



THE TORONTO AND REGION CONSERVATION AUTHORITY

**Business Excellence Advisory Board Meeting #4/04**

**Chair:** David Barrow  
**Vice Chair:** Maja Prentice  
**Members:** Bas Balkissoon  
Bill Fisch  
Rob Ford  
Peter Milczyn  
Bill O'Donnell  
Dick O'Brien - Chair, Authority

September 17, 2004  
9:00 A.M.  
HUMBER ROOM, HEAD OFFICE

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**AGENDA**

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	<u>Pages</u>
1. <b>MINUTES OF MEETING #3/04</b> (Enclosed herewith on Yellow)	
2. <b>BUSINESS ARISING FROM THE MINUTES</b>	
3. <b>DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>	
4. <b>DELEGATIONS</b>	
5. <b>PRESENTATIONS</b>	
6. <b>CORRESPONDENCE</b>	
7. <b>SECTION I - ITEMS FOR AUTHORITY ACTION</b>	
7.1 <b>2005 FEE SCHEDULE</b> Public Facilities and Programming	3-17
7.2 <b>MENTORSHIP PROGRAM</b>	18-20
7.3 <b>AWARDING OF CONTRACTS FOR BANKING AND RELATED SERVICES</b>	21-25

7.4	<b>CODE OF CONDUCT</b>	26-27
8.	<b>SECTION IV - ITEMS FOR THE INFORMATION OF ANOTHER BOARD</b>	
8.1	<b>FINANCIAL PROGRESS REPORT</b> For the Period Ending July 31, 2004	28-31
8.2	<b>COMPENSATION STUDY</b>	32-33
8.3	<b>ACCOUNTS RECEIVABLE STATUS REPORT</b> September 7, 2004 <i>Report to Follow</i>	
9.	<b>NEW BUSINESS</b>	

NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #5/04,  
TO BE HELD ON FRIDAY, OCTOBER 15, 2004  
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 #4/04, September 17, 2004

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

**RE:** **2005 FEE SCHEDULE**  
Public Facilities and Programming

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#### **KEY ISSUE**

Changes to the 2005 Fee Schedule for the conservation areas and the Kortright Centre for Conservation.

#### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the 2005 Fee Schedule be amended to include the proposed changes for the conservation areas and the Kortright Centre for Conservation;**

**AND FURTHER THAT the 2005 Fee Schedule for Black Creek Pioneer Village remain at the current rates for the 2005 season.**

#### **BACKGROUND**

Each year staff review the Toronto and Region Conservation Authority (TRCA) fee schedule to determine any changes for the next season.

#### **RATIONALE**

In 2004 the Authority approved changing the fee structure to the practice of adding GST and PST to most of our public facilities and programming fees. It is proposed that this practice be extended to include general admission fees for the conservation areas.

A review was made of Halton Region, Grand River and Credit Valley conservation authorities admission fees (Attachment 1) and indicates TRCA will remain competitive with this increase. The general admission base fees plus applicable taxes have been set to an even number for ease in cash handling and to facilitate the timely processing of visitors. General admission fees at Kortright will not be increased at this time in order to remain competitive.

The following items are also recommended for change:

- Day camper's fee to be increased in order to be in line with the child general admission fee.
- Admission to the swimming area at Petticoat Creek has been adjusted in order to ease cash handling.
- Cross-country trail fees and equipment rental fees to be increased to offset increasing program costs and to bring us in line with competitors (Schedule 1). The trail fees and equipment rental fees have not been increased since 1998.

Changes from the 2004 Fee Schedule are highlighted in **bold**:

