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NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #2/06,  
TO BE HELD ON FRIDAY, APRIL 21, 2006, 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 #1/06, March 3, 2006

**FROM:** Brian Denney, Chief Administrative Officer

**RE: GREATEST HITS IN 2006**

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**KEY ISSUE**

Approval of list of strategic projects to be undertaken by each division in 2006.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the report dated Feb. 15, 2006, being the list of 2006 TRCA strategic initiatives, "TRCA's 2006 Greatest Hits", be approved.**

**BACKGROUND**

Toronto and Region Conservation Authority (TRCA) Directors were tasked with identifying the strategic priorities for their division for 2006 in the form of greatest hits outlined below. To ensure alignment with the strategic direction of TRCA and its members, staff are seeking approval of these initiatives.

CAO's Office

- Contributions from the federal and provincial governments for The Living City Centre.
- Major announcement for the 50th anniversary Annual Meeting in 2007.
- Research and development coordination.
- Project management for strategic corporate priorities.
- York Region Sustainability Plan.
- Conservation Ontario strategic direction.
- Increased public profile and strategic communications.

Ecology

- Complete guidelines and policy documents for Terrestrial Natural Heritage, Stream crossing guidelines, and water budget-balance, sediment and erosion control.
- Sustainable Community Attributes - work with developers and municipalities to define what sustainability looks like – in subdivision planning, redevelopment, on the lot and in the house.
- Work with hospitals, retail, municipalities and school boards to identify energy efficiency opportunities.
- Undertake several training activities to establish ourselves as science specialists.
- Seaton Community Sustainability Plan.
- MOU.
- Development of Clean Air Strategy.

### Finance and Business Services

- Land Acquisition - acquire minimum 300 acres.
- Complete the multi-year plan for renovation of 5 Shoreham, and expansion of head office functions to Boyd and PDP.
- Initiate the project for a new "Centre for Excellence in Conservation and Sustainability" to be located adjacent to BCPV.
- Implement database management discipline and broaden access to GIS tools.
- Improve the budget process and update the business plan

### Parks and Culture

- Implementation of Kids Free Program for Conservation Parks and Kortright addressing social concerns regarding health and environmental awareness.
- Continue to lessen operational reliance on levy through partnerships and business growth, at Black Creek Pioneer Village and elsewhere.
- TRCA to enjoy successful integration and management of Bathurst Glen Golf Course.

### Planning and Development

- Prepare a draft Living City Policies for Watersheds (updating and consolidation of TRCA development planning policy).
- Introduce a Development Approval Procedural Manual for public assistance (as part of our streamlining and improved communications strategy).
- Contribute to defining/negotiating the Natural Heritage System for the Greater Golden Horseshoe Growth Plan, through participation in CAMC, TNHS, Natural Spaces program and the Growth Plan sub-area assessments.
- Complete the Generic Regulation registration requirements and work with municipalities to implement the new regulation for planning purposes.

### Restoration Services

- Completion of the Western Beaches Watercourse Facility.
- Completion of Restoration Services Centre.
- Completion of CN Bridge expansion for Lower Don Flood Control Project.
- Commencement of Mimico Apartment Strip.
- Commencement of TTP Master Plan implementation.

### Watershed Management

- Completion of the Humber, Rouge and first cut of the Don Integrated Watershed Plan.
- Opening of Phase 1 of Port Union.
- New Terms of Reference for watershed councils.
- New arrangement in place for the Rouge Park and implementation plan for the Rouge.
- Establish source water protection committee and make substantial progress towards a region-wide source water protection plan.
- Majority completion of the Remedial Action Plan (RAP) Progress Report and new RAP targets defined.
- Continue growth of outreach and stewardship activities - Greenbelt and additional funding from the Oak Ridges Moraine Foundation.
- Financial planning and accountability - new division business plan in place.
- Several EcoSchool designations.

Conservation Foundation

- Complete funding of Sustainable House competition and building.
- Launch a legacy campaign.
- Raise \$1.5 million with the Corporate Cabinet.

Report prepared by: Kathy Stranks, extension 5264

For Information contact: Kathy Stranks, extension 5264

Date: February 15, 2006

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

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

**RE:** **AGREEMENT WITH ONTARIO REALTY CORPORATION**  
Operation and Development of Oak Ridges Corridor Park, Town of Richmond Hill, Regional Municipality of York

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**KEY ISSUE**

Authorizes designated officials to enter into an agreement for the operation and development of Oak Ridges Corridor Park, Town of Richmond Hill, subject to terms and conditions satisfactory to Toronto and Region Conservation Authority staff and solicitors.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT Toronto and Region Conservation Authority (TRCA) enter into an agreement with Ontario Realty Corporation, acting for the Province of Ontario, to operate and develop the Oak Ridges Corridor Park, located in the Town of Richmond Hill, Regional Municipality of York;**

**THAT the agreement be based substantially on the principles set out in this communication to the Business Excellence Advisory Board dated February 16, 2006;**

**THAT the final terms and conditions of the agreement be satisfactory to TRCA staff and solicitors;**

**THAT staff be directed to advise the Chair of the Business Excellence Advisory Board of the status of these negotiations;**

**AND FURTHER THAT the TRCA designated signing officers be authorized and directed to take such action as is necessary to execute the agreement including obtaining all necessary approvals and signing of documents**

**BACKGROUND**

The Province of Ontario has designated about 1,000 acres of land in the north section of the Town of Richmond Hill in the area of the community of Oak Ridges as a natural heritage park. The lands are part of the Oak Ridges Moraine and the provincial Greenbelt designation. Included in the proposed park is the existing Bathurst Glen Golf Course.

TRCA has been the project manager for planning and development of the park and has coordinated the stakeholder consultation process that led to approval of the plan for the park, including the major spine trail system.

TRCA is a signatory to a contribution agreement by which the existing land owners will contribute about \$3.5 million for creation of the spine trail system and restoration of the natural heritage areas. TRCA is the designated agent for the province to direct the use of the funds for development of the trail and restoration works.

TRCA has entered into a management agreement with Mattamy Homes, the owner of the Bathurst Glen Golf Course, to manage and operate the golf course for the 2006 season. TRCA has contracted with former employees of Bathurst Glen to assist in the operation of the golf course for the 2006 season.

## **RATIONALE**

It has been the intent of the province, as represented by the Ministry of Municipal Affairs and Housing representative, to have TRCA manage the lands on behalf of the province. Negotiations with Ontario Realty Corporation (ORC) representatives were initiated in November, 2005. Only recently has ORC offered a draft agreement. The province expects to complete the land exchange by March 31, 2006, subject to compliance with Environmental Assessment Act requirements. To meet this deadline, the agreement with TRCA must be in place. The agreement is subject to approval of cabinet.

Staff recommend that direction be given to enter into the agreement subject to terms and conditions satisfactory to staff and TRCA's solicitor, Robert Rossow of Gardiner Roberts LLP. The terms and conditions would entrench the following principles:

1. Development and operation of the park must be cost neutral to TRCA. All TRCA costs and overhead must be fully covered.
2. TRCA will not be required to fund the park, although TRCA is the logical agency to facilitate the partnerships necessary to achieve the park. Revenues from the golf course and other sources must be available to pay for development and operation of the park.
3. TRCA will not be responsible for any environmental problems associated with the lands at the time they come under management agreement.
4. Historic buildings on the lands will be the responsibility of the province on agreement that the province fully fund the cost of maintaining such structures.
5. The initial term for the agreement will be 4 years, subject to renewal by mutual agreement, with the ability to terminate in the event TRCA decides it is no longer viable to manage the park on a cost neutral basis.
6. In any given year, net revenues from the golf course or other sources will be allocated first to a contingency reserve to offset future situations when revenues are insufficient to operate the park, second to address restoration or other capital deficiencies needed to implement the park plan and third, to be used to acquire additional Oak Ridges Moraine, and/or Greenbelt lands to expand the park.
7. The province must acknowledge that the terms and conditions of the contribution agreement apply and further that the existing management agreement with Mattamy Homes for the operation of the golf course must be respected.

In November of 2005, when the Authority directed staff to enter into the agreement with Mattamy Homes for the operation of the golf course for the 2006 season, Resolution #A269/05 was approved at Authority Meeting #9/05, held on November 25, 2005 as follows (in part):

*THAT the revenue generated from the operation of Bathurst Glen Golf Course and Driving Range be used for land acquisition purposes;*

Point number 6 addresses the foregoing resolution.

**DETAILS OF WORK TO BE DONE**

Staff will seek to negotiate an agreement that addresses the principles as outlined above. At Authority Meeting #2/06, to be held on March 24, 2005, staff will report on the status of negotiations.

