For Information contact: Kathy Stranks, extension 5264
Date: February 19, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: Brian Denney, Chief Administrative Officer

RE: **GOOD NEWS STORIES**
Highlights of Toronto and Region Conservation Authority's Work

KEY ISSUE

Receipt of Good News Stories for the months of December 2006 and January 2007, from all sections of Toronto and Region Conservation Authority (TRCA).

RECOMMENDATION

IT IS RECOMMENDED THAT the report on "Good News Stories" for December 2006, and January 2007, be received.

BACKGROUND

Management Team, a committee made up of senior staff at Toronto and Region Conservation Authority (TRCA), meets monthly to discuss strategic initiatives and organizational development.

RATIONALE

Key accomplishments of each TRCA section are highlighted at each Management Team meeting. In keeping with TRCA's objective of Business Excellence, these accomplishments will be brought to each Business Excellence Advisory Board for the information of the members. The following are the accomplishments cited in December and January, and a brief description of each.

- **Jefferson Forest** - Acquisition of 900 Stouffville Road property (25 acres of the Jefferson Forest), in the Town of Richmond Hill, complete. Made possible through funding donations from York Region, the Town of Richmond Hill, the Oak Ridges Moraine Foundation, the City of Toronto, and The Conservation Foundation of Greater Toronto, totaling \$994,000.
- **Archetype Sustainable House** - Royal Bank committed \$75,000 over 3 years to the project. Further, at the Greater Toronto Homebuilders (GTHBA) Presidents Dinner, the new president announced working with TRCA and the Archetype Sustainable House Project is a priority for 2007.
- **Conceptual Water Budget** - MNR accepted TRCA's conceptual water budget and agreed to fund the Tier 1 Water Budget Assessment (\$75,000).
- **Sustainable Communities** - Secured \$30,000 and developed a strategy for accelerating approval process for innovative stormwater management and sustainable community designs.
- **GTA Erosion and Sediment Control Guideline for Urban Construction** - New guideline is completed.
- **Ontario Climate Change and Clean Air Plan** - TRCA invited to help Ministry of the Environment develop.
- **Toronto City Summit Alliance** - February 27, 2007 set as the date for the next summit and includes environmental issues as a major focus.

- **Rouge Watershed Plan** - Rouge Watershed Task Force completed their mandate and delivered their final draft watershed plan to TRCA.
- **Terrestrial Natural Heritage System Strategy** - Unanimously approved by the Authority.
- **West Humber Naturalists'** - Most bird species found in over 20 years during the West Humber Naturalists' annual Christmas bird count.
- **Real-time Gauging** - TRCA automated Precipitation and Stream Gauge Network Pilot Project is now complete and fully operational. Uses state of the art technology to provide real-time access to stream levels and rainfall data for flood management and warning via the web.
- **An Inconvenient Truth** - TRCA and the Canada Green Building Council Great Toronto Chapter have been given permission to distribute copies of Al Gore's An Inconvenient Truth. Paramount Pictures and Blockbuster Video have donated 60 copies of the film to the chapter and TRCA in an exclusive Canadian initiative.
- **Greening Retail** - Environment Canada contributing \$25,000 in support of Phase II.
- **Red-bellied Woodpeckers** - First resident pair spotted at Heart Lake.

Report prepared by: Kathy Stranks, extension 5264
 For Information contact: Kathy Stranks, extension 5264
 Date: February 19, 2007

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #1/07, March 2, 2007

FROM: James W. Dillane, Director, Finance and Business Services

RE: **CELL PHONE AND BLACKBERRY USAGE**
Annual Summary - 2006

KEY ISSUE

Response to request from the Business Excellence Advisory Board for summary information on number of cell phones and Blackberries in use.

RECOMMENDATION

IT IS RECOMMENDED THAT the report on use of cell phones and Blackberries dated February 14, 2007, be received.

BACKGROUND

At Business Excellence Advisory Board (BEAB) Meeting #5/05, held on September 23, 2005, staff was requested to report annually on the number of cell phones and Blackberries in use and the associated costs.

As of December 31, 2006, there were 226 cell phones and 15 Blackberries in use. In 2005, when staff first reported on this issue, there were 220 cell phones and 8 Blackberries in use. The number of cell phones does fluctuate during the year with a somewhat higher number in use during the peak summer months. As expected, the use of Blackberries has increased.

Cell phone and blackberry use is costing an average of \$14,470 per month (about \$64.00/unit/month). Usage has increased by about 25% since 2005. This reflects the increased volume and scope of work being undertaken by Toronto and Region Conservation Authority (TRCA) staff and the recognition that use of wireless technology improves efficiency and is required for employee and client safety. TRCA has secured favourable air time use agreements with Telus and Rogers (rates are the same as those available to the City of Toronto and the province). Use is monitored by supervisors who receive itemized copies of individual cell phone bills.

Cell phones are used extensively in conservation parks, education field centres, restoration services and by staff involved in watershed field activities where regular land based phones are unavailable. All TRCA field staff have access to cell phones as a safety device when working in the field. At Black Creek Pioneer Village, for example, cleaning and maintenance staff use the Telus 'mike' system to enable staff to respond to needs in any of the 50 historical buildings. Without the phones, staff had to be located and advised of the need for service which was time consuming and inefficient. Use of cell phones provides better customer/visitor services and ensures more effective supervision. The "Mike" cell phones replaced the use of pagers with resulting cost offsets.

There are 15 Blackberries in use. Average cost continues to be about \$160 per month although the usage has increased. As this technology has evolved, the air time rates have become more competitive and the initial cost of equipment has come down.

Report prepared by: Jim Dillane, extension 6292
For Information contact: Jim Dillane, extension 6292
Date: February 14, 2007