ITEM #	ITEM DESCRIPTION	PST 8%	GST 7%	2004 BASE	2005 GROSS	2004 GROSS
1.0	For general admission at all conservation areas except Petticoat Creek, per day;					
1.1	for each adult from fifteen to sixty-four years of age.	0.00	0.28	3.97	<b>4.25</b>	4.00
1.2	for each child from five to fourteen years of age.	0.00	0.15	2.10	<b>2.25</b>	2.00
1.3	for each child four years of age or under.	0.00	0.00	0.00	0.00	0.00
1.4	for each senior sixty-five years of age or over.	0.00	0.21	3.04	<b>3.25</b>	3.00
10.0	For each day camper, not overnight, per day, inclusive of general admission	0.00	0.15	2.10	<b>2.25</b>	2.14
17.0	For admission to the swimming area at Petticoat Creek, exclusive of vehicle or general admission;					
17.1	per day, for each person five years of age or over.	0.00	0.18	2.52	<b>2.70</b>	2.67
17.2	per day, for each child four years of age or under accompanying their family.	0.00	0.00	0.00	0.00	0.00
17.3	per day, for each child four years of age or under as part of an organized group under supervision.	0.00	0.18	2.52	<b>2.70</b>	2.67
17.4	for a book of ten pool passes.	0.00	1.57	22.43	<b>24.00</b>	24.07
20.0	For the use of cross-country ski trails at Albion Hills, inclusive of general admission:					
20.1	for each person fifteen years of age or over.	0.00	0.78	11.22	<b>12.00</b>	10.70
20.2	for each child five to fourteen years of age.	0.00	0.39	5.61	<b>6.00</b>	5.35
20.3	for each child four years of age or under.	0.00	0.00	0.00	<b>0.00</b>	0.00
20.4	for each senior sixty-five years of age or over.	0.00	0.59	8.41	<b>9.00</b>	8.56
20.5	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	1.96	28.04	<b>30.00</b>	26.75
21.0	For the use of cross-country ski trails at Albion Hills, inclusive of general admission, after 1 p.m.;					
21.0	for each person fifteen years of age or over.	0.00	0.65	9.35	<b>10.00</b>	8.56
21.2	for each child five to fourteen years of age.	0.00	0.26	3.74	<b>4.00</b>	3.21
21.3	for each child four years of age or under.	0.00	0.00	0.00	<b>0.00</b>	0.00
21.4	for each senior sixty-five years of age or over.	0.00	0.46	6.54	<b>7.00</b>	6.42
21.5	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	1.57	22.43	<b>24.00</b>	20.33
23.0	For the rental of a cross-country ski equipment package consisting of skis, boots and poles:					

	23.1	for each person fifteen years of age or over, per day.	1.12	0.98	14.00	<b>16.10</b>	14.95
	23.2	for each person fifteen years of age or over, per day, after 1:00 p.m.	0.80	0.70	10.00	<b>11.50</b>	10.35
	23.3	for each child fourteen years of age or under, per day.	0.88	0.77	11.00	<b>12.65</b>	11.50
	23.4	for each child fourteen years of age or under, per day, after 1:00 p.m.	0.68	0.59	8.50	<b>9.77</b>	8.63
33.0		For parking at the Kortright Centre for Conservation, per vehicle, per day, exclusive of general admission.	0.17	0.15	2.18	<b>2.50</b>	2.30

A price increase is not recommended for admission rates to Black Creek Pioneer Village (BCPV) as all rates were increased in 2004. In doing this, BCPV will remain positioned competitive but slightly lower in price than similar cultural attractions in the Greater Toronto Area (GTA).

In 2003, GTA attractions were greatly impacted by SARS, concerns over West Nile, and the black-out. Many, including BCPV, are still in recovery mode, offering various discounts, increased coupon offers, and combination packages in an effort to recapture some of the lost revenue incurred as a result.

**Report prepared by: Derek Edwards, extension 5672**

**Marty Brent, extension 5403**

**For Information contact: Derek Edwards, extension 5672**

**Marty Brent, extension 5403**

**Date: August 26, 2004**

**Attachments: 2**

Attachment 1

CONSERVATION AREA ADMISSION FEE COMPARISON								
	TRCA PROPOSED 2005 FEES		CREDIT VALLEY	HALTON HILLS				GRAND RIVER
	C.A.'s	Kortright		Hilton Falls	Kelso	Crawford Lake	Mountsberg	
Adult	\$4.25	\$5.00	\$4.00	\$4.00	\$4.25	\$6.00	\$4.50	\$3.75
Child	\$2.25	\$3.00	\$2.25	\$2.75	\$3.00	\$3.50	\$3.25	\$2.00
Senior	\$3.25	\$3.00	\$2.25	\$3.25	\$3.50	\$5.00	\$3.50	\$3.75

CROSS COUNTRY SKIING FEE COMPARISON			
	TRCA PROPOSED 2005 FEES	BLUEBERRY TRIALS Wasaga Beach Provincial Park	HORSESHOE VALLEY
<b>Trail Fees:</b>			
Adult	\$12.00	\$8.00	\$17.00
Child	\$6.00	\$4.00	\$11.00
Senior	\$9.00	\$6.40	\$11.00
Family		\$24.00	n/a
<b>Equipment Rental Fees:</b>			
Adult	\$16.10	\$15.00	\$21.00
Child	\$11.65	\$12.00	\$13.00

**Attachment 2**  
**TRCA 2004 Fee Schedule Public Facilities and Programming**

Conservation Areas	items 1 to 25
Black Creek Pioneer Village	items 26 to 32
Kortright Centre for Conservation	items 33 to 35
Miscellaneous	item 36
Discounts	items D1 to D2

The Authority on January 30, 2004 approved the TRCA's 2004 Fee Schedule (Meeting #01/04 Res. #A25/04). Most fees listed in this Schedule take effect January 1, 2004.

Detail is provided as to actual base fees and related tax amounts.

Additional copies of this Fee Schedule may be obtained from Watershed Management / conservation areas. This document may be found online as **f:\fo\public\fees\fee04.wpd**.