Report prepared by: Jim Dillane, extension 6292

For Information contact: Jim Dillane, extension 6292; Ron Dewell, extension 5245

Date: February 16, 2006.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

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

**RE:** **GLEN MAJOR FOREST TRAIL HEAD AND TRAIL CONNECTIONS**

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**KEY ISSUE**

Report back on action taken and highlight 2006 trail planning and development initiatives.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff continue to work with the Walker Woods and Glen Major Forest Trail Planning and Stewardship Committee to implement, maintain and monitor the approved trail plan;**

**AND FURTHER THAT members of the committee and interested residents be advised of this report.**

**BACKGROUND**

At Business Excellence Advisory Board Meeting #2/05, held on April 15, 2005, Mr. Jonathan Corbett made a delegation expressing his concern over the location of a proposed trail on Toronto and Region Conservation Authority (TRCA)-owned land. The proposed trail extended 500 metres from the new trail head and car park, located off Concession 7 in the Township of Uxbridge, to the existing trail network in the Glen Major Forest. In addition, plans provided a 200 metre buffer between the proposed trail and private property, as well as proposed native tree and shrub plantings to screen use and improve the buffer.

At Authority Meeting #3/05, held on April 29, 2005, Resolution # A70/05 was approved as follows:

*THAT staff continue to work with the Walker Woods and Glen Major Forest Trail Planning and Stewardship Committee to implement, maintain and monitor the approved Trail Plan.*

Following the April Authority meeting, TRCA staff relocated the proposed trail an additional 100 metres further away from private property, which increased the buffer to 300 metres. The trail was then constructed and 1,100 native trees and shrubs were planted to improve the trail buffer by screening users. Staff also completed the following tasks:

- additional direction and private property signs were installed on the Glen Major trails around the residential area;
- posting and notifications were installed at the trail head kiosks to educate trail users about trespass issues; and,
- a trail monitoring program was established with the help of the trail planning and stewardship committee.

By the end of 2005, the trail monitoring program identified one recorded occurrence between trail users and private property owners. In the one instance, there was a lost cyclist on May 22, 2005, who ventured onto private property seeking directions.

For the last four months staff has been working with the Walker Woods and Glen Major Forest Trail Planning and Stewardship Committee to plan out trail work in 2006 and complete a Trillium Foundation funding application. The 2006 trail work program includes the planning and development of a trail head off Brock Road, 5 kilometres of new multi-use trail development, 1 kilometre of trail closures and the restoration of 5 trail erosion sites.

## **RATIONALE**

The Walker Woods and Glen Major Forest Trail Plan should be implemented to protect the environmental health of the forest and the safety and security of the surrounding community. The plan was developed with the support of a community advisory committee and a diverse and extensive public consultation program. The initiative also compliments A Watershed Plan for Duffins Creek and Carruthers Creek, as well as the provincial Oak Ridges Moraine Conservation Plan. Existing uses and future demands are addressed in the trail plan including a managed, sustainable, balanced approach that ensures the protection and prosperity of the natural system while providing enjoyable public use.

The trail plan has been approved and endorsed by the Duffins Creek Headwaters Management Plan Advisory Committee, the Walker Woods and Glen Major Forest Trail Planning and Stewardship Committee, the Authority, Region of Durham, Township of Uxbridge, City of Pickering and the Ontario Heritage Foundation. TRCA staff will also continue to work with the established Walker Woods and Glen Major Forest Trail Planning and Stewardship Committee to implement and monitor the detailed trail plan. Issues will be managed through education and stewardship practices that encourage open communication. Tools such as signs, notifications and temporary trail closures will be used as part of developing solutions to problem situations. In addition, permanent trail closures will be utilized if no long term solutions can be found.

## **DETAILS OF WORK TO BE DONE**

The planned Glen Major Forest trail activities for 2006 include:

- develop a trail head and car park off Brock Road in Uxbridge;
- close 1 kilometre of trail for restoration purposes;
- develop 5 kilometres of new multi-use trails to link the new trail head to existing trails;
- restore 5 trail erosion sites;
- plant 320 native trees and 190 native shrubs;
- host trail head official opening in the fall of 2006; and,
- members of the committee will be advised of this report as well as interested community residents who appeared before the advisory board in 2005.

**FINANCIAL DETAILS**

Funding for this work has been identified in the 2006 preliminary capital budget.

Report prepared by: Mike Bender, extension 5287

For Information contact: Mike Bender, extension 5287

Date: February 08, 2006

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

**FROM:** Derek Edwards, Director, Parks and Culture

**RE: PEST MANAGEMENT POLICY**

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**KEY ISSUE**

Approval of Pest Management Policy.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the attached Pest Management Policy, dated February, 2006 be approved;**

**THAT this policy replace the Policy for Pesticide Use dated May 22, 2003 approved at Authority Meeting #7/03, Resolution #A193/02;**

**THAT the principles of Integrated Pest Management (IPM) be the basis of the Pest Management Policy and that Toronto Region Conservation Authority (TRCA) obtain Integrated Pest Management Accreditation.**

**BACKGROUND**

The TRCA Policy for Pesticide Use dated May 22, 2003 has been reviewed and updated in order to achieve alignment with the strategic direction in which our municipal partners are moving in reducing pesticide use and to support The Living City vision by adopting Integrated Pest Management principles.

Our municipal partners are moving toward implementing by-laws promoting integrated pest management principles and pesticide use restrictions. These by-laws will restrict the use of pesticides on public and private property but permit the use of pesticides for certain situations such as addressing a health hazard or an infestation to property. These by-laws will also allow the use of lower risk pest control products such as soap, mineral oil, silicon dioxide, bacillus thurnigiensis, boric acid, ferric phosphate, acetic acid, pyethrins and sulphur.

Integrated Pest Management (IPM) is an approach to pest control, not an alternative pest control method. It employs a variety of methods that minimize the potential for adverse effects on the environment. IPM prevents pest problems by eliminating pest habitat, promoting optimal soil conditions and healthy plants. IPM promotes the use of mechanical, physical and biological controls. Chemical controls are used only as a last resort.

The basic principles of an IPM program are:

- prevention through planning and managing ecosystems to prevent organisms from becoming pests;
- identifying potential pest problems;
- monitoring populations of pests and beneficial organisms, pest damage and environmental conditions;
- determining when action needs to be taken;

- reducing pest populations to acceptable levels using strategies that may include a combination of biological, physical, cultural, mechanical, behavioural and chemical controls;
- selection of the least toxic alternative;
- evaluating the effectiveness of treatments.

Integrated Pest Management Accreditation recognizes companies, parks systems, golf courses and their superintendents and other institutions who demonstrate the knowledge and commitment to the principles of IPM through a process of accreditation, audit and professional development. It is believed that this accreditation will set future industry standards on pesticide use, reduction and reporting. 'Plant Health Care' strategies demonstrate a pro-active approach in implementing the use of organics, steams and top-dressings.

The Integrated Pest Management - Plant Health Care Council of Ontario (IPM-PHC Council of Ontario) was created with representation from:

Landscape Ontario	Professional Lawn Care Association
Parks and Recreation Ontario	Structural Pest Management Association
Environmental Coalition of Ontario	International Society of Arboriculture
Ontario Parks Association	Ontario Golf Superintendents of Ontario
Crop Life Canada	Ontario Vegetation Management Association
Sports Turf Association	Pest Management Council Canada

IPM-PHC Council is administered through Ridgeway College, University of Guelph.

This council has established the IPM Accreditation Program (IPMAP) with demonstrated commitment to the principals, professional development, public education and stringent auditing and reporting.

**RATIONALE**

Since 2002, TRCA has operated a Sustainability Management System (SMS) which sets environmental, social and economic targets toward sustainable operations. Integrating an IPM program into the Pest Management Policy will promote all the necessary techniques to suppress pests effectively, economically and in an environmentally sound manner. It will also address public concern of indiscriminate use of pesticides, promote professional development, provide public education and reduce the risk of pesticides to our environment. Performance will be monitored and reported alongside TRCA indicators of sustainability. Accreditation helps reduce pesticide reliance through cultural practices that promote plant health, pest prevention, use of reduced-risk products and the application of pesticides only when absolutely necessary. Joint application of these programs will demonstrate industry leadership in protecting and enhancing natural areas, reducing mown areas, conserving water and protecting water quality.

**DETAILS OF WORK TO BE DONE**

An internal group with expertise in Integrated Pest Management will be established to give direction on TRCA's operating guidelines with respect to habitat regeneration, plant health, naturalization initiatives, public education, water monitoring and minimizing pesticide use.

