



THE TORONTO AND REGION CONSERVATION AUTHORITY

INDEX TO
BUSINESS EXCELLENCE ADVISORY BOARD MEETING #1/05

Friday, March 4, 2005

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THE TORONTO AND REGION CONSERVATION AUTHORITY

**MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #1/05
March 4, 2005**

The Business Excellence Advisory Board Meeting #1/05, was held in the South Theatre, Black Creek Pioneer Village, on Friday, March 4, 2005. The Chair David Barrow, called the meeting to order at 9:20 a.m.

PRESENT

Dave Barrow	Chair
Rob Ford	Member
Dick O'Brien	Chair, Authority
Bill O'Donnell	Member

REGRETS

Bas Balkissoon	Member
Bill Fisch	Member
Peter Milczyn	Member
Maja Prentice	Vice Chair

RES.#C1/05 - MINUTES

Moved by:	Bill O'Donnell
Seconded by:	Rob Ford

THAT the Minutes of Meeting #7/04, held on January 14, 2005, be approved.

CARRIED

PRESENTATIONS

- (a) A presentation by Nick Foglia, Marketing Manager for Conservation Parks and the Kortright Centre, TRCA, in regards to 2004 Highlights and 2005 New Initiatives for the Conservation Parks and the Kortright Centre for Conservation.

RES.#C2/05 - PRESENTATIONS

Moved by: Dick O'Brien
Seconded by: Bill O'Donnell

THAT above-noted presentation (a) be heard and received.

CARRIED

SECTION I - ITEMS FOR AUTHORITY ACTION

RES.#C3/05 - COMMUNITY TRANSFORMATION PARTNERSHIP, 2005 BUSINESS PLAN

Approval of the 2005 business plan for the Community Transformation Partnership.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the 2005 business plan for the Community Transformation Partnership be approved;

AND FURTHER THAT staff be directed to put funding partnerships in place to achieve the objectives outlined in the business plan.

CARRIED

BACKGROUND

Since 2000, the Toronto and Region Conservation Authority (TRCA) has been exploring the concept of sustainability and the role that it should play in helping to make the Toronto region one of the most liveable city regions in the world. To this end, TRCA business units have worked to incorporate the principles of sustainability into their business plans and products. TRCA staff have also been involved in the development of a variety of new programs and products that reflect the TRCA's evolving role in the sustainability of the Toronto region.

At Authority Meeting #2/04, held on February 27, 2004, Resolution #A45/04 was approved as follows:

THAT the program of activities set out in the staff report and as presented in the summary of The Living City Centre programs be endorsed.

AND FURTHER THAT staff be directed to seek further opportunities and new partnerships which will support the efforts of the Toronto Region Conservation Authority's member municipalities to create more sustainable urban and rural communities.

At subsequent meetings, the Authority directed staff to pursue the development of a variety of pilot programs and partnerships that contribute to the future sustainability of the city region. Some of the initiatives identified included: retrofit of The Living City Centre at Kortright; partnership with the Canada Green Building Council; Mayors' Megawatt Challenge; Greening Health Care; Sustainable Schools; Home Energy Clinic; and, the Sustainable Communities Development project.

These programs, although diverse, share several key characteristics:

- Engaging Leadership: working with individuals and organizations that are natural leaders and can act as champions in the various market sectors.
- Market Transformation: catalyzing and building on changes in the market to achieve large scale, systemic change.
- Partnership and Collaboration: bringing together the strengths of other parties and existing initiatives to achieve more than could otherwise be achieved individually.
- Measurement and Feedback: demonstrating sustained, quantifiable improvements in target areas such as energy efficiency, greenhouse gas emissions, water conservation, waste management, green buildings and sustainable community development.

In order to best support and articulate the focus of these diverse projects and programs, they have been identified as part of a new area of business -- Community Transformation Partnership -- with a specific business plan for 2005. The development of a business plan for these new programs represents a significant step forward for the TRCA in broadening its partnerships and its influence on the sustainability of the Toronto region.

RATIONALE

The TRCA's development of new programs that support its interest in sustainability is still in process, but significant headway has been made. A number of these new programs, such as the Mayors' Megawatt Challenge, are making the transition from pilot project to ongoing program, while many others are still in the pilot or concept stage.

The development of a one-year business plan is a significant step forward for this program area as it provides a structure to focus existing programs and criteria against which to evaluate future initiatives. The business plan also provides a set of measurable objectives that address the overall impact of the programs in reducing greenhouse gas emissions, electrical demand savings, water savings, waste reductions, etc..

DETAILS OF WORK TO BE DONE

Over the next year, staff will continue to work on this new program area, following the strategies and actions outlined in the business plan, including the establishment of ongoing programs, the development of new programs and concepts as well as the identification and establishment of new strategic partnerships that support the TRCA's Sustainable Communities objective of The Living City vision.

Report prepared by: Bernie McIntyre extension 5326

For Information contact: Bernie McIntyre extension 5326

Date: January 24, 2005

Attachments: 1

Attachment 1

The Living City: Community Transformation Partnership

Business Plan for 2005

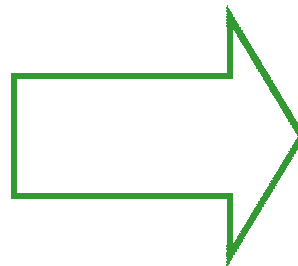
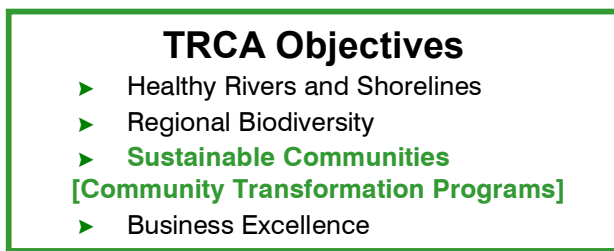
The Living City Vision

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

The Community Transformation Partnership is an initiative of Toronto and Region Conservation (TRCA) under their Sustainable Communities objective in support of achieving *The Living City* vision. The Sustainable Communities objective helps community members understand and take action toward sustainable living and city building that improves the quality of life for residents, businesses and nature. The Community Transformation Partnership is a collaboration among business, governments, communities and other stakeholders to create and deliver programs that achieve significant, measurable change in the sustainability of communities and city regions.

The Community Transformation Partnership (CTP) sponsors, develops and manages programs which share several key characteristics:

- **Engaging Leadership:** Working with individuals and organizations that are natural leaders and can act as champions in the various market sectors.
- **Market Transformation:** Catalyzing and building on changes in the market to achieve large scale, systemic change.
- **Partnership and Collaboration:** Bringing together the strengths of other parties and existing initiatives to achieve more than could otherwise be achieved individually.
- **Measurement and Feedback:** Demonstrating sustained, quantifiable improvements in target areas such as energy efficiency, greenhouse gas emissions, water conservation, waste management, green buildings and sustainable community development.



The Living City

Objectives and Measures of Success

Through 2005, the CTP will build on the established success of its programs to reach new and measurable objectives. These are divided into six categories.

1. **Program Recognition**
2. **Sustainable Financial Model**
3. **Program Impact**
4. **Program Reach [geographic coverage]**
5. **Program Scope [sectors served and sustainability issues addressed]**
6. **Program Participation [number and size of organizations taking part]**

1. Program Recognition

Success of the programs requires recognition, a positive image and active support among funding partners, participating organizations (municipalities, hospital corporations, etc.) and the individuals taking part. In 2005, the CTP aims to:

- establish and maintain a high profile with all stakeholders; and
- develop a strong reputation for effectiveness and achieving results.

Measures of Success

Target audiences for program recognition are current and prospective funders, participating organizations, and the individuals who actually take part in the programs. Measure of success and objectives for 2005 are listed below.

	2004	2005 objectives
Program funding - participants	135,000	342,000
- government	246,400	943,087
- utility	0	607,200
- private sector	183,000	136,600
Funder satisfaction	not measured	4.0 *
Participant satisfaction	not measured	4.0 *
Workshop evaluations	4.2	4.0 *
Number of newsletters	3	6

* 5-point rating

2. Sustainable Financial Model

The CTP will increase its revenues and revenue sources and contain operating costs in order to break even in 2005 and position itself to generate a budget surplus in subsequent years.

Measures of Success	2004	2005 objectives
Program revenues – total	\$564,700	\$2,028,700
● participants	24%	17%
● government	43%	46%
● utilities	0%	30%
● private sector	33%	7%
Operating costs	\$752,000	\$2,028,700
Net income	(\$187,700) (110%)	\$0 0%

3. Program Impact

The Living City vision is to improve the quality of life on earth by helping create sustainable communities that are healthy, vibrant and viable. Progress towards that vision has to be measurable and contribute to long term market transformation. In 2005, actual outcomes from programs, including green building commitments and registrations, energy, greenhouse gas emissions and water savings, will be monitored and reported. In addition, actual cost savings realized by participants in 2005 will be at least 5 times their cost of taking part in the programs.

Measures of Success

- a) The impact of programs will be assessed, in part, based on actual savings achieved.

	2004	2005 objectives
GHG emissions reduction	2,600 tonnes	18,000 tonnes
Electrical demand reduction	0.52 megawatts	3.4 megawatts
Electricity consumption reduction	2,600,000 kWh	17,000,000kWh
Gas savings	180,000 cubic metres	1,800,000 cubic metres
Water savings	Not available	Not available
Waste reduction	none	to be determined
Green Buildings - committed	2	5
- LEED registered	Nil	1
Cost savings as a multiple of program fees	startup year	5.0

- b) Finally the impact of programs will be assessed in terms of their contribution to market transformation. Specific measures of market transformation will be developed during 2005.

4. Program Reach

The Living City vision of improving the quality of life on Earth implies expanding the impact of its programs beyond the Toronto region. CTP aims to expand the geographic reach of programs to other urban centres in Ontario during 2005, while positioning for national expansion in future years.