Updated material may be distributed from time to time to include supplementary fees which are related to specific program activities or to reflect changes to the Schedule.

**Significant changes**

Please review this updated Fee Schedule. Note that several significant changes have been made as follows:

- change of fee structure to reflect the addition of applicable PST & GST to base fees with the exception of gate admission fees at conservation areas and Kortright
- increase to annual passes valid ONLY for admission to the conservation area which it is purchased (*items 4.0*)
- addition of new fee for a serviced campsite with water, hydro and sewage hook-ups (*item 13.0*)
- increase to book of ten pool passes (*item 17.0*)
- increase to group cross country ski packages (*item 23.5 & 23.6*)
- increase to guided tours at Bruce's Mill during the maple syrup program. (*Items 25.0*)
- increase in general admission at Black Creek Pioneer Village. (*Item 27.0*)
- increase to annual passes valid ONLY for admission to Black Creek Pioneer village (*items 28.0*)
- increase in guided tours at Black Creek Pioneer village as part of a tour group (*item 32.0*)
- increase to annual passes valid ONLY for admission to the Kortright Centre (*items 35.0*)

## **TRCA 2004 Fee Schedule - Definition of Terms**

### **1 Age categories**

Four general age groups are used throughout the fee schedule as follows:

Adult - any person from fifteen to sixty-four.

Child - any person from five to fourteen.

Child (pre-schoolers) - any person four years of age or under.

Senior - any person sixty-five years of age or over. (B.C.P.V. is defined as 60 years of age or older)

Some exceptions to this general categorization apply to specific fee schedule items and are detailed under those items.

### **2 Annual Pass categories**

Two passes are offered at the conservation areas and Kortright

Individual - any person over five years of age.

Family - Maximum two adults, and two children from five to fourteen in one vehicle

### **3 Conservation Area**

The term conservation area applies to Albion Hills, Bruce's Mill, Boyd, Glen Haffy, Heart Lake and Petticoat Creek. Also included in this definition are the public campgrounds at Albion Hills and Indian Line. For the purposes of this fee schedule the definition does not include the Kortright Centre for Conservation or Black Creek Pioneer Village.

### **4 General admission**

General admission allows for basic access to a specified TRCA venue(s) during a designated operating period(s). Other fees may be charged in addition to, or in lieu of, general admission fees for certain facilities, programs or operating periods as identified in this fee schedule or under various operating policies.

### **5 Group Camper**

Applies to members of an organized group staying overnight at a conservation area by permit.

### **6 Day Camper**

Applies to members of day cares, day camps, schools or the like, who are visiting a conservation area during the regular operating day.

### **7 Operating policies**

This fee schedule is provided as a general summary of fees applied by the TRCA at its various operating venues. It does not provide, nor is it intended to provide, complete information as to the various regulations and operating policies in effect at these venues which may relate to individual fee schedule items. Daily, seasonal and program operating schedules and minimum group size requirements are among these policies.

### **8 Discounts and premiums**

Any fee may be subject to a discount or premium at the discretion of the appropriate Manager.

### **9 Supplementary fees**

Not all fees are considered to be part of the TRCA's fee schedule as approved by the Authority. Some are set independently of that schedule. The sale of retail merchandise or the provision of incidental services represent the most common examples of such fees.

## TRCA 2004 Fee Schedule - Contents

after-hours use	BCPV	29.0
after-hours use	conservation areas	<i>see late permit (8.0)</i>
Albion Hills farm	Albion Hills	36.0
angling fee	Glen Haffy	5.0
annual pass	BCPV	28.0
annual pass	conservation areas	4.0
annual pass	Kortright	35.0
barbecue / corn pot rental	conservation areas	16.10
boat equipment rentals	conservation areas	7.0
camping - day campers	conservation areas	10.0
camping - group campers	conservation areas	9.0
camping - group campsite	conservation areas	9.0
camping - monthly site	Albion Hills, Indian Line	11.3, 11.6, 12.3, 12.7, 13.3
camping - group / Pleasantview	Albion Hills	14.0
camping - public camping	Albion Hills, Indian Line	11.0, 12.0, 13.0
camping - seasonal site	Albion Hills, Indian Line	12.4, 12.8, 13.4
camping - serviced site	Albion Hills, Indian Line	12.0, 13.0
camping - supplementary fees	Albion Hills, Indian Line	15.0
	<i>fees for extra campers and parking for extra cars</i>	
camping - unserviced site	Albion Hills, Indian Line	11.0
canoe rentals	conservation areas	<i>see boat equipment rentals (7.0)</i>
commercial photography	conservation areas, Kortright	19.0
commercial photography	BCPV	31.0
cross-country skiing - equipment rentals	Albion Hills	23.0
cross-country skiing - group rate	Albion Hills	23.5, 23.6
cross-country skiing - trail fees / full-day	Albion Hills	20.0
cross-country skiing - trail fees / half-day	Albion Hills	21.0
cross-country skiing - seasonal pass	Albion Hills	22.0
day campers	conservation areas	<i>see campers - day campers (10.0)</i>
Dickson Hill School	BCPV	27.10
educational tours - BCPV activity program	BCPV	27.8, 27.9
educational tours - BCPV tour program	BCPV	27.7
educational tours - general tours	Kortright	34.6
educational tours - specially designed tours	Kortright	34.7
fire permit	conservation areas	16.9
fishing -Fly Fishers Club Membership	Glen Haffy	6.3
fishing - public ponds	Glen Haffy	5.0
fishing - pond rentals	Glen Haffy Headwaters Trout Ponds	6.0
general admission - BCPV	BCPV	27.0
general admission	conservation areas	1.0
general admission	Kortright	34.0
group discounts	BCPV, Kortright	D.1
guided tour	BCPV	32.0
handicapped persons	BCPV, conservation areas, Kortright	D.2
late permit	conservation areas	8.0
maple syrup tours	Bruce's Mill	25.0
memberships	BCPV	<i>see annual pass (28.0)</i>
memberships	Kortright	<i>see annual pass (35.0)</i>
mountain biking	Albion Hills	24.0
parking	BCPV	26.0
parking	Albion Hills, Indian Line	<i>see camping, supp. fees (15.0)</i>
parking	Kortright	33.0