TRCA will obtain IPM Accreditation by completing the following steps:

- Step #1 Registration - TRCA representatives demonstrate their knowledge of IPM by successfully completing the IPM Accreditation Exam. This step registers TRCA and identifies the TRCA representatives as the IPM Agents for TRCA. The fee is \$200.
- Step #2 Continuing Education Credits - After completing the Examination, IPM Agents must obtain a minimum of eight Continuing Education credits each year. Credits are earned through attending industry conferences, meetings and seminars.
- Step #3 Desk Review Audit - An annual review is carried out to show compliance with pesticide usage, pesticide reduction where appropriate, employee training and management, customer education and marketing materials. The Audit Fee is \$435 annually. When successfully completed, TRCA will become 'Accredited - Level I'. Continued accreditation is granted if requirements of IPM are met annually.
- Step #4 On-site Audit - At least once every three years, On-site Audits are carried out by a Certified Environmental Auditor designated through the Canadian Environmental Auditing Association. When the On-site Audit is satisfactory, TRCA will become 'Accredited-Level II'.

#### **FINANCIAL DETAILS**

Implementation costs of the Pest Management Policy and IPM Accreditation are within various business unit operating, capital and special program budgets.

**Report prepared by: Derek Edwards, extension 5672**  
**For Information contact: Derek Edwards, extension 5672**  
**Date:February 7, 2006**  
**Attachments: 1**



**PEST MANAGEMENT  
POLICY**

Revised February, 2006

## POLICY FOR PEST MANAGEMENT

### **POLICY STATEMENT**

The Toronto Region Conservation Authority's (TRCA) Policy for Pest Management is founded on the principles and ideals, that govern its mission and The Living City Vision. Recognizing both the ecological benefits and potential negative impacts of pesticides, TRCA commits itself to use pesticides only after other methods of achieving our objectives have been assessed and deemed either inappropriate or impractical. All forms of pest management activities will be based on the principles of Integrated Pest Management (IPM). As such, a variety of preventative and non-chemical pest management strategies are used or considered before using the least toxic approved pesticide. TRCA standards of practice for pesticide application will continue to meet or exceed municipal, provincial and federal requirements.

**This policy governs pest management in the following situations:**

- in-building or in-structure;
- kitchen/food operations;
- recreation and park systems;
- TRCA operated non-park land holdings or that which is undertaken by TRCA staff for regeneration or ecological protection purposes on any lands, or in waters, either owned or not owned by TRCA;
- on contract//lease and easement land;
- in nursery/forestry operations;
- residential lease properties.

### **PURPOSE**

The purpose of this policy is to adopt an integrated pest management approach to the management of all pests in support of our Living City Vision. In adopting this policy the TRCA seeks to minimize the use of pesticides on TRCA-managed property and all property on which it perform or manages pest control, while employing other means to limit the injurious effects of pests. Where pesticides are required, TRCA will ensure responsible use by adhering to Integrated Pest Management (IPM) principles as follows:

- use and promote sound pest prevention planning approaches. This includes the use of good Plant Health Care practices,
- use a system of expert identification of pests and natural enemies that may control them.
- use pest population monitoring methods and pest action thresholds.
- use a range of management options for a pest problem based on the following prioritized list that emphasizes pest prevention and non-chemical alternatives:
  - Prevention practices
  - Biological controls
  - Chemical Controls
- use and promote best pest management practices by evaluating the relative merits of various pest management options.
- ensure that all programs involving pest management treatments are reviewed annually to institute any possible improvements in accordance with the TRCA's commitment to IPM.
- pesticide products are used as a last recourse.
- provide staff training and leadership in IPM.

- promote IPM with other government agencies, municipalities, environmental groups and related industry associations in the region. Many pest problems extend far beyond TRCA property and require a cooperative, regional approach to their management.

And furthermore, in accordance with the responsible use of pesticides, TRCA ensures that:

- pesticides are to be used for designated purposes only, or unless ordered to apply them by a Medical Officer of Health or a mandated authority under the Noxious Weed Act.
- a request is submitted to Sustainability Management System (SMS) Coordinator outlining:
  - IPM approach and alternatives to chemical control considered and the reasons for or against their employment;
  - a description of the use/project being undertaken.
- the SMS Coordinator reviews and gives recommendation.
- if it is assessed by the SMS Coordinator that pesticides are the only means of control, approval is requested from the TRCA Chief Administrative Officer (CAO) or designates.
- all applications of pesticides must be performed by a trained and licensed exterminator.
- all uses of pesticide must conform to federal and provincial statutes and the appropriate municipal bylaws (if applicable).
- all pesticide and other significant pest control procedures will be documented and reported to the SMS Coordinator for tracking. The accountable person will record:
  - IPM approach and alternative to chemical control considered and reason for or against their employment;
  - a description of the use/project being undertaken;
  - the date of application;
  - the amount of pesticide used;
  - name of applicator;
  - the type of pesticide used
  - effectiveness of treatment.
- the SMS Coordinator will present to the Board an annual report detailing all pesticide and other significant pest control procedures.

**DEFINITIONS:**

**Approved Pesticide :** a pesticide registered with the Pest Management Agency (PMRA) of Health Canada.

**Biological Controls:** other organisms that prey specifically on a pest.

**Chemical Controls:** means pesticides that are chemical products.

**Cultural Practices:** methods of care for optimal growth and a suitable environment for plant health.

**Ecology:** the study of an organism and its interaction with its environment.

**Integrated Pest Management (IPM):** a multi-disciplinary, ecological approach to the management of pests based first on prevention and when needed, a control (biological, cultural, physical or mechanical intervention), saving registered pesticide application as a last resort.

**Pest:** an organism that causes damage, is a nuisance or interferes with the health, environmental, functional or aesthetic objectives of mankind.

**Pesticide:** a substance that prevents, repels, alters or kills unwanted pests. Pesticides include insecticides used against insects, herbicides to control weeds, rodenticides for rodent control, fungicides for fungi and so on.

**Pest Action Threshold:** the number or density of a pest when management action should be taken.

**Physical Controls:** machine trimming of weeds, mechanical traps or other devices like weather stripping under a door to prevent access by a pets.

**Plant Health Care:** cultural practices designed to maximize the well being of turf or other desired vegetation and minimize the change of infestation or damage by pests.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

**FROM:** Derek Edwards, Director, Parks and Culture

**RE:** POLICY FOR MANAGING HAZARD TREES

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**KEY ISSUE**

Approval of the Policy for Managing Hazard Trees.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Policy for Managing Hazard Trees be approved;**

**AND FURTHER THAT the "Policy for Managing Hazard Trees" replace the Conservation Ontario's generic Hazard Tree Evaluation and Abatement Guidelines adopted by Toronto and Region Conservation Authority (TRCA) in 2000.**

**RATIONALE**

The Hazard Tree Evaluation and Abatement Guideline that has been in use by TRCA since 2000 was set out by Conservation Ontario as the minimum standard for conservation authorities regarding hazard tree management. TRCA staff has reviewed this guideline and developed enhanced policy and operating procedures to address safety issues regarding the management of hazard trees on TRCA-owned land.

To complete this policy and Operational Procedures for Managing Hazard Trees, staff reviewed a number of similar facilities' policies and guidelines including the following:

- Verdict of Coroner's Jury on the inquest into the death at Royal Botanical Gardens;
- Royal Botanical Gardens Hazard Tree Policy Draft;
- City of Toronto "Standardized Forestry Policies";
- City of Mississauga "Tree Hazard Evaluation Form";
- Conservation Ontario "Hazard Tree Evaluation and Abatement Policy";
- Grand River Conservation Authority "Hazard Tree Policy and Action Strategy" ;
- "The US Parks Service Hazard Tree Guidelines";
- City of St. John's policy on Hazardous Trees";
- The Corporation of the District of North Vancouver policy on "Tree Work in the District";
- Southern Urban Forestry Associates "Tree Hazard Inspections";
- Cowichan Valley Regional District policy on "Hazardous Trees - Community Parks";
- Queen's University Urban Forest Plan; and
- U.S. Forest Service "An Example Tactical Approach to Management of Trees in Recreation Areas".

The recommended policy and operational procedures have a number of significant changes and improvements:

- establishes a clear chain of command with the lines of communication and reporting structure specifically identified;

- defines different types of properties within TRCA ownership and identifies guidelines geared to their use;
- provides inspection protocols;
- clearly outlines the hazard tree rating system and abatement strategy;
- provides standardized forms to record abatement strategy and record of work completed;
- provides Hazard Tree Evaluation Form and Inspection Form to ensure proper documentation and follow up; and
- expands on and provides procedures specific to TRCA.

## **CONCLUSION**

The recommended Policy For Managing Hazard Trees is outlined in Attachment 1 and the Operational Procedures for Managing Hazard Trees is outlined in Attachment 2.