Measures of Success

In support of geographic expansion:

- a) The proportion of results achieved will be significantly increased in geographic areas outside the Greater Toronto Area (GTA).

	GTA		Rest of Golden Horseshoe		Other Regions of Ontario		Other Parts of Canada	
% of Participating Sector's GHG Gas Emissions Reduction	2004	98%	2004	2%	2004	0%	2004	0%
	2005	85%	2005	15%	2005	0%	2005	0%
% of Participating Sector's Electrical Demand Reduction	2004	99%	2004	1%	2004	0%	2004	0%
	2005	85%	2005	15%	2005	0%	2005	0%

b) at least one CTP program will be operational in another Ontario urban centre.

	GTA		Rest of Golden Horseshoe		Other Regions of Ontario		Other Parts of Canada	
	2004	2005	2004	2005	2004	2005	2004	2005
Mayors' Megawatt Challenge	●	●		●				
Greening Health Care	●	●		●				
Sustainable Schools	●	●						
Home Energy Clinic		●						
Mayors Green Building Challenge		●						

c) memorandum of understanding with a major Canadian urban centre outside Ontario will be signed.

5. Program Scope

The Living City vision aims to ultimately engage all sectors of business, government and communities, and to tackle multiple issues of sustainability. During 2005, the strategic focus will be on consolidating existing programs, and new sectors and issues will be addressed only on an opportunistic basis.

Measures of Success

	Sectors Served		Issues Addressed		
	2004	2005		2004	2005
Municipalities	●	●	Climate Change	●	●
Hospitals	●	●	Green Buildings	●	●
Schools	●	●	Energy Efficiency	●	●
Homes	●	●	Alternative Energy	●	●
Small/Medium Enterprises	●	●	Water Conservation	●	●
Retail	●	●	Waste Reduction	●	●
			Pollution Prevention	●	●

6. Program Participation

A primary measure of program success is growth in participation, which creates the scale and impact for market transformation. In 2005, *The Living City* will engage more organizations in its programs, as well as targeting a high renewal rate for all established programs.

Measures of Success

d) Renewal Rate: 80% for all established programs.

e) Program Growth:

Program	2004	2005
Mayors' Megawatt Challenge	12 municipalities 68 buildings	18 municipalities 200 buildings
Greening Health Care	13 corporations 23 hospital sites	18 corporations 35 hospital sites
Home Energy Clinic*	1 retailer 0 homeowners	1 retailer 1,000 homeowners
Living City Centre	1 partner (Earth Rangers)	4 partners
Sustainable Schools	1 school board 1 school	5 school boards 8 schools
Champions of Sustainability	Initiate program	Develop and implement energy management plan
Green Homes Market	Initiate program	Complete CMHC research
OCETA	3 municipalities 5 corporations	6 municipalities 10 corporations
Solar Thermal *	Outline concept	Initiate program
Sustainable Community Development *	Initiate program	Complete Phases I and II and apply in one location
Mayors' Green Building Challenge *	1 municipality	5 municipalities 8 buildings
Greening Retail *	Identify Concept	Develop proposal and partners
Green Buildings Partnership *	1 partnership	4 partnerships
GTA MetroQuest *	1 municipality	3 municipalities and Province

* *program under development*

Strategies

During 2005, six primary strategies will be followed in order to deliver on the CTP objectives:

1. **Program Excellence**
2. **Financial Sustainability**
3. **Program Development**
4. **Marketing and Communications**
5. **Organizational Development**
6. **Expansion to Other Regions**

1. Program Excellence

The quality and effectiveness of CTP programming is central to the success of *The Living City* initiative. Participants access programs via websites, workshops and interaction with CTP staff and resources. Continued investment will be made in all facets of these interfaces:

- Website development to make all sites robust, reliable, intuitive and responsive. Particular attention will be given to user interfaces and to architecting the systems for flexibility and scalability.
- Workshop development including format, content and delivery to support effectiveness and scalability within and beyond the GTA.
- Regular support for participants to create a robust and scalable methodology for technical support, problem-solving, data entry and error checking, and reminders/follow-ups for action.

2. Financial Sustainability

Financial sustainability is critical in order for the CTP to become a significant force for achieving *The Living City* vision. Expanding revenue sources, coupled with improved financial management will allow the CTP to work towards financial sustainability.

Revenue Sources:

1. Current:

- Assessing and adjusting participation fees to ensure that they reflect the cost of delivery and the value obtained by participants.
- Nurturing relationships with the federal and provincial governments as well as the private sector, including NRCan, Ministry of the Environment, Ministry of Energy, CMHC and The Home Depot

2. Future:

- Establishing a comprehensive fund-raising strategy and plan incorporating public- and private-sector segmentation, business interests and messaging, with suitable marketing materials and communications. Appendix B provides a listing of prospective funding sources and their strategic interests in sustainability.

Financial Management:

- Instituting formal and regular budget reviews and reporting.
- Implementing effective time- and cost-control procedures.

3. Program Development

Appendix A presents the programs in effect at the end of 2004, and their objectives for 2005. In 2005, new programming will only be added to take advantage of compelling opportunities which may arise. The focus will be on the evolution of the established programs in terms of scope and recruiting new partners and participants, and on managing the development of the six emerging programs. The approach to program development will emphasize:

- More structured decision-making process around the adoption of programs, including budgeting and potential for significant impact.
- Well-focused research and alignment with *The Living City* objectives.
- Identifying partnerships to assist with program development and delivery.

4. Expansion to Other Regions

Expansion of the CTP to other regions in 2005 will focus on three areas:

- Expanding the geographic reach of established programs (Mayors' Megawatt Challenge and Greening Health Care).
- Establishing the Home Energy Clinic across the Toronto region, ready for expansion across Ontario in 2006.
- Executing a memorandum of understanding to deliver one or more established programs in an urban centre elsewhere in Canada in 2006.

5. Marketing and Communications

The planned growth and funding support for the CTP depend upon effective and regular communications. In 2005, significant improvement in frequency and quality of communications is planned, along with preparation for a strategic communications plan in the future.

Key audiences for 2005 are current and potential funders, participating organizations and individual participants. The messaging and delivery methods for these groups are as follows:

Stakeholders	Messaging	Method
Funding Organizations	<ul style="list-style-type: none"> ● regular, compelling information about <i>The Living City</i> and CTP progress and results 	<ul style="list-style-type: none"> ● 3 issues of <i>The Living City</i> newsletter, hard copy and e-mail ● 6 presentations at conferences and meetings ● 2 “<i>In Conversation with...</i>” speaker series events ● <i>The Living City</i> website ● 1 independent survey of funder satisfaction
	<ul style="list-style-type: none"> ● specific information about individual programs 	<ul style="list-style-type: none"> ● 1-2 newsletters for each program ● Quarterly e-bulletins on program activities and results ● website home pages
Participating Organizations	<ul style="list-style-type: none"> ● information about <i>The Living City</i> and the CTP programs 	<ul style="list-style-type: none"> ● <i>The Living City</i> newsletters, “<i>In Conversation with...</i>” and website home page
	<ul style="list-style-type: none"> ● information about their own program 	<ul style="list-style-type: none"> ● program newsletters ● 1-2 media releases for each program sector ● Quarterly e-bulletins to executives and sector organizations on activities and results ● continuous website home page updates ● support for internal communications
	<ul style="list-style-type: none"> ● feedback 	<ul style="list-style-type: none"> ● 1 satisfaction survey with decision-makers
Individual Participants	<ul style="list-style-type: none"> ● progress and opportunities with their own programs 	<ul style="list-style-type: none"> ● newsletters, “<i>In Conversation with...</i>” and website home page ● monthly technical support calls and hotline
	<ul style="list-style-type: none"> ● feedback 	<ul style="list-style-type: none"> ● evaluation survey and summary for each workshop

6. Organizational Development

To effectively manage the development, delivery and funding of the growing CTP, a dedicated staff team is needed with effective access to other TRCA and outside resources.

This team will be responsible for:

- Overall management of the CTP
- Program development and delivery
- Fundraising
- Marketing and communications
- Financial management
- Monitoring and reporting on results

Staff should have opportunities to increase their skills. Training in technical areas such as Leadership in Energy and Environmental Design (LEED), energy management and waste management, as well as in business management and communication skills, are appropriate for the development of this team.

In 2004 the CTP staff team consisted of five core staff:

- Manager Strategic Development (50% of time)
- Supervisor Living City Programs (100%)
- Coordinator Sustainable Living (100%)
- Database Analyst (75%)

The CTP also engaged a variety of other staff at the TRCA to a lesser degree:

- Coordinator EMS (30%)
- Executive Assistant, Chair & CAO (10%)
- Manager of Kortright Centre (2%)
- Marketing Manager, Communications and Media (2%)

In addition, the CTP team retained a number of consultants in program development and implementation.