pedal boat rentals	conservation areas	<i>see boat equipment rentals (7.0)</i>
picnics - additional picnickers	conservation areas	16.4
picnics - picnic shelter	conservation areas	16.5 -16.8
picnics - picnic site	conservation areas	16.0
picnics - picnic site - Mon-Sun	Albion Hills, Bruce's Mill, Glen Haffy	16.3
picnics - picnic site - Mon-Sat	Boyd, Heart Lake , Petticoat Creek	16.1
picnics - picnic site - Sunday	Boyd, Heart Lake, Petticoat Creek	16.2
pool pass	Petticoat Creek	17.0
rowboat rentals	conservation areas	<i>see boat equipment rentals (7.0)</i>
skiing		<i>see cross country skiing (20.0, 21.0, 22.0, 23.0)</i>
swimming - annual pass	Petticoat Creek	18.0
swimming - daily admission	Petticoat Creek	17.0
vehicle admission	Petticoat Creek	3.0
wagon / sleigh rides	BCPV	30.0

ITEM #	ITEM DESCRIPTION	PST 8%	GST 7%	2004 BASE	2004 GROSS
1.0	For general admission at all conservation areas except Petticoat Creek, per day;				
1.1	for each adult from fifteen to sixty-four years of age.	0.00	0.26	3.74	4.00
1.2	for each child from five to fourteen years of age.	0.00	0.13	1.87	2.00
1.3	for each child four years of age or under.	0.00	0.00	0.00	0.00
1.4	for each senior sixty-five years of age or over.	0.00	0.20	2.80	3.00
2.0	For general admission at all conservation areas except Petticoat Creek, per day, on weekdays has been omitted.				
3.0	For vehicle admission to Petticoat Creek, per day;				
3.1	for vehicle carrying up to ten persons, per day.	0.00	0.65	9.35	10.00
3.2	on weekdays has been omitted.				
3.3	for a vehicle carrying more than ten persons, per person.	0.00	0.13	1.87	2.00
4.0	For an annual pass valid only for admission to the conservation area for which it is purchase:				
4.1	for each person five years of age or over.	0.00	2.45	35.00	37.45
4.2	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	4.55	65.00	69.55
5.0	For fishing at Glen Haffy or Heart Lake:				
5.1	per day, for each person fifteen years of age or over, exclusive of general admission	0.00	0.35	5.00	5.35
6.0	For a permit for the use of a fishing pond at the Glen Haffy Headwaters Trout Ponds, including general admission and the use of row boats, per day;				
6.1	For up to 75 persons on Monday's excluding Statutory Holidays and 1 Sunday per month, date of which is to be determined by TRCA staff	0.00	52.50	750.00	802.50
6.2	For each additional 25 or fewer persons	0.00	14.00	200.00	214.00
7.0	For the rental of boating equipment where available, per hour	0.96	0.84	12.00	13.80
8.0	For a permit authorizing a special event extending past regular operating hours and up to midnight, exclusive of parking or general admission, per hour, subject to a three hour minimum.	0.00	3.50	50.00	53.50
9.0	For a permit to use a designated group campsite, subject to a limit of seven nights use, per night; for a group of up to twenty persons;				
9.1	for a group of up to twenty persons;	0.00	6.30	90.00	96.30
9.2	for each additional person, in conjunction with a permit issued under item 9.1	0.00	0.21	3.00	3.21