**Report prepared by: Derek Edwards, extension 5672**  
**For Information contact: Derek Edwards, extension 5672**  
**Tom Hildebrand, extension 5379**

**Date: January 30, 2006**

**Attachments: 2**

POLICY FOR MANAGING HAZARD TREES



## TORONTO AND REGION CONSERVATION AUTHORITY

### POLICY FOR MANAGING HAZARD TREES ON TRCA PROPERTY

#### GENERAL POLICY

Extensive portions of TRCA properties contain trees as natural or landscape features. Often trees are located near structures or in areas where public and staff are invited and could present a danger. It is generally accepted that trees have a finite life span and a tree in excellent condition has a potential to fail. However, a tree with a structural defect(s) at any age increases the potential for failure.

IT IS THE POLICY OF THE TORONTO AND REGION CONSERVATION AUTHORITY TO MAINTAIN THE SAFETY OF ITS LANDS FOR STAFF AND THE PUBLIC FROM TREES THAT POSE IMMINENT RISK.

TRCA reserves the right to shut down or close off an area due to unsafe conditions when such a drastic measure needs to be taken. This may involve any one of the uses commonly found on TRCA properties such as trails, picnic or parking areas. The area will re-open when risk to staff and the public has been abated

The purpose of this policy is to outline a hazard tree program and sets the foundation for business units of TRCA that are involved with managing hazard trees. The need for such a program arises from the responsibility of TRCA to reasonably protect visitors, staff and infrastructure from tree hazards and show a deliberate effort by TRCA to ensure the health and safety of people on its properties.

There are four primary objectives to implementing this policy at TRCA:

1. That an inspection strategy be designed to ensure properties are routinely inspected and problematic trees are dealt with in a timely manner;
2. To implement a hazard tree rating system so that protocols are established and adhered to when dealing with hazard trees. This rating system will provide consistency amongst TRCA staff when documenting assessments as well as quick establishment of an action plan;
3. That an abatement plan be developed to address the result of the hazard tree assessment;
4. To place the responsibility of managing and administering this policy with the TRCA Forester, who will ensure that it is being adhered to as outlined.

OPERATIONAL PROCEDURES FOR MANAGING HAZARD TREES



## PART 1 - HAZARD TREE INSPECTION AND POLICY IMPLEMENTATION STRATEGY

### Introduction

The basis of managing hazard trees is routine inspection of TRCA properties as defined in these operational procedures. This allows hazard trees to be identified, trees at risk to be assessed for increased hazard potential and non-hazardous trees to be inspected for future risk potential.

Each time a property is inspected, the inspection shall be documented on a standard “Hazard Tree Inspection Form” form, with information including the date, time, assessor’s name and any other relevant information. As required, additional documentation including a “Hazard Tree Rating Form” and photographs should be attached to the “Hazard Tree Inspection Form” record and filed according to TRCA’s records retention policy. Digital photographs will be stored on the hazard tree database.

The Restoration Services division will monitor and track hazard trees in conjunction with their Managed Forest Tax Incentive Program commitments, and managed forest programs and activities, on areas other than active-use conservation areas and their associated peripheral properties. A digital hazard tree inventory, showing existing trees will be maintained by the TRCA Forester. This inventory will house all relevant tree information, including abatements and will be restricted to authorized TRCA staff under the direction of the Chief Administrative Officer.

Area Superintendents will continue to ensure the monitoring of hazard trees within the active-use parks and associated peripheral properties. The peripheral properties and associated trails will be identified through geographic information systems and responsibilities identified. Some of these responsibilities will require additional funding for increased record keeping costs. Within three business days of their completion all “Hazard Tree Inspection Forms” will be forwarded to the TRCA Forester, for inspection, prioritization and filing.

It will be the responsibility of the TRCA Forester to ensure the availability of staff for hazard tree evaluations in passive-use conservation areas, resource management tracts, residential properties and rented farm land. No trees will be removed from these areas without the consent of the TRCA Forester. When many trees have been identified for abatement, prioritizing of these works may be necessary. It will be the responsibility of the TRCA Forester and Area Superintendents to prioritize these works under applicable budget restraints. If trees cannot be removed, then the target areas must be closed to public use and staff access will be restricted until the hazards have been abated.

The TRCA Forester and Area Superintendents will organize outside quotations for tree abatement whenever necessary.

TRCA properties will be mapped and identified digitally in GIS and be identified by their respective designations. All formal trail systems will be identified on a comprehensive map using geographic positioning system methods to identify each public trail.

Three-year budget forecasts, budget estimates, and up-to-date yearly expenditure tracking will be the responsibility of the TRCA Forester.

The TRCA owns several different types of land. Each property has a different use, a different set of targets and therefore, a different perspective of tree-related liability. Therefore, each property should be inspected with a different specified frequency and thoroughness.

The types of properties within TRCA are as follows; active-use conservation areas, passive-use areas/resource management tracts, residential properties, rented farm land, contract/lease and easement land, limited-use open land, and management-agreement land.

## **INSPECTION AREAS**

### **Active-Use Conservation Areas**

Active-use conservation area is a broad term used to cover many of the lands owned by TRCA which can have low to high volumes of people engaged in various activities for recreational, educational, business or scientific purposes. For the purposes of the hazard tree program, lands included in this group include; office environs, heritage sites, education/interpretative facilities and field centres.

An active-use conservation area also refers to a gated, paid-use property designed for public recreation. These properties possess some significant features to attract patrons including water-based activities, overnight campsites, nature trails, picnic areas, sports fields and playgrounds. Some of these properties receive significantly higher use during peak periods of the season.

The fact that active-use conservation areas are subject to user fees increases the issue of liability. TRCA conservation areas are marketed as safe, enjoyable facilities. A catastrophic tree event at one of these locations could generate significant legal ramifications in the event of injury or property damage. Unlike a passive-use conservation area setting, these conservation areas may see 24-hour usage. Many campsites are situated in wooded areas, and trees are generally incorporated into campsites to improve the natural aesthetics of the site, thus the potential for tree risk is increased in these sites. However, inside active-use conservation areas are sub-zones (high use and low use areas) which may not have the same frequency of visitation or proximity to a target for extended periods of time. These areas may be divided during assessments for prioritizing work action as outlined below.

Active-use conservation areas commonly have year-round or seasonal operations, with most conservation areas requiring a mix of full-time and seasonal staff. It will be the responsibility of area superintendents at these locations to ensure that high-use areas such as campsites, picnic sites, stopping points on trails and parking lots are inspected twice a year by a competent assessor. One inspection will be carried out during leaf on and one during leaf off season. Low-use areas within active-use conservation areas will be inspected annually. In addition to yearly inspections, competent assessors will respond to requests from park visitors regarding potential hazard trees within three business days. It is also recommended that inspections be carried out after a major weather disturbance in high-use areas to allow for identification of sudden hazards. This inspection will be determined by supervisory staff at these locations after weather information is reported by news broadcasts and/or a significant

change in weather conditions is witnessed. Each time one of the above-mentioned inspections is conducted the assessor will document their findings on a “Hazard Tree Inspection Form” provided to each facility. Once leaf on and leaf off inspections are completed and documented on the log form, supervisors will submit logs to the TRCA Forester where they will be filed until year-end. At year-end, inspection logs will be sent to central filing services. Intermittent inspection logs and forms will be submitted to the Forester as they are completed.

Supervisory staff from TRCA Parks and Culture Division will ensure a response within five business days by a competent assessor to a tree assessment request from a private land owner who borders a TRCA active-use conservation area or associated peripheral property. The assessor will complete a “Hazard Tree Evaluation Form” as well as documenting the inspection on the “Hazard Tree Inspection Form”. The supervisor will follow up on the recommendations of the inspection and take appropriate action as outlined in this document.

### **Passive-Use Conservation Areas/Resource Management Tracts (RMT)**

Passive-use/conservation areas/RMTs are non-gated recreation areas designed for year-round, passive, public use. There is no charge for using these areas (some may have voluntary registration and/or donations), and there is rarely a defined service provided for the user. These areas provide the public with quality open space for recreation. They usually include a mix of open space, nature trails and passive recreational uses.

Liability related to tree failure is less likely in passive-use conservation areas than in an active-use conservation area. While many of these areas see year-round usage, the potential for tree-related mishap is reduced because the patrons have no permanence on the site. Also, public presence during periods of inclement weather is reduced, during which time tree failure frequently occurs. However, the fact that these Areas openly offer the public recreation space means that vigilance in removing tree hazards must be exercised.

Due to the casual usage of these areas and lack of designated services associated with the complete property, inspection of the entire area may not be required. Hiking is often the intended use on these properties and trails see transient use, meaning that the user passes quickly through the area and the likelihood of a tree-related mishap is substantially reduced.