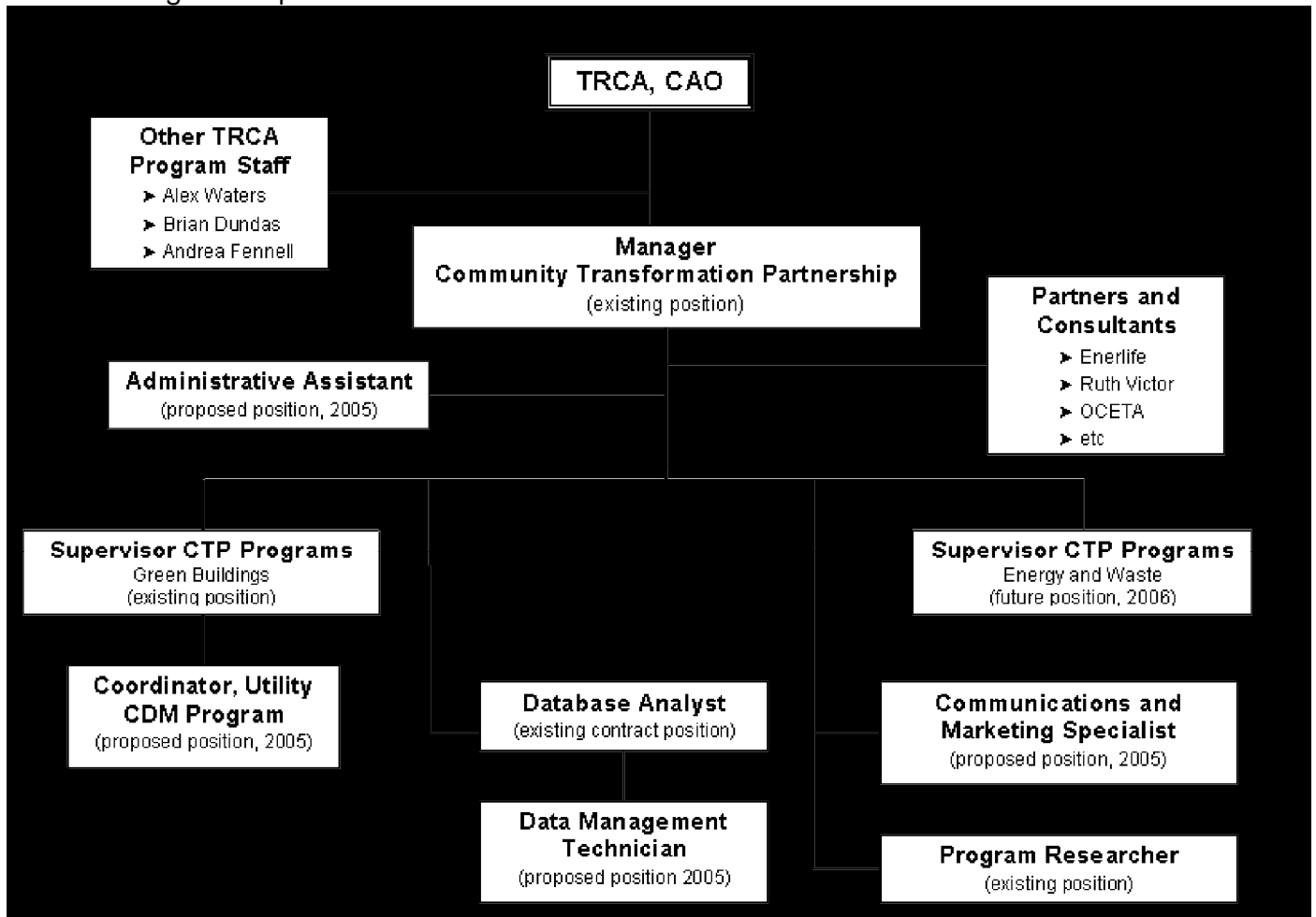
The fluid team structure and approach used in 2004 was well suited to the early development stages of the CTP concept and development of programs. However, in 2005 the planned expansion of established programs and the number of new programs that are ready to be initiated, will require dedicated staff resources and a defined management structure.

To achieve the business plan objectives identified for 2005, the plan proposes to utilize staff resources in the following manner:

Title	% of Time	Role and Comments
<u>Existing Staff Resources</u>		
Manager Strategic Development	70%	General management, fundraising, partnership development, new program development. 30% of time will continue to be spent on Conservation Foundation activities, decreasing to 0% by 2006
Supervisor Living City Programs	100%	Supervision of programs including, Sustainable Schools, Living City Centre, Sustainable Community Development, Mayors' Green Building Challenge, Green Homes Markets, Green Building Partnership, GTA MetroQUEST, and OCETA. Responsibilities also include partnership development and fundraising
Coordinator, Sustainable Living	100%	Program research, general administration, budget tracking, program implementation and report writing,
Database Analyst	100%	Development and maintenance of program databases, QA and QC of all data and supervision of data input
Environmental Management System Coordinator	100%	Primary responsibility for development and implementation of Champions of Sustainability (replaces EMS), assist with program implementation (Mayors' Megawatt Challenge and Greening Health Care) and fundraising
Manager Kortright Centre	15%	CTP responsibilities include involvement in <i>The Living City Centre</i> retrofit, and Utility DSM Service, development and implementation of the Solar Thermal Program, and partnership development
Executive Assistant to CAO	15%	CTP responsibilities include coordination of meetings and workshops with clients, and confirmation of attendance.
<u>Proposed new Staff</u>		
Communications and Marketing Specialist	70%	Development and implementation of communications and marketing plan, coordination and participation in updates to web site. Position would be filled as funding permits earliest start would be spring
Coordinator, Utility CDM Program	100%	Coordinate delivery of community demand management services for local electrical distribution companies.
Data Management Technician	75%	Work with clients to facilitate data entry, perform data entry and data error checking,
Admin Assistant	70%	General administrative duties, minutes, filing, correspondence, set up meetings, Position would be filled as funding permits earliest start would be March

In 2005 consideration will be given to determining the need for, and role of, an Executive Director for The Living City Centre and the Community Transformation Partnership. Tentatively, the 2005 budget includes an allocation of 6 months salary and benefits for an Executive Director.

To follow is a proposed organizational structure for 2005 and 2006. New positions will be filled as revenue becomes available through expansion of existing programs and implementation of new programs. If revenue and program growth exceed expectations, then hiring of new positions will be accelerated.



Budget

The detailed 2005 budget is presented in Appendix C, and summarized as follows:

	2004	2005 Budget
Revenue	564,700	2,028,700
Operating Cost	750,400	2,028,700
Net Income (deficit)	(187,300)	0

APPENDIX A - Programs

Community Transformation programs of *The Living City* are divided into two categories:

1. Established
2. Emerging

Established programs are those already in progress with participants and funding. Emerging programs are still in development.

The 14 programs in effect at the end of 2004, and the sustainability issues that each one addresses, are listed below along with 2005 objectives for each program.

Programs	Climate Change					
	Green Buildings	Energy Efficiency	Alternative Energy	Water Conservation	Waste Reduction	Pollution Prevention
1. Mayors' Megawatt Challenge		●		●		
2. Greening Health Care		●		●	●	●
3. Home Energy Clinic		●		●		
4. Living City Centre	●					
5. Sustainable Schools	●					
6. Champions of Sustainability		●	●	●	●	
7. Green Homes Market	●					
8. OCETA						●
9. Solar Thermal*			●			
10. Sustainable Community Development*	●	●	●	●	●	●
11. Mayors' Green Building Challenge*	●					
12. Greening Retail*	●	●			●	
13. Green Buildings Partnership*	●					
14. GTA Metro Quest*	●	●	●	●	●	●

*Under Development

Established Programs

		2004	2005
Mayors' Megawatt Challenge	Participating Municipalities	12	18
	Population Served	5,300,000	6,000,000
	No. of Buildings	68	200
	Funding Partners	Federal Gov (\$45,600) Participants (\$45,600)	Federal Gov (\$45,600) Participants (\$45,600)
	Energy Saved	2,600,000kWh est.	5,000,000kWh
	Gas Saved	180,000 m3 est.	400,000 m3
	\$ Saved	\$260,000	\$500,000
	GHG emissions saved	2,600 tonnes	5,000 tonnes
Greening Health Care	Participating Hospital Corps	13	18
	Participating Hospital Sites	23	36
	Electricity Saved	Not available	12,000,000 kWh
	Gas Saved	Not available	1,400,000 m3
	\$ Saved	Not available	\$1,350,000
	GHG emissions saved	Not available	13,000 tonnes
Home Energy Clinic	Program Development	initiate	complete
	Program Implementation		Toronto Region
	Funding Partners	Home Depot (70,000)	Federal Gov Utilities
	Registered Home Owners	0	1000
Living City Centre	Concept Design	complete	
	Detailed Designs		complete
	Funding Partners	Toronto	Toronto Peel York Durham Federal Provincial Private Sector
Sustainable Schools	Program Participants	1 School Board 1 School	5 School Boards 8 Schools
	Funding Partners	Provincial	School Boards Provincial Federal Utilities
Champions of Sustainability	Program Development	Outline Concept	complete energy mgmt plan
	Program Development		Develop social indicators
	Program Development		Complete re-branding of EMS and SMS as Champions of Sustainability
Green Homes Market	CMHC research	initiate	complete
	Program Implementation		1 pilot site
	Funding Partners	Federal	Federal Private sector
OCETA	Program Participants	3 municipalities 5 corporations	6 municipalities 10 corporations
	Funding Partners	federal municipal	Federal Municipal Provincial private sector

Emerging Programs

		2004	2005
Solar Thermal	Program Development	Outline concept	Initiate program
	Funding Partners		Federal Utilities Private Sector
Sustainable Community Development	Program Development*	Outline Concept	Initiate program
	Funding Partners	RAP	RAP FCM Federal Provincial
Mayors' Green Building Program	Program Development	Outline Concept	Initiate program
	Program Participants	1 municipality	5 municipalities 8 buildings
	Funding Partners	none	Federal Municipal
Green Buildings Partnership	Program Development	Develop Concept	Outline program
	Program Partnerships	1 partnership	4 Partnerships
	Funding Partners	None	Complete funding strategy
Greening Retail	Program Development	Identify Concept	Outline program
	Program Participants		1 retailer
	Funding Partners		Federal Provincial Private Sector
MetroQuest	Program Development	Outline Concept	Develop software
	Funding Partners	RAP	RAP FCM provincial

*Complete Phases I and II in 2005

APPENDIX B - Funding Partners

Existing and prospective funding partners are listed below, along with the sustainability issues of greatest concern to each of them.