10.0	For each day camper, not overnight, per day, inclusive of general admission	0.00	0.14	2.00	2.14
11.0	For a permit to occupy an individual un-serviced campsite, inclusive of general admission;				
11.1	at Albion Hills, per night.	0.00	1.54	22.00	23.54
11.2	at Albion Hills, per week.	0.00	9.24	132.00	141.24
11.3	at Albion Hills, per month (28 days).	0.00	30.80	440.00	470.80
11.4	at Indian Line, per night.	0.00	1.61	23.00	24.61
11.5	at Indian Line, per week.	0.00	9.66	138.00	147.66
11.6	at Indian Line, per month (28 days).	0.00	32.20	460.00	492.20
11.7	on a holiday or other designated date, in addition to the basic permit fee specified in item 11.1 or 11.4	0.00	0.14	2.00	2.14
12.0	For a permit to occupy an individual serviced campsite, with water and hydro hook-ups, inclusive of general admission;				
12.1	at Albion Hills, per night.	0.00	1.75	25.00	26.75
12.2	at Albion Hills, per week.	0.00	10.50	150.00	160.50
12.3	at Albion Hills, per month (28 days).	0.00	35.00	500.00	535.00
12.4	at Albion Hills, per season.	0.00	112.00	1600.00	1712.00
12.5	at Indian Line, per night.	0.00	1.96	28.00	29.96
12.6	at Indian Line, per week.	0.00	11.76	168.00	179.76
12.7	at Indian Line, per month (28 days).	0.00	39.20	560.00	599.20
12.8	at Indian Line, per season.	0.00	154.00	2200.00	2354.00
12.9	on a holiday or other designated date, in addition to the basic permit fee specified in item 12.1 or 12.4	0.00	0.14	2.00	2.14
13.0	For a permit to occupy an individual services campsite with water, 30 amp hydro service, and sewage hook-up inclusive of general admission:				
13.1	at Indian Line, per night.	0.00	2.10	30.00	32.10
13.2	at Indian Line, per week.	0.00	12.60	180.00	192.60
13.3	at Indian Line per month (28 days).	0.00	42.00	600.00	642.00
13.4	at Indian Line, per season.	0.00	164.50	2350.00	2514.50
13.5	on a holiday or other designated date, in addition to the basic permit fee specified in item 13.1	0.00	0.14	2.00	2.14
14.0	For a permit to occupy the Pleasantview Group campsite at Albion Hills, inclusive of general admission;				
14.1	for up to ten camping units, for an adult group.	0.00	15.05	215.00	230.05
14.2	for each additional camping unit, in conjunction with a permit issued to an adult group under item 14.1	0.00	1.50	21.50	23.00
14.3	for up to ten camping units, for a youth group.	0.00	12.60	180.00	192.60
14.4	for each additional camping unit, in conjunction with a permit issued to a youth group under item 14.3	0.00	1.26	18.00	19.26
15.0	In addition to basic camping fees as specified in Items 11.0, 12.0 and 13.0;				

15.1	for a permit to park an additional vehicle.	0.56	0.49	7.00	8.05
15.2	for a permit to park an additional vehicle, per season	3.60	3.15	45.00	51.75
15.3	for each additional person occupying a campsite over and above the campgrounds specified site limit.	0.00	0.28	4.00	4.28
16.0	For a permit for the use of a group picnic site at any conservation area, exclusive of vehicle or general admission;				
16.1	for a group of up to 100 persons at Boyd, Heart Lake and Petticoat Creek Monday to Saturday.	0.00	5.25	75.00	80.25
16.2	for a group of up to 100 persons at Boyd, Heart Lake and Petticoat Creek on Sundays and Statutory Holidays.	0.00	7.00	100.00	107.00
16.3	for a group of up to 100 persons at Albion Hills, Bruce's Mill and Glen Haffy; Monday to Sunday	0.00	4.20	60.00	64.20
16.4	for each additional fifty or fewer persons, in conjunction with a permit issued under item 16.1, 16.2, or 16.3	0.00	1.75	25.00	26.75
16.5	for the use of a picnic shelter with electrical service, at Bruce's Mill, Albion Hills and Glen Haffy, in conjunction with a permit issued under item 16.1, 16.2, or 16.2	0.00	8.05	115.00	123.05
16.6	for use of picnic shelter without electrical service, at Bruce's Mill, Albion Hills and Glen Haffy, in conjunction with a permit issued under item 16.1, 16.2, or 16.3	0.00	6.65	95.00	101.65
16.7	for the use of a picnic shelter with electrical service at Boyd, Petticoat Creek and Heart Lake, in conjunction with a permit issued under Item 16.2, 16.2, or 16.3	0.00	11.55	165.00	176.55
16.8	for the use of a picnic shelter without electrical service, at Boyd, Petticoat Creek and Heart Lake, in conjunction with a permit issued under item 16.1, 16.2, or 16.3.	0.00	10.15	145.00	155.15
16.9	for a permit for a fire in a designated ground fire pit, in addition to any fees paid under item 16.0	0.00	4.20	60.00	64.20
16.10	for the use of a portable barbecue unit or corn pot, in addition to any fees paid under item 16.0	3.20	2.80	40.00	46.00
17.0	For admission to the swimming area at Petticoat Creek, exclusive of vehicle: or general admission:				
17.1	per day, for each person five years of age or over.	0.00	0.17	2.50	2.67
17.2	each child under two years of age.	0.00	0.00	0.00	0.00
17.3	for a book of ten pool passes.	0.00	1.57	22.50	24.07
18.0	Petticoat Creek Pool passes have been replaced by the Conservation Journeys program.				