If the area has a signed trail system, they will be inspected every two years and documented on a “Hazard Tree Inspection Form” provided for the area. Completed logs will be submitted to the TRCA Forester where they will be filed until year end. At year-end logs will be sent to central filing services. It is important when inspecting trails to identify gathering points or stopping points such as benches, vistas or parking areas. These areas possess a greater potential for tree-related mishap. Any unsigned trails will be inspected as required.

Emergency contact numbers will be posted at designated access points to these areas and will provide regular users and clubs with an opportunity to inform TRCA staff of hazards. Many of the passive-use/conservation areas/RMTs that TRCA owns are already associated with active-use conservation areas through the peripheral properties program. Supervisory staff from these Active-Use Parks will continue to manage these properties for the hazard tree program. Remaining properties will be managed by TRCA Restoration Services.

## **Residential Properties**

The TRCA owns residential properties and rents to tenants under contracts handled by the Conservation Lands & Property Services section. Conservation Lands & Property Services staff of TRCA will accept an initial request for a hazard tree inspection and relay information to the TRCA Forester. The Forester will ensure a response within five business days by a competent assessor to investigate the request. The assessor will complete a “Hazard Tree Evaluation Form” as well as document the inspection on a “Hazard Tree Inspection Form”. Completed forms and logs will be returned to the Forester to determine an abatement plan. The Forester will file these documents until year-end. At year-end forms and logs will be sent to central filing services. Tenants do not have the authority to implement an abatement plan for the property until inspected and approved by TRCA staff.

## **Rented Farm Land**

The TRCA owns significant amounts of rural land that is rented for agricultural purposes. This is not publicly used land but is used exclusively by the tenant. The nature of farm land is that it is cleared of trees, so the most prevalent presence of hazard trees is at the edges, where fence rows or adjacent forests are found.

Conservation Lands & Property Services staff of the TRCA will accept an initial request for a hazard tree inspection and relay information to the TRCA Forester. The Forester will ensure a response within five business days by a competent assessor to investigate the request. The assessor will complete a “Hazard Tree Evaluation Form” as well as document inspection on a “Hazard Tree Inspection Form”. Completed forms and logs will be returned to the Forester to determine an abatement plan. The Forester will file these documents until year-end. At year end, forms and logs will be sent to central filing services. Tenants do not have the authority to implement an abatement plan for the property until inspected and approved by TRCA staff.

## **Contract/Lease and Easement Lands**

This term refers to TRCA properties that have all, or portions, of the property under contract, lease or easement agreement with an outside agency/business and excludes residential properties and farm lands. These lands will be the responsibility of the outside agency/business to manage for hazard trees according to TRCA’s minimum standards policy. Agreement holders do not have the authority to implement an abatement plan for the property until approved by TRCA staff.

Located on TRCA properties are several large trail networks that provide recreational opportunities to hikers, cyclists, runners, cross-country skiers, horseback riders, etc. These trails are under “Trail Agreements” with other associations such as the Bruce Trail Association and the Trans Canada Trail Foundation. The association, under agreement with the TRCA, will be responsible to monitor and abate hazard trees according to our policy as a minimum standard. Persons from these associations using tools for clearing hazard trees must follow guidelines outlined in the Workplace Safety and Insurance Board, Ontario Health and Safety Act.

## Limited-Use Open Land

This term refers to land which is owned by the TRCA but has no identified recreational use. In many cases, this land is held because of some environmental sensitivity. Flood plain land is also included in this category.

Mostly, hazard trees on these lands are found adjacent to public or private areas. Residences, roads, parking areas and trails may border these lands, and thus tree hazards must be cleared. These properties will be inspected as deemed warranted.

Emergency contact numbers will be posted at designated access points to these properties and will provide users and neighbours with an opportunity to inform TRCA staff of sudden hazards.

The TRCA Forester will ensure a response within five business days by a competent assessor to a hazard tree inspection request. The assessor will complete a "Hazard Tree Evaluation Form" as well as a "Hazard Tree Inspection Form". If the assessors are able to abate the hazard at the time of the inspection, this must be documented. Completed forms and logs will be returned to the Forester to determine an abatement plan. The Forester will file these documents until year-end. At year end, forms and logs will be sent to central filing services.

## Management Agreement Lands

The TRCA owns a significant amount of land which is under management agreement with other parties, usually municipal or regional government. In this case the TRCA owns the land and provides it for the use of the local community. The agency under management agreement with the TRCA will be responsible to monitor and abate hazard trees in compliance with their municipal policy.

## INSPECTION PROTOCOL

While the areas of assessment may differ, the protocol for the assessment of each individual tree remains the same. Each tree that has a target must receive a thorough inspection for hazard potential. There are six 'zones of inspection' for assessing each tree for failure potential. They are:

1. Zone 1 – this area is the stem and root zone 1.23m up the stem, and 1.23m out from the stem. This crucial area absorbs most of the tree weight under compression, and structural compromise in this area compromises the structure and safety of the entire tree.
2. Zone 2 – is the main stem, from the point 1.23m up the stem, up to the main branch union. Failure points are often found in this zone, but can often be corrected.
3. Zone 3 – is the primary root system extending to about half way out to the drip line.
4. Zone 4 – is the primary branches out to one third their length.
5. Zone 5 – is the remainder of the structural roots.
6. Zone 6 – is the remainder of the crown. This area is often crucial in determining the tree condition.

Each of these areas must receive a thorough inspection. When failure potential is identified in any of these areas, the tree should be rated according to the hazard tree rating system (see below) to determine its exact hazard potential.

Careful inspection of the site is also important when inspecting a tree. Construction, or other damage to the root system of the tree, can result in tree decline and thus cause the tree to become hazardous over time.

## **PART 2 - HAZARD TREE RATING SYSTEM**

The primary objectives of the hazard tree rating system are:

- To determine whether trees which show some evidence of failure potential are actually hazardous.
- To prioritize which hazardous trees should receive attention.
- To maintain a detailed record to justify tree pruning or removal.

The hazard tree rating system has been designed to accommodate the large number of trees present on TRCA lands. A “Hazard Tree Evaluation Form” has been designed to document the assessment of trees on TRCA property and to aid an assessor in determining the potential hazard of a tree. This form will also help to standardize assessments amongst TRCA staff.

The hazard tree rating system has five sections. Each tree is rated according to the five sections then the scores are totaled. The total determines whether the tree is hazardous or not. However, if the assessor at any time feels that one factor makes the tree immediately hazardous, this factor can override the system and the tree is marked for removal. The five sections are discussed in detail below.

### **Section 1 – Species Rating**

The species rating assesses the known hazard potential of a tree species. Each species of tree has a different set of attributes that make it more or less likely to fail. Growth patterns, habitat, hardness of wood, rate of growth and root type all contribute to the failure potential of a tree species.

The hazard tree rating system rates tree species in one of three categories:

1. **Low Failure Rate** – this species is rarely known to fail under normal, acceptable growing conditions. The structure, hardness of wood and branch scaffold of this species is traditionally good.
2. **Medium Failure Rate** – this species has attributes that make it prone to failure under certain conditions, but under normal conditions failure is rare. The structure, hardness of wood and branch scaffold of this tree is average. The tree may be prone to pathogens that reduce its structural integrity.
3. **High Failure Rate** – this species is known to fail frequently under normal conditions. The structure, hardness of wood and branch scaffold of this species is poor, and it is usually prone to one or more pathogens that reduce its structural integrity.

The following trees are regularly found on TRCA lands; the failure potential of each is indicated.

**High Failure Rate**

Black Locust  
Manitoba Maple  
Norway Maple  
Poplar Family  
Silver Maple  
Tree of Heaven  
Willow Family

**Medium Failure Rate**

Ash Family  
Basswood  
Birch Family  
Walnut Family  
Elm  
Fir Family  
Hemlock  
Honey Locust  
Horsechestnut  
Larch  
Pine Family  
Red Maple  
Tamarack  
Tuliptree  
Spruce Family

**Low Failure Rate**

American Beech  
Cherry Family  
Crabapple/Apple  
Hawthorne  
Oak Family  
Sugar Maple  
Sycamore  
White Cedar  
Ironwood

**Section 2 – Size Rating**

The size of the hazard plays an important role in prioritizing which hazards must be abated first. Size rating can be assessed in one of two ways; the size of the defective part (ie: dead branch, weak branch union) can be rated, or the entire tree can be rated. The size of the part plays a significant role in how much potential damage tree failure can cause.

It must be noted that smaller-sized hazards have the ability to cause extensive damage or injury. Thus, smaller hazards should not be overlooked. Common sense dictates that the larger hazards must be given priority.