Funding Sources - Government	Climate Change	Energy Efficiency	Green Buildings	Alternative Energy	Water Conservation	Waste Reduction	Pollution Prevention
Federal Government	X						
▶ NRCan/OEE	X	X	X	X			
▶ Environment	X				X		X
▶ CMHC			X				
▶ FCM (GMF)	X	X	X	X	X	X	
▶ GeoX Coalition				X			
Ontario Government		X		X			
▶ Energy		X	X	X			
▶ Environment	X				X	X	X
▶ Health		X				X	X
▶ Education		X	X				
▶ Municipal Affairs		X			X		
Regional Government					X	X	
▶ Toronto	X	X		X	X	X	X
▶ York			X		X	X	
▶ Durham					X	X	
▶ Peel					X	X	
▶ Halton					X	X	
▶ Simcoe					X	X	

Funding Sources – Private Sector	Climate Change	Energy Efficiency	Green Buildings	Alternative Energy	Water Conservation	Waste Reduction	Pollution Prevention
Utility Companies:	X	X	X	X			
▶ Enbridge	X	X	X	X			
▶ Union	X	X	X	X			
▶ PowerStream		X	X	X			
▶ Toronto Hydro	X	X	X	X			
▶ Enersource		X					
▶ Other LDC's		X					
Resource Sector	X	X		X	X		X
Developers/Builders			X			X	
Landlords		X			X	X	
Consulting Firms		X	X	X	X		
General Contractors			X			X	
Green Product Suppliers		X	X	X	X		
Retailers		X			X	X	
Financial Sector		X	X	X	X		
Insurance Sector	X		X				X
Manufacturing Sector	X			X			X
Telecom Sector			X				
Legal/Accounting Firms	X	X					X

APPENDIX C: Living City - Community Transformation Programs – 2005 Budgeted Project Statement of Revenue and Expenditures

	Mayors' Megawatt Challenge	Greening Health Care	Sustainable Schools	Green Homes Market	Utility CDM Service	OCETA	Home Energy Clinic	Champions of Sustainability	Mayors' Green Building Challenge	Sustainable Communities Development	Metro QUEST	Living City Report Card	Management Development and Communications	2005 Total Budget	2004 Projected
REVENUE															
Program Participants	73,000	205,000	30,000	0	0	0	0	0	14,000	20,000	0	0	0	342,000	135,000
Utilities	50,000	12,000	15,000	0	298,000	0	200,000	7,000	25,200	0	0	0	0	607,200	0
Municipal/FCM	0	0	0	0	0	28,900	0	0	980	10,000	75,000	0	0	123,700	27,500
Provincial	40,000	59,500	24,500	0	0	0	40,000	0	14,000	20,000	57,500	0	0	255,500	32,200
Federal	100,000	35,000	46,300	20,000	0	140,000	130,000	25,000	16,800	20,000	7,500	23,300	0	564,000	186,700
Private Funding	0	0	0	0	0	30,000	53,600	8,400	0	0	10,000	0	34,300	136,300	183,300
Sub-Total	263,000	311,500	115,800	20,000	298,000	198,900	423,600	40,400	79,800	70,000	150,000	23,300	34,300	2,028,700	564,700
EXPENDITURES															
Salaries and Wages and Benefits	27,400	27,400	19,400	12,400	127,000	0	29,700	0	15,700	0	0	0	210,000	469,000	189,700
Printing	1,000	1,000	1,000	200	5,000	1,000	0	0	0	1,000	0	0	5,000	15,200	3,400
Office Supplies	200	200	100	100	300	0	0	0	0	100	0	0	500	1,500	800
Meetings and Functions	1,000	1,000	2,000	0	10,000	0	0	0	0	3,000	0	0	3,000	20,000	4,300
Travel and Car Expenses	500	500	500	100	500	500	0	300	0	300	0	0	3,000	6,200	2,000
Contract Services - Other	177,000	216,300	69,300	4,500	51,000	170,000	293,000	40,000	49,100	64,000	150,000	23,300	106,800	1,414,300	517,300
Tuition and Staff Development	0	0	0	0	0	0	0	0	0	0	0	0	8,000	8,000	3,200
Association Membership and Subscriptions	0	0	0	0	0	0	0	0	0	0	0	0	1,500	1,500	1,200
Courier and Delivery and Postage	500	500	300	100	1,000	300	0	0	0	200	0	0	500	3,400	300
Telephone and Cell	300	300	200	100	300	100	0	100	0	100	0	0	1,200	2,700	900
Miscellaneous	0	0	0	0	36,000	0	0	0	0	0	0	0	0	36,000	25,100
Computer Equipment and Software	0	0	0	0	4,000	0	0	0	0	0	0	0	6,000	10,000	3,800
Sub-Total	207,900	247,200	92,800	17,500	235,100	171,900	322,700	40,400	64,800	68,700	150,000	23,300	345,500	1,987,800	752,000
project surcharge (3%)	5,400	6,600	2,200	150	3,200	5,200	8,800	1,200	1,500	2,100	4,500	0	0	40,900	0
Total Expenditures	213,300	253,800	95,000	17,650	238,300	177,100	331,500	41,600	66,300	70,800	154,500	23,300	345,500	2,028,700	752,000
SUMMARY															
Revenue Total	263,000	311,500	115,800	20,000	298,000	198,900	423,600	40,400	79,800	70,000	150,000	23,300	34,300	2,028,700	564,700
Expenditure Total	207,900	247,200	92,800	17,500	235,100	171,900	322,700	40,400	64,800	68,700	150,000	23,300	345,500	2,028,700	752,000
OVERALL NET	55,100	64,300	23,000	2,500	62,900	27,000	100,900	0	15,000	1,300	0	0	-311,200	0	-187,300

Note: In addition to the programs listed above, there are others underdevelopment that will be brought forward as details are available.

RES.#C4/05 -

HUSKY/EARTH RANGERS ENVIRONMENTAL WEEKS PROGRAM AT ALBION HILLS FIELD CENTRE

Report on Husky/Earth Rangers Environmental Weeks Program at Albion Hills Field Centre.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT Toronto and Region Conservation Authority (TRCA) staff continue to work to ensure appropriate recognition of Husky/Earth Rangers as a valuable partner in environmental education, particularly to commemorate the upcoming 10th funding year, beginning September 2005.

CARRIED

BACKGROUND

The Husky/Earth Rangers Environmental Weeks Program is a \$98,000 annual sponsorship of education programs at the Albion Hills Field Centre supported by Husky Injection Molding Ltd. of Bolton and its partner, Earth Rangers. Split into two program groups, Husky/Earth Rangers Environmental Weeks provide a funded residential education opportunity to all grade six students of the Bolton/Caledon East area, referred to as the Bolton Charter Schools, as well as an Expansion Program which includes classes from five local Boards of Education (York Public, York Catholic, Toronto Catholic, Peel Public and Dufferin-Peel Catholic). Entering its ninth year at Albion Hills Field Centre in September 2004, the Bolton Charter Program will provide 23 visits to 9 schools in the Bolton/Caledon East communities. The Expansion Program began in September 2003 and will provide 10 visits to 9 different schools with limited financial resources.

RATIONALE

The \$98,000 donation for the 2004/05 Husky/Earth Rangers Environmental Weeks Program will sponsor a total of 33 visits for the Bolton Community and Expansion Program schools. As in previous years, each participating student is asked to make a financial contribution towards their visit to cover program expenditures beyond the sponsorship contribution, which for 2004/05 is \$21.00 per student. Without the sponsorship, students would pay \$120.00 for this opportunity. The student contribution is equalized across the entire program, based on an annual estimate of total attendance, so no student pays more or less than any other.

Program Overview

Each sponsored visit engages students in a 2.5 day comprehensive, fully participatory learning environment. Students participate in environmental studies, stewardship projects and conservation life-style activities such as the waste reduction program. All students are motivated to make choices that protect the environment and will communicate this through individual environmental pledges. Teachers are asked to measure the after-visit commitment to the pledges that the students have made. Earth Rangers, as a program partner, provides evening programming where the students learn how individual commitment can make a difference in our communities. In addition to the above, staff compile and share with local principals and Husky and Earth Rangers staff the annual record of achievement through a photo album, student letters and measured accomplishment results.

The Bolton Community Program

The 2004/05 school year has grown to include the grade six students of Caledon East Public School in the Bolton Community Program. It was initially anticipated that this change would result in an additional two visits being required; however, through the planning and cooperation of the original eight charter schools, the increased number of students has been accommodated while maintaining last year's number of visits. This has been accomplished through the consolidation of class visits; that is, two small classes from a participating school sharing one sponsored visit.

Summary of Bolton Charter Program:

- 9 participating Bolton Community schools;
- estimated 550 participating grade six students;
- 23 sponsored visits;
- \$62,300 sponsorship allocation for 2004/05.

The Expansion Program

Last year's expansion of the Husky/Earth Rangers Environmental Weeks Program to invite underprivileged children from our surrounding communities was a tremendous success. The five participating Boards of Education who were invited to participate last year were anxiously anticipating word on this continued opportunity. A note from a Principal of a school who is taking part in the Expansion Program this year, read: "The program department at Dufferin Peel has given us the exciting news that we have been designated as one of schools from our board to have this unique experience. Thank you for the wonderful opportunity."

Summary of Expansion Program:

- 5 participating Boards of Education: Toronto Catholic District School Board, York Region District School Board, Peel District School Board and Dufferin-Peel Catholic District School Board;
- estimated 350 participating students;
- 10 sponsored visits;
- \$35,700 sponsorship allocation for 2004/05.

FINANCIAL DETAILS

Husky Injection Molding Ltd., as a leader in the Bolton community, has contributed to the success of environmental education programming at Albion Hills Field Centre since 1996 and has continued to expand its support through additional funding on an annual basis. To date Husky funding has amounted to approximately \$500,000 providing supported environmental education opportunities to over 3,000 students. The 2005/2006 school year will mark the 10th anniversary of the Husky/Earth Ranger Program.