19.0	Commercial photography or filming fees for conservation areas and Kortright are outlined separately on a case by case basis according to Commercial Filming on TRCA Lands - Fee Guidelines 2003.				
20.0	For the use of cross-country ski trails at Albion Hills, inclusive of general admission:				
20.1	for each person fifteen years of age or over.	0.00	0.70	10.00	10.70
20.2	for each child five to fourteen years of age.	0.00	0.35	5.00	5.35
20.3	for each child four years of age or under.	0.00	0.00	0.00	0.00
20.4	for each senior sixty-five years of age or over.	0.00	0.56	8.00	8.56
20.5	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	1.75	25.00	26.75
21.0	For the use of cross-countryski trails at Albion Hills, inclusive of general admission, after 1 p.m.;				
21.1	for each person fifteen years of age or over.	0.00	0.56	8.00	8.56
21.2	for each child five to fourteen years of age.	0.00	0.21	3.00	3.21
21.3	for each child four years of age or under.	0.00	0.00	0.00	0.00
21.4	for each senior sixty-five years of age or over.	0.00	0.42	6.00	6.42
21.5	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	1.33	19.00	20.33
22.0	Albion Hills Cross Country Ski passes have been replaced by the Conservation Journeys program.				
23.0	For the rental of a cross-country ski equipment package consisting of skis, boots and poles:				
23.1	for each person fifteen years of age or over, per day.	1.04	0.91	13.00	14.95
23.2	for each person fifteen years of age or over, per day, after 1:00 p.m.	0.72	0.63	9.00	10.35
23.3	for each child fourteen years of age or under, per day.	0.80	0.70	10.00	11.50
23.4	for each child fourteen years of age or under, per day, after 1:00 p.m.	0.60	0.53	7.50	8.63
23.5	for each person fifteen years of age or over, in a group with a reservation, including trail fees, per day, subject to a minimum group size.	1.20	1.05	15.00	17.25
23.6	for each person fourteen years of age or under, in a group with a reservation, including trail fees, per day, subject to a minimum group size.	0.80	0.70	10.00	11.50
24.0	For use of the mountain bike trails at Albion Hills per day, for each person, exclusive of general admission.	0.00	0.13	1.87	2.00
25.0	For a guided tour at Bruce's Mill during the maple syrup program, subject to minimum group size of twenty persons.	0.00	0.39	5.50	5.89
26.0	For parking at Black Creek Pioneer Village, per vehicle, per day, exclusive of general admission.	0.42	0.37	5.21	6.00

27.0	For general admission to Black Creek Pioneer Village, during the regular operating season, per day:				
27.1	for each adult from fifteen to fifty-nine years of age.	0.00	0.77	11.00	11.77
27.2	for each child from five to fourteen years of age.	0.00	0.49	7.00	7.49
27.3	for each child four years of age or under accompanying their family.	0.00	0.00	0.00	0.00
27.4	for each child four years of age or under visiting as part of an organized group under supervision.	0.00	0.42	5.95	6.37
27.5	for each senior sixty years of age or over.	0.00	0.70	10.00	10.70
27.6	for each student fifteen years of age or over, with student identification.	0.00	0.70	10.00	10.70
27.7	for each student participating in a General Tour program.	0.00	0.49	7.00	7.49
27.8	for each student participating in a specially designated tour program, subject to a minimum group size.	0.00	0.56	8.00	8.56
27.9	for each student participating in a designated activity Program, subject to a minimum group size.	0.00	0.70	10.00	10.70
27.10	for each student participating in the Dickson's Hill School program, per day, subject to a minimum group size of twenty persons.	0.00	0.49	7.00	7.49
28.0	For an annual pass valid ONLY for general admission to Black Creek Pioneer Village, inclusive of parking fees:				
28.1	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	4.55	65.00	69.55
28.2	for a person twenty-five years of age or over.	0.00	2.45	35.00	37.45
	For the after-hours use of Black Creek Pioneer Village, including staffing, commencing within one-half hour of normal closing time and subject to a three-and-one-half hour maximum;				
29.1	for the use of the Village grounds only from May to September.	0.00	24.50	350.00	374.50
29.2	for the use of the Village grounds only from October to April.	0.00	31.50	450.00	481.50
29.3	including the use of three buildings.	0.00	90.65	1295.00	1385.65
29.4	including the use of four buildings.	0.00	111.65	1595.00	1706.65
29.5	including the use of six buildings.	0.00	132.65	1895.00	2027.65
29.6	including the use of eight buildings.	0.00	153.65	2195.00	2348.65
30.0	For a horse-drawn wagon or sleigh ride at the Black Creek Pioneer Village;				
30.1	in conjunction with an after-hours function as identified in item 28.0, with completion of wagon rides within 90 minutes of regular closing time, per wagon.	0.00	12.25	175.00	187.25