The hazard tree rating system rates size hazard in one of four categories:

1. Small Hazard – the tree or hazardous part is of a small size, 15cm or less in diameter.
2. Medium Hazard – the tree or hazardous part is of a large size, 15-40cm in diameter.
3. Large Hazard – the tree or hazardous part is of a very large size, over 40cm or more in diameter.
4. Whole Tree.

For the purposes of the TRCA hazard tree program, trees greater than 15cm in diameter at a height of 1.23m up the stem will be the focus for assessment.

**Section 3 – Target Rating**

In order for a tree to be hazardous it must have a target. A tree in an out-of-the-way place, far from any public activity, is not hazardous despite the fact that it might have failure potential.

Targets are judged according to usage. Some areas receive high usage, while others see only occasional use. The hazard tree rating system rates hazard tree targets according to one of the four following criteria:

1. Occasional Use – areas which are infrequently used. These areas include open fields, trails and wooded areas.
2. Moderate Use – areas which receive active but not constant/regular use. These areas include walkways, picnic areas, passive-use recreation areas, and infrequently used driveways.
3. Frequent Use – areas which receive regular use. These areas include driveways, park roads, sheds, outhouses, picnic shelters, parking areas, tent or seasonal campsites and concessions. They also include phone lines, cable lines or secondary utility lines.
4. Constant Use – areas which are extensively used. These areas include residential structures(houses, garages), municipal roads, community structures, permanent campsites, etc. They also include primary utility conductors and distribution conductors.

Identifying the target is important in identifying a hazard tree. The target often dictates the urgency with which a hazard tree is dealt. Careful inspection of a site is necessary to determine the exact target potential of a hazard tree. For example, if a tree has a structural defect and is close to a trail (target) but has an extensive lean away from the trail, then its target potential is low and it is not necessarily a hazard. Trees like this can be assessed to be beneficial as a habitat tree or for interpretive value.

#### **Section 4 – Tree Condition Rating**

Tree condition is an important consideration when assessing a tree for hazard potential. A tree in decline may not be immediately hazardous but it will become hazardous in the future if it continues to decline. Rating the condition of the tree is especially important in flagging future hazards. This also assists in predicting future tree work needs.

The hazard tree rating system rates condition in one of three categories:

1. Good Condition – the tree shows good, healthy growth and little or no evidence of stress or decline.
2. Average Condition – the tree is in average condition; it may show some evidence of stress or decline, but not in a manner which threatens its survival.
3. Poor Condition – the tree is in decline; it shows small leaf size, reduced vigor, crown dieback and/or other features indicating stress or decline.

The condition of the tree should be carefully noted when rating a hazard tree. This permits the inspector to compare the tree condition from year to year and thus map decline.

#### **Section 5 – Tree Structure Rating**

Structure is perhaps the most important aspect of assessing the potential of a tree to fail. Trees are massive, complex organisms, and any compromise in the structural integrity of the tree can result in catastrophic failure. The list of possible structural defects that a tree can possess is large but some of the more common defects have been listed below.

Weak Branch Unions	These are places where branches are not strongly attached to the tree. Trees with a tendency to produce upright branches, such as Elm and Silver Maple, often have weak branch unions.
Wood Decay	Wood decay, usually the result of some parasitic pathogen, creates cavities which make the tree inherently unstable by weakening its support structure.
Cankers	A canker is a localized area on the stem or branch of the tree, where the bark is sunken or missing. Cankers are caused by some external pathogen, and there is always a likelihood of branch failure at or near the canker.
Growth Pattern	Poor tree growth, such as a lean, branches which are larger than the trunk, and crown deformity, can result in trees which are unsafe.

In many cases one structural defect will not make the tree a hazard, but combinations of these and other defects will give the tree the potential to fail. In some cases, one defect may make the tree hazardous. For example, a perfectly healthy Red Oak with a major basal cavity (cavity near the base of the trunk) is a hazard, despite its many other positive characteristics.

The hazard tree rating system rates tree structure in the following four categories:

1. Good Structure – the tree is structurally sound according to the accepted standards of its species. There are no evident structural compromises.
2. Average Structure – the tree has acceptable structure. While there may be some minor structural problems, they do not warrant immediate concern.
3. Poor Structure – the tree has one or more structural defects that warrant concern. Failure at one of these defects is possible.
4. Severe Structure – the tree has at least one major structural defect. This defect has immediate failure potential. This one point may override all other factors and result in immediate removal of the hazard.

Assessing the tree for structural defect is often the most difficult part of the inspection protocol. To properly inspect a tree, a careful ground level inspection should be done. In some cases, the assessor may request to have the crown inspected by a qualified tree-climber. Also, some limited root excavation may be required to thoroughly assess root condition and defects. The ground level inspection is sufficient in most cases, but further inspection may be required if the ground level inspection raises additional concerns.

### Rating Summary

The preceding five rating categories are designed to provide a standardized system for assessing trees for hazard potential. In review, they are as follows:

Species Rating	1-Low Failure Rate; 2-Medium Failure Rate; 3-High Failure Rate.
Size Rating	1-Small Hazard; 2-Medium Hazard; 3-Large Hazard.
Target Rating	1-Occasional Use; 2-Moderate Use; 3-Frequent Use;4-Constant Use.
Condition Rating	1-Good Condition; 2-Moderate Condition; 3-Poor Condition.
Structure Rating	1-Good Structure; 2-Average Structure; 3-Poor Structure; 4-Severe Structure.

After rating each category, the categories are totaled and the total is the Hazard Tree Rating. The rating is as follows:

16-17	Tree is an extreme hazard and requires urgent abatement;
14-15	Tree is hazardous and should be abated in a timely manner;
10-13	A tree at risk; it should be monitored regularly for change;
<9	Tree is not hazardous.

As mentioned, if the assessor feels that one factor overrides all others, he/she can give the tree a hazard rating of 'OV' (override), indicating it must be removed at the earliest possible opportunity. Also, a dead tree should be given a rating of 'DEAD', and should be prioritized accordingly.

### **PART 3 – ABATEMENT STRATEGY**

A large part of this document has dealt with inspection and assessment, however, eliminating the actual hazards is perhaps the most crucial part of hazard tree management. The hazard tree rating system is designed to help prioritize work, so that tree hazards are removed in the most efficient manner possible.

Hazards are prioritized according to the rating they receive under the hazard tree rating system.

#### **Abatement Methods**

During the inspection procedure, the assessor must make a decision on the best way to abate the hazard. There are three primary methods of abating a tree hazard:

1. Tree Removal – removal of the entire tree is a drastic step, but is often necessary when a tree has serious structural defects. Dead trees also must be removed if associated with a target.
2. Pruning / Selective Branch Removal – Branch removal is often all that is required to abate a hazardous tree part.

3. Correction – there are several techniques which can be used to correct defects in trees. Steel braces and/or cables are commonly installed to strengthen weak branch unions. However, correction does not remove the hazard. Correction activities can be undertaken to extend the safe life of a tree, but should be used only when the tree has significant historic or landscape value. Installation of correction devices should be followed by routine inspections to insure that the devices are functioning correctly.

### **Preventative Hazard Management**

An important part of a successful tree hazard abatement strategy is preventative hazard management. In this case, small trees that show hazardous potential are removed before they become large. This allows for easier, cost-effective hazard management. One of the problems with this strategy is the negative public perception of removing small, healthy trees. It is difficult to justify removing a young, vigorously growing tree for the sake of future cost savings.

Preventative hazard tree management is a more feasible strategy for such areas as active- and passive-use conservation areas, where public concern is less likely. The long-term cost savings of this strategy are considerable.

Displaying signs at trail heads or access points to TRCA properties outlining the risks associated with being in areas that contain trees is a way to prepare visitors for the event of a potential tree failure under any circumstance. As well, signs offer a contact number for visitors to call if they see a potential hazard. Staff will then be able to respond to a situation before there is injury or damage to property.

Planting native trees in the appropriate site-classification will help limit future hazards.

### **Marking Trees**

When a tree has been assessed as a hazard, it must be marked for future abatement procedures in accordance to policy standards. Because of the high-use nature of TRCA lands, permanently marking a tree in a highly distinguishable manner can often cause contention with the public. It is advisable that the tree not be marked until immediately before it is scheduled for removal. In some cases, using nonpermanent methods such as flagging tape is preferable to permanent methods such as paint. This allows the mark to be removed if other measures such as moving the target can be implemented. Once a tree has been identified as a serious hazard, the target area will remain closed until the hazard has been abated.

## **PART 4 – DUTIES AND RESPONSIBILITIES**

The TRCA Forester will be required to assure compliance with these policies and procedures, including:

1. The implementation of a standardized database to track all trees assessed within this policy, and the maintenance of these records.