TRCA staff will continue to work to ensure appropriate recognition of this valuable partner in environmental education, particularly to commemorate the upcoming 10th funding year.

Report prepared by: Renee Jarrett, extension 5315
For Information contact: Renee Jarrett, extension 5315
Date: February 22, 2005

RES.#C5/05 -

ADOPTION OF DECLARATION OF A NON-DISCRIMINATION POLICY

Approval to adopt the City of Toronto's Declaration of a Non-discrimination Policy.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the City of Toronto's Declaration of a Non-Discrimination Policy be adopted by Toronto and Region Conservation Authority (TRCA).

CARRIED

BACKGROUND

Toronto and Region Conservation Authority (TRCA) is applying for financial support through the City of Toronto's Access and Equity Grant Program to support training programs for volunteers and prospective employees who have been in Canada less than four years. This training will provide Ontario-specific information in selected environmental specializations (e.g. planning, geographic information systems, resource science, watershed management, etc.).

The City of Toronto requires that all organizations and individuals adopt their "Declaration of Non-Discrimination" as a condition of receiving a grant or other support from the city. The declaration form must be formally adopted by the Authority and submitted with the grant application. TRCA's name and adoption of this declaration will be included in a public report to City Council.

The declaration is as follows:

"On behalf of and with the authority of the organization named below, I hereby declare that this organization adopts and upholds the City of Toronto's policy statement which prohibits discrimination and harassment and protects the right to be free of hate activity, based on age, ancestry, citizenship, creed (religion), colour, disability, ethnic origin, family status, gender identity, level of literacy, marital status, place of origin, membership in a union or staff association, political affiliation, race, receipt of public assistance, record of offenses, sex, sexual orientation, or any other personal characteristics by or within the organization."

In the grant proposal submitted to the City of Toronto on January 21, 2005, it was stated that:

"TRCA staff are recommending to the Authority Board that the City of Toronto's Declaration of a Non-Discrimination Policy be adopted. This matter will go before our Business Excellence Advisory Board March 4, 2005, and the full Authority Board March 11, 2005. Once adoption of this declaration is approved, our staff will forward you the signed declaration and the minutes from the March 11th Board meeting."

The declaration is consistent with the TRCA's current Human Resources policies including the Code of Conduct, Employment Equity Policy and the Harassment Policy.

Report prepared by: Chris Benjamin, extension 5360
For Information contact: Chris Benjamin, extension 5360
Date: January 18, 2005
Attachments: 1

Attachment 1



Chief Administrator's Office
Shirley Hoy, Chief Administrative Officer

Strategic & Corporate Policy/Healthy City Office
City Hall, 11th Floor, East Tower
100 Queen Street West
Toronto, ON, M5H 2N2

Rosanna Scotti
Director

Tel: 416-392-8592
Fax: 416-696-3645
www.toronto.ca

Declaration of a Non-Discrimination Policy

The City of Toronto requires that all organizations and individuals adopt this "Declaration of Non-Discrimination" as a condition of receiving a grant or other support from the City. This Declaration Form must be formally adopted by the Board of Directors (attach minutes of meeting) and submitted with the grant application. The name of your organization and the fact that you have adopted this declaration will be included in a public report to City Council.

Declaration:

On behalf of and with the authority of the organization named below, I hereby declare that this organization adopts and upholds the City of Toronto's policy statement which prohibits discrimination and harassment and protects the right to be free of hate activity, based on age, ancestry, citizenship, creed (religion), colour, disability, ethnic origin, family status, gender identity, level of literacy, marital status, place of origin, membership in a union or staff association, political affiliation, race, receipt of public assistance, record of offences, sex, sexual orientation or any other personal characteristics by or within the organization.

Name of Organization: _____

Complete Address: _____

Tel. No. _____

Postal Code: _____

Fax No. _____

Signing Officer (Name): _____

Position: _____

Signature: _____

Signing Officer

Date: _____

Date Declaration approved by the Board of Directors: _____

(Attach minutes)

In addition to adopting this Declaration, all recipients of grants or other supports, are required to develop a Policy on Anti-Racism, Access & Equity, and develop Action Plans pursuant to the City of Toronto Grants Policy (Clause 5 of Strategic Policies and Priorities Committee Report 5). This Declaration is in keeping with the City of Toronto Human Rights and Harassment Policy & Procedures and Hate Activity Policy & Procedures (Clause 2 of Report 19 of Corporate Services Committee adopted by City Council on December 15 and 17, 1998).
Multilingual Line 416-338-0338 and TTY 416-338-0069

Type of Grant:

- | | | |
|---|--|---|
| <input type="checkbox"/> Access and Equity | <input type="checkbox"/> Community Services | <input type="checkbox"/> Homeless Initiatives |
| <input type="checkbox"/> AIDS Prevention | <input type="checkbox"/> Culture | <input type="checkbox"/> Recreation |
| <input type="checkbox"/> Breaking the Cycle of Violence | <input type="checkbox"/> Drug Abuse Prevention | <input type="checkbox"/> Toronto Arts Council |
| <input type="checkbox"/> Commercial Research | <input type="checkbox"/> Economic Development Sector Initiatives | <input type="checkbox"/> Other |
| <input type="checkbox"/> Community Festivals and Special Events | <input type="checkbox"/> Graffiti Transformation | |

Date Entered: _____

Date ND Scroll Sent: _____

Grant Recipients (Organization) February 2002

(R 02/02)

17

For Office Use Only
DECLARATION OF NON-DISCRIMINATION

Group/Individual Name: _____

RES.#C6/05 -

2005 CORPORATE COMMUNICATIONS OBJECTIVES

Approval of the 2005 corporate communications objectives.

Moved by: Dick O'Brien
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the 2005 corporate communications objectives for Toronto and Region Conservation Authority (TRCA) be approved.

AMENDMENT

RES.#C7/05

Moved by: Dick O'Brien
Seconded by: Bill O'Donnell

THAT the following be inserted after the main motion:

THAT a broader partnership base be pursued with more than one media outlet;

THAT staff liaise with municipal media relations personnel on the potential for cross promotion opportunities and to further TRCA's connections with local media outlets;

AND FURTHER THAT staff report back with an implementation plan, including measureables.

THE AMENDMENT WAS

CARRIED

THE MAIN MOTION, AS AMENDED, WAS

CARRIED

RATIONALE

The corporate communications objectives will establish the foundation for development of the 2005 communications plan. They were developed to help TRCA focus on some key messages for 2005 that will help support The Living City vision and communicate TRCA's messages more effectively and consistently. The initiatives are relevant to the various work that will be carried out across the various business units.

**Report prepared by: Deanne Rodrigue, extension 5359
For Information contact: Deanne Rodrigue, extension 5359
Catherine MacEwen, extension 5359**

Date: February 11, 2005

Attachments: 1

Attachment 1

2005 CORPORATE COMMUNICATIONS OBJECTIVES

**High Level
February 11, 2005**

OBJECTIVE #1

Increase awareness of The Living City among all of our target audiences.

Position the TRCA vision with our strategic partners as the ones who help make it happen.

Initiatives

1. Produce The Living City two-page overview and key messaging document.

Target Audience: donors, TRCA staff / volunteers, media, other stakeholders (i.e. community education groups, development groups)

Due Date: February 16 2005

2. Get staff excited about The Living City. Meet with business unit managers and respective communications committee representatives to discuss 2005 corporate objectives and to get feedback on their priorities.

Target Audience: staff

Due Date: January 2005 (complete)

3. Develop and deliver a presentation on The Living City to business unit managers so they can present it to their staff. Release strategic plan. Discuss their contribution to the plan. Have business units identify the top five opportunities / challenges they may encounter when executing the strategic plan. Circulate feedback to all business managers.

Target Audience: staff

Due Date: March/April 2005

4. Restructure the Kortright Centre e-bulletin so it becomes a living city bulletin where all of TRCA's initiatives can be promoted.

Target Audience: TRCA staff, community members, watershed coalitions/alliances, board members

Due Date: March-May 2005

**Brown and Cohen
Support**

- Provide guidance on meeting structure.
- Provide assistance with developing the presentation.

5. Produce and distribute The Living City press kit:
- Two-page overview of The Living City;
 - Copies of media coverage to date;
 - Testimonials: The Living City expert i.e. Mark Cullen, one TRCA employee, TRCA volunteer, well-known industry person and one quote from media extracted from media coverage.
 - biographical (background) piece on TRCA / foundation.

Target Audience: media

Due Date: February 2005

6. Generate discussion about The Living City. Identify The Living City spokesperson and position him/her to speak on key living city messages. Identify TRCA spokespeople (experts to speak on key issues i.e. water quality / quantity, climate change). Obtain bio's for spokespeople.

Target Audience: media

Due Date: January – March, 2005

7. Build a strategy for long-term coverage of the city's environmental performance. One mechanism could be distribution of *The Living City Outlook Quarterly*. Each edition would provide an update on The Living City and would highlight one key success or initiative. Key successes could be: release of The Living City Report Card; The Living City Programs (i.e. Mayor's Megawatt Challenge, Mayor's Green Building Challenge); source protection; and, The Don River Retrospective.

Seek out opportunities to involve key opinion leaders to build interest and support around The Living City (government, industry, politicians, media etc.). This could culminate in an event or meeting. Execute when we can show progress on our initiatives.

Partner with a media outlet to cover stories (preferred outlet would be the Toronto Star).

Target Audience: media, community members, TRCA stakeholders (alliances / coalitions etc.), political partners, business professionals, board members

Due Date: spring/summer 2005

- Develop press kit material, distribute kit and conduct follow up

- Provide media training to spokespeople.

- Develop strategy around The Living City Outlook Quarterly. A publication like this could bridge the communications gap between TRCA's annual report and the local watershed newsletters.

- Help secure a media partner.

- Help enlist The Living City spokespeople to talk to media.