30.2	items 29.2 and 29.3 subject to a late charge of \$50.00 per half-hour per wagon; gross charges not to exceed a maximum of \$500.00.	0.00	3.27	46.73	50.00
30.3	in conjunction with an after-hours function as identified in item 28.0 for rides scheduled more than 90 minutes after regular closing.	0.00	35.00	500.00	535.00
31.1	For commercial photography or filming in the Black Creek Pioneer Village, including supervision, minimum per hour;				
31.1	for the use of grounds and environs, during the period from 8:30 a.m. until midnight.	0.00	8.18	116.82	125.00
31.2	for the use of grounds and environs, during the period from midnight until 8:30 a.m.	0.00	11.45	163.55	175.00
31.3	for the use of the interior of buildings, during the period from 8:30 a.m. until midnight.	0.00	9.81	140.19	150.00
31.4	for the use of the interior of buildings, during the period from midnight until 8:30 a.m.	0.00	11.45	163.55	175.00
32.0	For a Guided Tour at Black Creek Pioneer Village, as part of a tour group with a reservation, including general admission;				
32.1	for each adult from fifteen to fifty-nine years of age	0.00	0.79	11.25	12.04
32.2	for each senior sixty years of age and over.	0.00	0.72	10.25	10.97
33.0	For parking at the Kortright Centre for Conservation, per vehicle, per day, exclusive of general admission.	0.16	0.14	2.00	2.30
34.0	For general admission at the Kortright Centre for Conservation;				
34.1	for each adult from fifteen to sixty-four years of age.	0.00	0.33	4.67	5.00
34.2	for each child from five to fourteen years of age.	0.00	0.20	2.80	3.00
34.3	for each child four years of age or under accompanying their family.	0.00	0.00	0.00	0.00
34.4	for each child four years of age or under visiting as part of an organized group under supervision.	0.00	0.15	2.10	2.25
34.5	for each senior sixty-five years of age or over.	0.00	0.20	2.80	3.00
34.6	for each student participating in a general tour program, subject to a minimum group size.	0.00	0.42	6.00	6.42
34.7	for each student participating in a specially designed tour program, subject to a minimum group size.	0.00	0.49	7.00	7.49
34.8	for each adult from fifteen to sixty-four years of age participating in a specially designed tour program, subject to a minimum group size.	0.00	0.54	7.75	8.29
34.9	for each senior sixty-five years or over participating in a specially designed tour program, subject to a minimum group size.	0.00	0.42	6.00	6.42
35.0	For an annual pass valid ONLY for admission to the Kortright Centre;				
35.1	for each person five years of age or over	0.00	2.45	35.00	37.45

35.2	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	4.55	65.00	69.55
36.0	For a farm tour at the Albion Hills Farm, for a group of up to forty persons;				
36.1	for a half-day program.	0.00	6.54	93.46	100.00
36.2	for a full-day program.	0.00	13.08	186.92	200.00
D.1	At Black Creek Pioneer Village, fifteen percent (15%) and the Kortright Centre, twenty percent (20%) off regular per person admission fees, subject to a minimum group size of twenty persons, exclusive of guided tours.				
D.2	At Black Creek Pioneer Village fifty percent (50%) off general admission fees for disabled persons and their attendants to a maximum ratio of 1:1.  At Conservation Areas and the Kortright Centre attendants for disabled persons will not be subject to general admission fees.				

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #4/04, September 17, 2004

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

**RE: MENTORSHIP PROGRAM**

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**KEY ISSUE**

Approval of the proposed Mentorship Program for Internationally Trained Professionals.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be authorized to participate in the Mentorship Program as outlined in the staff report.**

**BACKGROUND**

At the same time that Toronto region's political, business, and nonprofit leaders have been working to improve services helping the hundreds of thousands of immigrants arriving here every year adjust to their new home, the Toronto and Region Conservation Authority (TRCA) has been working to reach out to Toronto region's diverse communities. So far, two programs have been successfully implemented: The Multicultural Environmental Stewardship Program (MESP) and the Environmental Volunteer Network (EVN). Through the multicultural program, TRCA has built new partnerships with organizations serving various ethno-specific communities, allowing more people to be reached with conservation messaging and be involved in stewardship initiatives. TRCA is also launching new stewardship initiatives in the Malton community, one of the most diverse in Canada.