2. To assess the competency of assessors, and to ensure they meet required standards of knowledge to carry out tree assessments for TRCA.
3. To arrange for tree abatement, in cooperation with Area Superintendents, either internally or by outside contractors.
4. To help arrange for quotations from outside contractors when deemed necessary.
5. To ensure that all contractors are working within safe working practices as set out by the Workplace Safety and Insurance Board and Occupational Health and Safety Act.
6. To establish and manage the budgets necessary to comply with this policy, and operational procedures.
7. To monitor all business units within the TRCA to ensure compliance with this policy.
8. To monitor compliance of this policy with agencies that are leasing, renting or managing TRCA property, that do not have a management agreement.
9. To make available services, to clients, as required to comply with this policy.

## DEFINITIONS

Hazard Tree	A hazard tree has a structural defect that may cause the tree or portion of the tree to fail. A defective tree in the middle of the woods or an open field, away from paths or public use areas does not necessarily have to be considered a hazard.
Target	The object, structure or person that potentially may be hit or impacted by a falling tree or tree part.
Invitee	The traditional visitor, employee, occupier or neighbour associated with TRCA property.
Weather Disturbance	A significant or rapid change to the normal seasonal weather pattern such as strong winds or ice storm that could negatively impact tree structure.
Infrastructure	The basic physical and organizational structures (e.g. buildings, roads, utilities) owned or managed by TRCA.
Supervisory Staff	A broad term meaning a person who has charge of a workplace or authority over a worker.
Competent Assessor	A designated person who has been deemed qualified by the TRCA Forester about hazard tree inspection and determined capable to complete tree assessments according to TRCA policies and procedures for managing hazard trees.
Removal	To cut down.



**HAZARD TREE INSPECTION FORM**

TRCA Property: \_\_\_\_\_ Assessor: \_\_\_\_\_

Zone:  Active Use C.A.     Passive Use/Res. Mgmt. Tract     Trail     Residential  
 Rented Farm     Limited Use Open Land     Man. Agreement Land

Sub Zone: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Inspection Initiated by: \_\_\_\_\_

TRCA     External

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Reason: \_\_\_\_\_

Action/Comments :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Copies to:     Forester     Manager



**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

**FROM:** Catherine MacEwen, Manager, Human Resources

**RE: EMERGENCY OPERATIONS PLAN**

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**KEY ISSUE**

Approval of the Emergency Operations Plan and designation of essential staff.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Emergency Response Plan be approved;**

**AND FURTHER THAT employees who are required to remain on the job during emergencies be designated as "essential" staff who may be required to work beyond a 48 hour work week and will receive overtime payment as management employees.**

**BACKGROUND**

Toronto and Region Conservation Authority (TRCA) is committed to the provision of excellent service to the public, especially in the areas of flood warning, education, recreation and watershed planning, and to provide these services in the safest possible way.

TRCA has facility-based emergency plans and flood warning operational plans but no general Emergency Response Plan for across the organization to address threats such as major power failures or a pandemic.

The experience of the extended power outage in August, 2003 and the possibility of a pandemic that could result in a 35% absenteeism rate among staff has motivated the development of a general emergency plan, as outlined in Attachment 1.

**FINANCIAL DETAILS**

The implementation of this plan will require the purchase of protective gloves and hand sanitizers for staff members where it is not reasonable for them to be able to wash their hands frequently. The total cost is \$5,000 and funds are identified in TRCA's preliminary budget.

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: February 14, 2006**  
**Attachments: 1**

## Attachment 1

### Toronto and Region Conservation Authority's Emergency Response Plan

TRCA staff will be creating a multi-phased approach, beginning with this employee empowerment stage:

#### 1. The Employee Tool Kit

- This outlines what employees should do during an emergency including how to avoid contagious diseases and what to do if a pandemic occurs.
- In addition, employees will be given information on external services available in an emergency situation.

#### 2. Emergency Governance

- Roles and responsibilities of staff and the identification of essential staff (see below for further details).

#### 3. Communications

- Employee Info Line
- Employee calling tree
- Procedures to change the telecommunications system
- Public Safety Announcements (PSAs) and other public announcements

#### 4. Use of TRCA Facilities and Fleet Services for Emergency Purposes

- Potential alternative uses for facilities and fleet vehicles.

#### 5. Employee Training

- Launch of training for supervisors
- Orientation and follow up training
- Remote access to servers for employees working at home

#### 6. Changes in Policies and Procedures

- Use of protective gloves and hand sanitizers; provide standby materials at each work location
- Change in cleaning procedures
- Signage regarding hand washing procedures

#### Emergency Governance

During a TRCA jurisdiction-wide emergency such as a major power outage, a pandemic or major flooding event, essential services and essential service staff members will be expected to be available to manage the TRCA response to such an emergency.

## Staff Designated as Essential

- A. All members of Directors Committee are expected to report to work during an emergency. If the emergency disallows any member of the committee to report to work, that employee is expected to remain in contact throughout the emergency period.
- B. During any emergency, the Flood Duty Officer, Flood Warning Coordinator and the support staff must remain in contact with the members of Directors Committee to determine if the Flood Emergency protocols need to be activated.
- C. Enforcement staff are expected to report to work or to remain in contact throughout the emergency if unable to travel to their work location.
- D. The Manager, Information Services/Information Technology (IS/IT), Manager, Marketing and Communications , Senior Manager, Conservation Lands and Property Services, Central Maintenance staff, managers of conservation parks (East, West and Central Zones) and managers of the education field centres and Black Creek Pioneer Village are all to report to their normal work locations or if unable to do so, remain in contact throughout the emergency period.
- E. The IT and telecommunications staff, including the IT Specialists, and Manager, Chair and CAO's Office are expected to report to work or if unable to do so, to connect to the network remotely and remain in contact throughout the emergency period.

In the initial stages of an emergency, some staff members will be asked to remain at work for extended periods of time to allow for activities such as evacuations, reassignment of staff and securing the safety of members of the public, school children, staff and volunteers.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

**FROM:** Catherine MacEwen, Manager, Human Resources and Safety

**RE:** **EMPLOYEE PRACTICES**  
Hours of Work

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#### **KEY ISSUE**

Updated policy needed to reflect the new management structure and changes in staggered hours.

#### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the establishment of staggered working hours from a 7:00 a.m. earliest start time to a 6:00 p.m. latest finish time be accepted as the 'window hours' of work.**

**AND FURTHER THAT the establishment of criteria for 35 or 40 hour work week and the terms and condition of hours of work for designated staff be approved.**

#### **BACKGROUND**

At Executive Committee Meeting #16/89, held on February 9, 1990, Resolution #290 was adopted as follows:

*WHEREAS, it is a goal of the Authority to meet the special needs of some members of staff in their daily schedules, and to extend hours of service to the public when possible:*

*THAT, for Administrative Headquarters employees, "window hours" be established between 7:30 am. and 5:00 p.m., "core hours" between 8:30 am. and 4:30 p.m., subject to guidelines prepared by the General Manager:*

*AND FURTHER THAT item (1) of Personnel Policy A-7, Hours of Work, be amended to read:*

- 1. ADMINISTRATIVE HEADQUARTERS EMPLOYEES:  
Minimum of 35 hours, Monday to Friday inclusive, and a one hour lunch.*

The Hours of Work Policy has not been updated since the passing of this resolution. The policy needs to be updated to reflect new categories of employees, new locations, the hours of work and the fact that certain operations of Toronto and Region Conservation Authority (TRCA) are on a 24 hour, 7 days per week basis.

#### **RATIONALE**

As TRCA is in service to the public 24 hours a day, 7 days a week, flexible hours of work are required to ensure that the public is well served, staff is well supervised and the health and safety of staff and volunteers is ensured.

TRCA has standard work weeks of 35 or 40 hours per week.

The determination of whether a staff member works 35 or 40 hours is based on the following guidelines that will be administered by the Director and the Manager:

1. Equity among staff members in the same locations, who are performing similar functions.
2. Field employees may be required to work from more than one location and need travel time built into their hours of work.
3. Overtime and time in lieu are available to employees working beyond their regular work week for employees Range 7 and below. Supervisors and managers Range 8 and above can receive time in lieu only.
4. It is recognized that various business units require different working hours. If an employee moves to a new position, the 35 or 40 hour work week is not transferable.
5. All employees are entitled to a 15 minute break during the morning and afternoon periods and a minimum of 30 minute meal break after 4 hours of work.

The procedures for implementation of the policy are outlined in Attachment 1.

#### **FINANCIAL DETAILS**

There is expected to be very limited financial impact.