8. Identify two living city success stories e.g. Great Canadian Shoreline Cleanup, tree plantings, the city of rivers, etc., and tie into a fundraising campaign. Build publicity and pursue fundraising opportunities around it.

2004 Example: Foundation leveraged TRCA's Hurricane Hazel initiatives and media coverage to pursue fundraising opportunities.

Target Audience: media, donors, community members

Due Date: First success story in May 2005; second success story in September 2005

9. Partner with PowerStream to deliver a conference to support their Demand Side Management and Energy Conservation programs and TRCA's programs (i.e. energy conservation, The Living City Programs). Location: Kortright Centre.

Target Audience: PowerStream customers including commercial businesses, institutions, architects, developers, consultants

Due Date: Late April 2005

- Develop media strategy around stories, distribute material and do follow up.

- Write press release in cooperation with PowerStream, distribute and follow up for media to attend.

OBJECTIVE #2

Raise awareness of the human health and nature connection, thereby increasing interest and involvement in TRCA events and facilities. Key messages re: water quality and climate change.

Initiatives

1. Develop a strategy to produce four seasonal recreation events. Example: water festival (or Enviro Picnics) in the spring; fishing in the summer; hiking in the fall; skiing and snowshoeing in the winter. Find synergies across TRCA programs to gain maximum impact of these events. Brand these events / activities so they become well-known annual events, thereby increasing attendance to facilities, increasing awareness of health / nature connection and increasing revenue. Messaging: focus on family health and wellness, and improving quality of life.

Target audience: TRCA customers, community members

Due Date: Spring 2005

Brown and Cohen Support

- Develop media strategy to generate coverage in all media outlets.

2. Highlight the importance of water quality / quantity and health issues:

Focus on educating our audiences to build awareness of key water quality / quantity issues. This will help our audiences better understand our initiatives when we roll them out.

Paint the picture for our audience. What is the presence of water in our jurisdiction? How does it all connect? Where is the water coming from and where is it going? What is the community's role in water quality / quantity (sustainable communities message), and how do they impact water quality / quantity?

Create web page on this issue. Use TRCA's polling tool to collect data on level of awareness. Determine other ways to disseminate this information.

Highlight what TRCA is doing in the area of source protection as it supports provincial plans. Announce successful initiatives i.e. Duffins / Carruthers creek watersheds source protection activities. Identify TRCA expert to speak on this issue. Highlight that the great lakes are the indicator of water quality in the urban environment.

Target Audience: community members, farmers, industry

Due Date: Ongoing throughout the year

3. Work with the Don watershed group to promote The Don River Retrospective: a look at the past 25 years and what's in store for the future of the Don. Highlight the Lower Don Environmental Assessment and the work on the Mouth of the Don. This story could be a feature story in The Living City Outlook. Execute around Paddle the Don to maximize exposure. There may be a partnership opportunity with Pollution Probe (More information is required from Adele Freeman).

Target Audience: Don River watershed residents, Toronto and region community members, Don watershed stakeholders, media

Due Date: To be determined

- Research the topic of water quality / quantity. Talk to thought leaders and TRCA's partners (Conservation Ontario and conservation authorities). Brown & Cohen to research media coverage and Deanne Rodrigue to research stakeholder and TRCA material that may exist. Package the findings.

- Identify key messaging around water quality / quantity and the benefits to quality of life.
- Develop leading edge stories.

- Develop media strategy, execute and conduct follow up

4. Highlight the importance of climate change and health issues:

Focus on educating our audiences to build awareness of key water / climate change issues. This will help our audiences better understand our initiatives when we roll them out.

Identify key messaging around climate change and the benefit to human health (i.e. addressing issues on a local level is the only way to respond to global climate change). Use some messaging from Hurricane Hazel material.

Hold speakers series on climate change, the affects it will have on human health and what we can do to mitigate those affects. Feature high profile speakers: government, private sector. Identify expert (i.e. Jim Bruce).

Target Audience: business executives, industry

Due Date: ongoing throughout the year

- Research the topic of climate change. Talk to thought leaders and our partners. Brown and Cohen to research media coverage and Deanne Rodrigue to research stakeholder and TRCA material that may exist. Package the findings.
- Identify key messaging around climate change and the benefits to quality of life.
- Develop leading edge stories.

OBJECTIVE #3

Increase donor support for The Living City vision and provide support to the Conservation Foundation Corporate Cabinet to sell the vision.

Initiatives

1. Provide the following tools to the foundation Corporate Cabinet to help them make their pitch:

- Leave behind brochure in print and electronic format with map included. Messaging is focused on education, The Living City Centre and reforestation.
- The Living City two-page overview.
- TRCA generic brochure.
- One minute video presentation to help sell The Living City vision. It would show people interacting with nature, kids involved in our programs etc..

Target Audience: potential donors

Due Date: February / March 2005

2. Work with the foundation to plan and execute a successful Sauriol Dinner fundraiser and look at opportunities to cultivate donors around this event.

Target Audience: donors

Due Date: November 2005

Brown and Cohen Support

- Develop media strategy for 2005 (based on foundation goals).
- Develop and execute media strategy.

3. Develop a plan to leverage existing, and cultivate new, relationships with top donors. Build the communications arsenal by enlisting new fundraising volunteers. Plan and implement a networking / recruitment event (i.e. networking breakfast series or at the Sauriol Dinner).

Target Audience: high level donors

Due Date: April 2005

4. Work with the foundation on the planning and execution of their fundraising campaigns to ensure we are leveraging TRCA's initiatives around climate change and water quality / quantity.

Target Audience: donors

Due Date: Spring and Fall 2005

5. Take steps to build a ranking system to report back to donors and the broader public on where their money has gone; for example: '\$\$\$\$\$' (where \$ = 25% of donations went to support the initiative that is stated in The Living City Outlook or \$\$ = 50% of donations went to support a certain initiative, etc.).

Target Audience: donors, public

Due Date: Fall 2005

- Support the foundation with networking leads.

COMMITTEE OF THE WHOLE
RES.#C8/05

Moved by: Rob Ford
Seconded by: Bill O'Donnell

THAT the committee move into closed session to discuss item 7.5 and New Business item 9.2.

CARRIED

ARISE AND REPORT
RES.#C9/05

Moved by: Bill O'Donnell
Seconded by: Rob Ford

THAT the committee arise and report from closed session.

CARRIED

RES.#C10/05 - CONFIDENTIAL ITEM 7.5

Moved by: Dick O'Brien
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT confidential item 7.5 be approved.

CARRIED

SECTION IV - ITEMS FOR THE INFORMATION OF THE BOARD

RES.#C11/05 - 2004 HIGHLIGHTS AND 2005 NEW INITIATIVES FOR THE CONSERVATION PARKS AND THE KORTRIGHT CENTRE FOR CONSERVATION
Presentation and report outlining 2004 highlights and 2005 initiatives for Conservation Parks/Kortright.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

IT IS RECOMMENDED THAT the update on the 2004 Highlights and New Initiatives for the Conservation Parks and the Kortright Centre for Conservation be received.

CARRIED

BACKGROUND

2004 was a successful year for the Conservation Parks/Kortright section which exceeded net budget expectations by over \$50,000, despite experiencing one of the coolest and dampest summers in recent years. The recreation component of this section is financed through revenue generation and fundraising/partnership efforts, and does not draw from the municipal levy. The 2004 highlights of projects/programs are as follows:

2004 Highlights

Earth Rangers Sponsorship

Earth Rangers sponsored 40 school groups to visit Kortright for a full day of programming. The classes were from performance plus schools in York Region that had participated in an environmental action project. The goal of the field trip was to give the students an appreciation of local habitats and their inhabitants, and the day included a visit to the Earth Rangers building to view the non-releasable animals and learn how a wildlife rehabilitation facility operates.

Smog Summit

A prelude to the main Smog Summit in Toronto, Kortright Centre partnered with York Region, the City of Vaughan and the Town of Markham to present an evening regional smog summit on the issues and solutions around smog in the Greater Toronto Area (GTA). The evening was opened by Mayor Michael Di Biase to a packed theatre of 125 participants and 15 vendors. Participants had an opportunity to engage speakers on variety of energy and greening issues as well as to take a tour of Kortright's unique renewable energy demonstrations and the new Earth Rangers' building.

Maple Syrup Festival Enbridge Sponsorship

The 2004 maple syrup program was the most successful one in recent years. The success of the program was in part due to a new partnership with Enbridge Consumers Gas. Enbridge became the new title sponsor of the event which allowed the Toronto and Region Conservation Authority (TRCA) to offer a number of new value added activities as part of the festival.

As part of the 2005 program, a citizenship ceremony for new Canadians and their families will be held on March 31st, including a tour of the sugarbush and a pancake meal, to provide a uniquely canadian experience.

Kids Get In Free Program

TRCA's objective is to provide free general admission to all kids entering our parks, which is to be made possible through sponsorships & partnerships. Implementation of this initiative started in 2004 with free general admission for kids to Glen Haffy Conservation Area and the first weekend of the Maple Syrup Festival at Bruce's Mill Conservation Area and Kortright. This two year pilot project will be evaluated and expanded accordingly.

Land Management Projects/Partnerships

- Using Durham capital dollars, TRCA staff, in partnership with the Duffins Headwaters Stewardship Committee, installed a 30 vehicle parking area and trail head at Glen Major Walker Woods. The official opening will take place in spring, 2005.
- TRCA partnered with the City of Pickering on a parking area and trail head at Seaton Trail. Work will continue in 2005 establishing naturalized areas, formal trail head and parking.

- David Ryan, Mayor of the City of Pickering, officially opened the trail head and boardwalk throughout Altona Forest in June 2004. Staff worked with the Altona Forest Stewardship committee and the community to complete the work. This project was funded through TD Canada Trust, Friends of the Environment.
- TRCA staff and community volunteers completed the Trans Canada Trail Alignment, staircases, signage and naturalization efforts throughout the Claremont and North Greenwood properties.

Mountain Biking and Adventure Races at Albion Hills

Albion Hills Conservation Area has become known amongst mountain bikers as a premier place to ride in the GTA and has become one of the main revenue generating programs at the park. Partnering with Chico Racing, Albion Hills hosted 3 events with a total of 4,000 riders and has a Tuesday night race series with over 100 riders per night during the summer months.

Partnering with Frontier Adventure Racing Inc, Albion Hills played host to a 40 km adventure race that had the participants cross country skiing, snowshoeing and mountain biking for approximately 6 hours.

Albion Hills continues to have a strong relationship with the Caledon Hills Cycle Club. The club helps promote the park, sells site specific and Conservation Journeys passes for TRCA at their store, and assists with trail development.

Children's Water Festival

For the third year running, Heart Lake Conservation Area hosted the Peel Children's Water Festival. The festival raised the profile of the park and also raised awareness of water related issues for 5,000 grade 2-5 students and several thousand members of the public. The festival initiated a new habitat restoration project, including planting of 4,000 wildflowers, 1200 shrubs and 7 large caliper trees.

Bruce's Mill Conservation Area is in its seventh year as the host site for the York Children's Water Festival. Over 5,000 children attended, planting in excess of 3,000 pieces of plant material.

Heart Lake Storm

On June 14th, Heart Lake Conservation Area was ravaged by severe weather ("micro burst"), damaging hydro lines, washroom buildings, picnic tables and destroying over 100 mature trees. The park had to be closed for next four days. Staff successfully made the park safe for the public to use again for that upcoming weekend.

Caledon Canada Day

Approximately 9,700 people enjoyed a day of family activities that included magicians, clowns, children's games and activities and live bands. The night was capped off by a fireworks display over Lake Albion. This is a partnership with the Caledon Canada Committee, a volunteer committee with local business support, the Town of Caledon, Bolton OPP staff and the Palgrave Rotary Club.

Enviro Picnic

The Enviro Picnic is an end-of-school year celebration with a focus on the environment for grades one to four. Students are encouraged to participate in a wide range of activities allowing for observation of, and participation within, our natural environment. 6,000 children attended the program in 2004 at Boyd and Bruce's Mill conservation areas. The 2005 program will be expanded to include Heart Lake Conservation Area and will be held on June 7, 9 and 15, 2005.

As the Conservation Parks/Kortright has developed an economically self-sustaining operation, the opportunity to grow the environmental components of the business has arisen. The following is an outline of such initiatives for 2005:

2005 Initiatives

York Community Safety Village

In partnership with the Community Safety Village of York Region, the York Region Community Safety Village at Bruce's Mill Conservation Area was constructed. Primary school students will be provided with a 70 minute program on fire and street safety at the village. TRCA will partner with the village to provide programming with emphasis on environmental education, safety and recreation programming. The facility is slated to open in April 2005.

YMCA Partnership

TRCA is pursuing a partnership with the YMCA to install a 20' x 40' swimming pool at Bruce's Mill Conservation Area. The YMCA will be running a day camp at the conservation area with approximately 100 kids per day attending, who will have exclusive use of the pool weekdays from 10 am to 1 pm. The general public will have access to the pool during the other operating hours. In addition, the YMCA will be running a day Camp at Petticoat Creek Conservation Area for approximately 200 kids per day.

Mountain Biking

In partnership with Chico Racing, Biking NXS and Lake Simcoe Region Conservation Authority, mountain bike races will be held at Durham Regional Forest, Glen Major and Walker Woods. The Epic 8 hr relay has been confirmed for September 24th and negotiations are currently underway with our partners for a spring event and an additional fall event.

High Ropes Course

The development of a high ropes challenge course is being pursued at Heart Lake Conservation Area. It will be a unique, first-rate eco- and adventure tourist attraction that will be the first of its kind in Peel Region. The project will consist of a canopy tour on an elevated suspension foot bridge strung from tree to tree. For the more adventurous types, there will be a high ropes challenge course strung between the sugar maples, which would promote team development and individual growth within participants of all ages and abilities. All elements will be designed to give the visitor an exciting and memorable experience and a new appreciation of trees and how humans interact with them.

Water Play Facility at Heart Lake

Installation of a water play facility to replace the natural lake swimming area and allow for the continuation of the naturalization of Heart Lake waterfront and adjacent environs is being pursued. The water play facility will consist of a variety of features designed to stimulate and challenge children of all abilities, while providing a refreshing new activity at the conservation area.

Taylor Pond Naturalization at Albion Hills Conservation Area

The main objective of this project is to take this pond offline and re-naturalize the area. Technical survey data has been completed and the conceptual design is in place that will see a naturalized channel and the incorporation of various wetland features. When completed, this naturalized wetland will still provide both of the onsite field centres with a great place to conduct their student pond studies.

Campground Enhancements

This is a three-year capital project funded by the Region of Peel at Indian Line and Albion Hills campgrounds which is to be completed in 2005. The entire project includes installation of sewage hookups, upgrades to hydro service, expansion of laundry facilities, washroom renovations, road upgrades and landscaping.

Albion Hills Campground will also be constructing several new cabins – a first for TRCA. These cabins will give the park the potential to offer new programs such as ski and stay packages for cross country skiers. The cabins will provide lodging for those who would enjoy a year round rustic getaway close to the city.

Glen Haffy Pond Dredging

As a condition of the renewal of Glen Haffy's fishing license by the Ministry of Natural Resources (MNR) the two main fishing ponds must install a bottom draw system in the water outlet towers. In order to install this system the ponds need to be dredged. This process will improve the water quality within the ponds, will reduce the amount of weed growth and algae bloom and thereby improve the quality of fishing at Glen Haffy. The last time these ponds were dredged was 1975.

Wetland Interpretation Enhancements

1. Ducks Unlimited Canada (DUC) and the MNR Kortright Partnership - the Kortright Centre has partnered with DUC and MNR in their "Healthy Wetlands, Healthy Communities" program to enhance the wetland interpretation infrastructure at Kortright. This program will allow Kortright to improve the existing wetland infrastructure and interpretation elements at the existing marsh in the Humber Valley, as well as create new wetland habitat and associated interpretation infrastructure on the table lands.
2. DUC and the Royal Bank of Canada (RBC) Sponsorship - RBC Financial Group, through the DUC "Adopt-A-Class" sponsorship program, has sponsored 62 inner city classes to visit Kortright for a wetland education program. These classes will be using the new wetland interpretation facilities provided by the "Healthy Wetlands, Healthy Communities" program.

Green Energy Fair

The Green Energy Fair will be a weekend event consisting of workshops, tours, demonstrations, energy vendors, children's activities and guest speakers. The fair is designed to inspire, engage, entertain and challenge people to investigate more sustainable technologies and practices that can help the GTA become a more healthy and liveable community. With sponsorship interest from PowerStream and the Ministry of Energy, the fair is anticipated to attract 2,000-5,000 visitors.

New Energy Workshops

Building on the success of the existing renewable energy workshops, Kortright's new home building programs will provide a more integrated and holistic approach to energy, water, resource and health issues and solutions in the home. These two new programs will demonstrate sustainable technologies and practices which will have positive impacts on the environment and health of people in their homes and communities.

1. Passive Solar & Green Building Workshop - participants will learn how to use the sun and innovation building techniques to reduce energy consumption by 65%. The workshop will be held on June 4th and October 29th.
2. Strawbale Home Construction - participants will discover the warmth, durability and natural beauty of a strawbale construction in this one-day workshop. The workshop will be held on June 5th and October 30th.

Report prepared by: Derek Edwards, extension 5672

For Information contact: Derek Edwards, extension 5672

Date: February 23, 2005

RES.#C12/05 -

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

2004 Annual Report. Summary of 2004 Freedom of Information requests.

Moved by:

Rob Ford

Seconded by:

Bill O'Donnell

IT IS RECOMMENDED THAT the report dated February 16, 2005, summarizing the 2004 requests for information under the Municipal Freedom of information and Protection of Privacy Act be received.

CARRIED

RATIONALE

In 2004, Toronto and Region Conservation Authority (TRCA) received 9 requests for information under the Municipal Freedom of information and Protection of Privacy Act. This is an average number of requests for TRCA.

Of the 9 requests, 2 were received late in 2004 and have been carried forward into 2005. For 2 requests, all information was disclosed. Two requests were withdrawn or abandoned. The remaining requests were disclosed in part.

One request was appealed to the Information and privacy Commission/Ontario. After mediation, TRCA agreed to disclose some additional records but the Commission agreed with TRCA to exempt records which involved enforcement issues and solicitor/client privilege. The applicant failed to respond to the Commission's final mediation proposal and the file is closed.

TRCA collected \$502.20 in fees and waived approximately \$19.00 in fees.

Report prepared by: Jim Dillane, extension 6292
For Information contact: Jim Dillane, extension 6292
Date: February 16, 2005

RES.#C13/05 - ACCOUNTS RECEIVABLE STATUS REPORT
February 15, 2005. Staff report on accounts receivables, as of February 15, 2005.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

IT IS RECOMMENDED THAT the Accounts Receivable Status Report, as of February 15, 2005, be received.

CARRIED

RATIONALE

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$16,572 in accumulated interest arrears on invoices outstanding for more than 30 days.