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: February 10, 2006**  
**Attachments: 1**

## Attachment 1

### Procedures for Policy on Employee Practices - Hours of Work

#### Hours of Work By Employee Type

##### 1. Administrative Office Employees - Full Time

Employees who are primarily information workers, professionals, education administrators or managers in an office location work 35 hours a week. Some workers who work 35 hours a week can also work during any of the 7 days per week period and may work more than 7 hours per day, e.g. Education or Food Services staff.

##### 2. Field Employees - Full Time

Field employees usually have more than one location of work and/or work in monitoring, maintenance, construction, nursery, golf course or parks. These employees work 40 hours per week during a 7 day period.

##### 3. Parks and Maintenance

All Parks and Maintenance field staff in the Conservation Parks, Bathurst Glen Golf Course and Property sections work 40 hours per week.

##### 4. Field Employees - Part Time, Seasonal and Special Employment Contracts

For part time, seasonal, occasional employees who may work a variable work week of 25 hours or less per week, payment will be made based on the number of hours worked. Education staff in residence receive room and board as part of the compensation for non-standard hours of work.

##### 5. Staggered Hours

The main switchboard hours are 8:30 am. to 4:30 p.m. with the core time for employees to be at work being between 10:00 am. to 3:00 p.m..

For both the 35 and 40 hour work week situation, the employee's immediate supervisor approves a regular work day start and finish time. From time to time, employees will be expected to work outside of their regular work day.

For seasonal, part time and occasional employees and some full time employees with a 7 day work week, when there are to be changes in shifts or in working hours, the supervisor should give the employee at least 2 days notice in advance of that change.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

**FROM:** Brian Denney, Chief Administrative Officer

**RE:** **GOOD NEWS STORIES**  
Accomplishments of January, 2006

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#### **KEY ISSUE**

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

#### **RECOMMENDATION**

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

#### **BACKGROUND**

As part of the restructuring of divisions at TRCA, a restructuring of the senior management committees was undertaken. The newly created Management Team, made up of senior staff at TRCA, meets monthly to discuss strategic initiatives and organizational development.

#### **RATIONALE**

At Management Team Meeting #1/06, held on January 26, 2006, staff began a process of highlighting the key accomplishments of each of their sections from the past month. 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 at this meeting, and a brief description of each.

- Fisheries Management Plan for Duffins and Carruthers Creek document published. The plan enables the incorporation of fisheries concerns and management priorities into the planning and permitting process. It provides background information on the state of the aquatic ecosystem as well as management directions and targets.
- Greening Retail program- received funding from Environment Canada to begin.
- Sustainable Schools program- received funding from Ontario Power Authority, Natural Resources Canada and PowerStream to begin. Some additional funding is pending.
- Restoration Services Centre and CN Bridge expansion- two major tenders released: one for general contractors for the Restoration Services Centre for award at Authority Meeting #2/06, to be held on March 24, 2006; a second for construction of CN's Kingston Subdivision Bridge Extension, and for the excavation and construction of the Bala Subdivision Pedestrian Underpass, respectively, for award by the Chair and CAO, as per direction from the Authority.
- One Tonne Challenge- \$30,000 in funding confirmed from Environment Canada.
- Greenlands Acquisition Project for 2006-2010- latest report in a long series of multi-year land acquisition and securement projects approved by TRCA, at Authority Meeting #9/05, held on November 25, 2005 and published in January.
- Bathurst Glen Golf Course- agreement for TRCA to operate was signed.
- Oak Ridges Corridor Park- spine trail is under construction.

- Pickering Harbour Commission- signed a land exchange deal, as per Authority Resolution #A278/05, involving TRCA's lot on Wharf Street on the east side of Frenchman's Bay, and a parcel of PHC land located on the west side of Frenchman's Bay south of Sunrise Avenue.
- Source Protection Planning- conceptual water budget for TRCA's jurisdiction for SPP will be completed.
- Watershed Planning Projects- received funding from Great Lakes Sustainability Fund for 3 projects: Social Marketing Study, Don Watershed Regeneration Priorities, Rouge Watershed Plan Technical Transfer
- Region of Peel Project- initiated \$100,000 in work on habitat restoration, trails and a barn project in Peel.
- Port Union Waterfront Improvement Project- TWRC is pursuing additional funding to complete Phase II.
- Generic Regulation- meetings have gone really well with majority support among municipalities, although some concerns have surfaced in Peel Region.
- Greater Toronto Airports Authority (GTAA)- completion of \$500,000 GTAA Living City Project - Etobicoke Creek Watershed final report and all associated studies.

**Report prepared by: Kathy Stranks, extension 5264**

**For Information contact: Kathy Stranks, extension 5264**

**Date: February 15, 2006**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #1/06, March 3, 2006

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

**RE: ACCOUNTS RECEIVABLE**  
February 5, 2006

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**KEY ISSUE**

Staff report on accounts receivable, as of February 5, 2006.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT the Accounts Receivable status report, as of February 5, 2006 be received.**

**RATIONALE**

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$21,503 in accumulated interest arrears on invoices outstanding for more than 30 days.

**ACCOUNTS RECEIVABLE AGING, BY CATEGORY**  
(Excluding Municipal Levy and TWRC Funding- As at February 6, 2006)

	<b>CURRENT</b>	<b>31 TO 60 DAYS</b>	<b>61 TO 90 DAYS</b>	<b>90 PLUS DAYS</b>	<b>TOTAL</b>	<b>%</b>
SCHOOLS AND SCHOOL BOARDS	103,658	44,347	4,288	1,228	153,521	12.1%
GOVERNMENT	582,186	262,079			844,265	66.8%
DEVELOPMENT SERVICES	925	2,430	5,150	52,150	60,655	4.8%
CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS	18,616	60,910	74,322	52,495	206,343	16.3%
<b>TOTAL</b>	<b>705,385</b>	<b>369,766</b>	<b>83,760</b>	<b>105,873</b>	<b>1,264,784</b>	<b>100.0%</b>
<b>% OF TOTAL</b>	<b>55.8%</b>	<b>29.2%</b>	<b>6.6%</b>	<b>8.4%</b>	<b>100.0%</b>	

Items in excess of \$1,000.00 included in the 90-plus-days column, are as follows:

CLIENT NAME	AMOUNT \$	ARREARS INTEREST \$	AGE (DAYS)	NOTES
Wild Water Kingdom	35,124.86 31,967.02 (16,674.01)	Note	209 107 37	Interim property tax bill. Final property tax bill Credit for campground water use
Pride in Preston Lake	1,000.00	45.68	98	Preston Lake management plan cost recovery
Basciano Parkin Ltd.	2,000.00	614.69	563	Planning fees.
Brutto Consulting Ltd.	7,500.00 3,000.00	2,017.38 750.70	490 462	Planning fees. Planning fees.
Glen Pietrowski	10,000.00	2,880.18	527	Planning fees.
Ron Witton	7,000.00	2,016.12	536	Planning fees.
Rice Development Group	10,000.00	1,956.17	364	Planning fees.
<b>TOTALS</b>	<b>90,917.87</b>	<b>10,280.92</b>		

Note: Interest charged as per lease agreement

As previously reported to the board, uncollected amounts relating to planning fees occurred as the Toronto and Region Conservation Authority (TRCA) transitioned to the new fee schedule during 2004. As directed by the board, all of the planning fees items have been referred to TRCA's solicitors to be pursued through litigation. The companies involved have received letters from TRCA's solicitors, Gardiner Roberts LLP, demanding payment. Staff is also pursuing individual meetings with these last few outstanding accounts to attempt to resolve payment.

Collection of planning fees has improved since the new fee schedule was implemented two years ago and staff do not anticipate that the list of problem accounts will grow significantly.

The amount due from Wild Water Kingdom is deemed collectible, including interest at RBC prime + 1%.

Receivable balances, as reported on each of the previous reports to the advisory board, after 2002, are presented as follows:

<b>DATE</b>	<b>Total \$</b>	<b>90-Plus \$</b>
February 06, 2006	1,264,784	105,873
December 30, 2005	1,254,330	96,363
October 27, 2005	708,624	233,924
August 31, 2005	1,127,018	106,070
May 20, 2005	671,964	126,831
March 31, 2005	841,871	183,755
February 15, 2005	699,123	189,490
December 30, 2004	1,935,416	245,815
October 25, 2004	1,127,102	180,891
September 28, 2004	876,800	187,754
September 3, 2004	936,923	197,539
May 17, 2004	1,018,188	129,505
February 17, 2004	1,386,809	178,370
January 7, 2004	1,064,464	45,382
November 2, 2003	951,999	101,194
August 24, 2003	768,825	125,803
May 25, 2003	445,116	168,327
March 2, 2003	709,807	141,313

Report prepared by: Rocco Sgambelluri, extension 5232  
 For Information contact: Rocco Sgambelluri, extension 5232  
 Date: February 15, 2006