ACCOUNTS RECEIVABLE AGING, BY CATEGORY
 (Excluding Municipal Levy and MNR Grant - As at February 15, 2005)

	CURRENT	31 TO 60 DAYS	61 TO 90 DAYS	90 PLUS DAYS	TOTAL	%
SCHOOLS AND SCHOOL BOARDS	4,699	8,244	9,187	3,094	25,224	3.6%
GOVERNMENT	34,564	164,245	74,031	37,800	300,640	44.4%
DEVELOPMENT SERVICES	15,000	6,650	2,000	90,700	114,350	16.4%
CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS	89,986	93,082	7,945	57,896	248,909	35.6%
TOTAL	144,249	272,221	93,163	189,490	699,123	100.0%
% OF TOTAL	20.6%	39.0%	13.3%	27.1%	100.0%	

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
City of Toronto	36,796.55	n/a	350	Contract work for wetland construction. City's internal purchasing requirements have delayed approval. Staff has assured TRCA that invoice will be paid.
Arlington Middle School	2,966.80	135.52	107	Vice principal has confirmed payment will be forwarded.
Fred Robbins	1,250.00	57.10	107	For cross country run at Albion Hills.
J. A. Gibson P.S.	2,465.28	112.61	107	Delayed as the school is expecting the York Region School Board to pay.
Ministry of Natural Resources	1,927.00	118.25	144	Payment is expected shortly.
Wild Water Kingdom	32,578.94	Note	90	Final tax instalment for 2004. WWK has asked for a deferral of payment. Interest charged as per lease agreement, generally at the end of June.
Basciano Parkin Ltd.	2,000.00	186.89	208	Outstanding planning fees.
Brutto Consulting Ltd.	7,500.00 3,000.00	460.23 137.04	135 107	Outstanding planning fees.
Weston Consulting	15,000.00 15,000.00	2,934.28 2,408.12	361 317	Outstanding planning fees.
Glen Pietrowski	10,000.00	772.83	172	Outstanding planning fees.
Ron Witton	7,000.00	654.10	181	Outstanding planning fees.
KLM Planning	2,000.00 20,000.00	286.78 1,868.87	277 181	Outstanding planning fees.
Robertson Gaze Associates Inc.	4,621.56	1,603.00	613	For planting materials. Company has advised that it is insolvent and cannot make payment. Account sent for collection.
TOTALS	164,106.13	11,735.62		

The amount due from Robertson Gaze Associates Inc. of \$4,621.56 is very doubtful. The company has indicated, in writing, that it is insolvent and has discontinued operations. This account has been sent for collection. All other amounts listed above are considered collectible at this time.

Receivable balances, as reported on each of the previous reports to the advisory board, after 2000, are presented as follows:

DATE	Total \$	90-Plus \$
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
October 20, 2002	774,831	46,237
August 25, 2002	326,529	109,560
May 26, 2002	658,514	201,158
January 31, 2002	585,736	64,259
December 30, 2001	1,078,071	38,666
October 23, 2001	350,385	106,343
August 27, 2001	371,985	17,153
May 25, 2001	1,132,443	44,810
March 26, 2001	621,560	167,094

Report prepared by: Rocco Sgambelluri, extension 5232
For Information contact: Rocco Sgambelluri, extension 5232
Date: February 18, 2005

RES.#C14/05 - **TORONTO WATERFRONT REVITALIZATION CORPORATION**
DELIVERY AGREEMENTS
Status Update. To provide updated information on the Toronto and Region Conservation Authority Eligible Recipient Delivery Agreements for all Toronto Waterfront Revitalization Corporation projects.

Moved by: Rob Ford
Seconded by: Bill O'Donnell

IT IS RECOMMENDED THAT the staff report on the Toronto and Region Conservation Authority (TRCA) Eligible Recipient Delivery Agreements be received.

CARRIED

BACKGROUND

On March 5, 2001, the three levels of government announced the commitment to the creation of a Toronto Waterfront Revitalization Corporation (TWRC) and the funding for priority capital projects totaling \$300 million. TRCA is an Eligible Recipient for several TWRC funded projects described below, totalling \$86,500,000.

Port Union Waterfront Improvements Project

On May 2, 2001, TRCA received approval under the Environmental Assessment Act. Further, on July 28, 2004, TRCA received approval under the Canadian Environmental Assessment Act. Outstanding approvals for this project include a Certificate of Approval from the Ministry of the Environment for the extension of the storm sewer at Port Union and approval under the Navigable Waters Protection Act for the Highland Creek Bridge. Phase I of the project was initiated in September 2002, involving the construction of a pedestrian node at the foot of Port Union Road, a 1.44 kilometre link to the waterfront trail, four armourstone headlands, six cobble beaches and a pedestrian bridge over Highland Creek. Phase II of the project includes the extension of the Waterfront Trail from Port Union Road to the Rouge River and is anticipated to start in 2006. The Delivery Agreement has been signed by TRCA for \$16,000,000.

Mimico Waterfront Linear Park Project

On August 11, 2004, TRCA received approval under the Environmental Assessment Act. Further, on December 14, 2004, TRCA received approval under the Canadian Environmental Assessment Act. Outstanding approvals for this project include a Certificate of Approval from the Ministry of the Environment for the extension of the storm sewer at Superior Avenue, approval under the Fisheries Act and the Navigable Waters Protection Act. The main features of this project include the provision of a connection to Grand Harbour promenade, a cantilevered boardwalk, a multi-use trail adjacent to the boardwalk, creation of cobble beaches and partly sheltered embayment as well as terrestrial and aquatic habitat enhancements. It is expected that implementation of this project may begin as early as July 2005 following the acquisition of required properties. The Delivery Agreement has been signed by TRCA for \$6,500,000.

Western Beaches Watercourse Facility

The City of Toronto, in co-operation with the federal and provincial governments, has lent its support to a bid to host the 2006 International Dragon Boat Federation Club Crew World Championships. TRCA as the Eligible Recipient of this project will provide overall coordination for the design, approval and implementation of a watercourse facility in the Western Beaches suitable to host this event. A series of environmental assessments are currently being undertaken for the project to proceed into implementation. A Delivery Agreement is currently being prepared by TWRC for a funding commitment of \$23,000,000.

Tommy Thompson Park Master Plan Implementation

On May 20, 2004, Human Resources and Skills Development Canada announced that \$8,000,000 would be allocated to implement the Tommy Thompson Park Master Plan, achieving its goal of an “Urban Wilderness Park”. The Master Plan Development Project began in 2003 and has targeted a variety of public amenities, interpretive facilities and habitat enhancement activities. A Delivery Agreement is currently being prepared by TWRC for a funding commitment of \$8,000,000. An Annual Expenditure and Work Plan has been prepared and submitted to TWRC that sets out the authorized activities for the project up to March 31, 2008 during each fiscal year.

Naturalization and Flood Protection of the Don River

On June 10, 2004, the three levels of government signed a Contribution Agreement with the TWRC that authorized an increase in study funding from \$2,000,000 to \$3,000,000 as part of the Delivery Agreement between the TWRC and TRCA. This funding will be directed to complete two studies: i) Lower Don River West Remedial Flood Protection Project; and, ii) Don Mouth Naturalization and Port Lands Flood Protection Project.

i) Lower Don River West Remedial Flood Protection Project

The objective of this project is to remove the risk of flooding to 210 hectares of land in downtown Toronto, west of the lower Don River, up to the regulatory storm event. The draft Class EA was submitted for public review on January 18, 2005. The mandatory review period for the Class EA ended on Monday February 21, 2005. During the review period, two Part II Order Requests were submitted to the Minister of the Environment from Ontario Realty Corporation (ORC) tenants. Staff are working with TWRC, the City of Toronto and ORC to resolve this order. TWRC, ORC, City of Toronto and TRCA are working closely to resolve all issues raised in the two Part II Order Requests in an effort to have the Requests lifted voluntarily in order to avoid a Ministerial Review. A draft Canadian Environmental Assessment Act Screening Report is currently undergoing internal review and will be submitted to federal authorities shortly. The cost for conducting this EA is approximately \$1,200,000. Final EA approvals are anticipated by May-June 2005.

ii) Don Mouth Naturalization and Port Lands Flood Protection Project

The objectives of this project are to naturalize up to 28 hectares of land surrounding the Keating Channel area and to remove the risk of flooding to 230 hectares of land in the Port Lands area, south and east of the lower Don River, up to the regulatory storm event. An Individual EA and a Canadian Environmental Assessment Act Screening Report will be utilized to determine the best alternative to achieve these goals through an in depth technical and public evaluation process. A team led by Gartner Lee Ltd. commenced work on the development of an EA Terms of Reference (ToR), which is the first stage of the Individual EA process, in January 2005. It is anticipated that the ToR will require most of 2005 to complete. The Individual EA and Canadian Environmental Assessment Act Screening Report should be completed in Spring/Summer 2007. This EA process will cost approximately \$1,800,000.

Lower Don River West Flood Protection Project Implementation – Component 1

It is anticipated that this project will involve the construction of the CN Kingston Line bridge extension, as defined by the Lower Don River West Remedial Flood Protection Project and the construction of a pedestrian tunnel under GO Transit’s Bala Line that will connect the new West Don Lands community with the waterfront trail system. This component of the project will cost approximately \$20,000,000 for the Kingston Bridge (including TRCA, CN, Hydro One and other agency costs). A budget has not yet been established for the Bala Line Pedestrian Tunnel. A Delivery Agreement is currently being drafted by TWRC.

Report prepared by: Nancy Gaffney, extension 5313 and Ken Dion, extension 5230
For Information contact: Nancy Gaffney, extension 5313 and Ken Dion, extension 5230
Date: February 16, 2005

NEW BUSINESS

RES.#C15/05 - SPONSORSHIP OPPORTUNITIES

Moved by: Rob Ford
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be directed to continue pursuing sponsorship opportunities with a wide range of corporations and organizations, including alcohol related corporations.

CARRIED

RES.#C16/05 - CONFIDENTIAL ITEM 9.2

Moved by: Dick O'Brien
Seconded by: Bill O'Donnell

THE BOARD RECOMMENDS TO THE AUTHORITY THAT confidential item 9.2 be approved.

CARRIED

TERMINATION

ON MOTION, the meeting terminated at 10:10 a.m., on Friday, March 4, 2005.

David Barrow
Chair

Brian Denney
Secretary-Treasurer

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