The EVN is a TRCA-led network of 23 organizations working with volunteers on various environmental programs, spanning the Greater Toronto Area (GTA). The program also works with TRCA's many municipal partners, as well as the Ontario Ministry of the Environment, and several agencies serving immigrants, including the Ontario Council of Agencies Serving Immigrants (OCASI), which is the primary partner. This program has recruited, and placed on environmental projects, more than 200 new volunteers, the majority of whom are highly skilled newcomers to Canada. Through this program, TRCA has hired 7 new employees to fill 2 vacancies and 4 new positions, and 6 others have found environmental employment elsewhere as a result of their volunteering with the volunteer network.

Our work coincides with the work of the Toronto Alliance, the City of Toronto, the Toronto Region Immigrant Employment Council (TRIEC), and employment counselors in Toronto to help internationally-trained professionals overcome barriers including: lack of Canadian experience, lack of sector-specific English language skills, lack of certified credentials (e.g. Professional Engineers of Ontario designation), as well as systemic barriers. Specifically, the City of Toronto has partnered with the Consortium of Agencies Serving International Persons (CASIP) and JobStart to create a systematic mentorship program for new immigrants.

## **RATIONALE**

The proposed mentoring program is another way for TRCA to work with highly skilled newcomers to Canada looking to work to protect and preserve the environment in their adopted homeland. There are no additional financial costs and requires a minimal time commitment from TRCA staff.

The Mentorship Program is part of a broader TRCA effort to participate in meaningful engagement with Toronto's diverse communities as part of the work recently initiated by the Toronto Alliance formed out of recommendations in the Toronto Alliance report, *Enough Talk*. At Authority Meeting #9/03, held on November 28, 2003, Resolution #A253/03 was approved as follows:

*THAT the staff report on Toronto and Region Conservation Authority (TRCA) initiatives for the inclusion of new Canadians and others in employment, outreach and volunteer opportunities be received;*

*THAT TRCA's contribution to Career Bridge, for intern expense reimbursement, be capped at \$20,000;*

*AND FURTHER THAT staff be directed to monitor the effectiveness of the program in 2004 and report back to the Business Excellence Advisory Board at the end of 2004, prior to any extension or expansion of the program.*

Current initiatives include: Career Bridge internship program for new Canadians, Newcomer Opportunities for Work Experience (NOW) program, and the World Education Service (WES) to certify non-Canadian academic credentials. Staff will report back on this program later in 2004.

## **Scope**

The TRCA Mentorship Program will consist of two components:

1. An internal mentoring program in which 6 TRCA staff will be matched with 6 pre-screened EVN Volunteers for 4 months, and spend an average of two hours per month with them to help guide their job search, advise them on sector-specific English terminology, refer them to job leads, provide feedback to the mentee, assist with understanding of the Canadian workplace, necessary skills, licensing procedures, and provide labour market information.
2. Participate in the City of Toronto Profession to Profession Mentoring Immigrants Pilot Project, providing 6 mentors (separate from the 6 internal mentors) to work with mentees pre-screened by the JobStart (the organization working with City of Toronto on this pilot). The role of these 6 mentors will be much the same as the internal mentors, with the exception that they will also participate in a program evaluation with City of Toronto after the 4 month mentorship period.

All mentees will be pre-screened to ensure that they have a professional qualification outside Canada, have been in Canada less than two years, have worked in the environmental or conservation field at least three years, have work ready English language (spoken and written), are highly motivated and committed to looking for work in their profession in Canada, and are responsive and willing to act on the guidance offered by the mentor.

## **Benefits**

Mentorship has proven, at organizations such as St. Michael's Hospital, an effective mechanism to:

- Attract the 'best and brightest' among newcomers to Canada;
- Enhance and encourage diversity in the workplace;
- Create employment opportunities for newcomers;
- Increase cross-cultural awareness of staff;
- Increase professional knowledge by learning an international perspective on environment/conservation;
- Increase awareness of challenges and benefits of workplace diversity; and,
- Contribute to the socio-economic development of Toronto.

## **FINANCIAL DETAILS**

This project will be administrated by the current Human Resources team, and require no new personnel. Implementation will be by the 12 mentors, who will be asked to commit approximately 2 hours per month of their time.

**Report prepared by: Chris Benjamin, extension 5360**

**For Information contact: Chris Benjamin, extension 5360**

**Catherine MacEwen, extension 5219**

**Date: September 01, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #4/04, September 17, 2004

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

**RE: AWARDING OF CONTRACTS FOR BANKING AND RELATED SERVICES**

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**KEY ISSUE**

Report on banking services proposal call process conducted by the Toronto and Region Conservation Authority (TRCA).

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the proposal for basic banking services be awarded to RBC Royal Bank for a five year period commencing no later than January 1, 2005;**

**THAT the proposal for merchant services (debit and credit services) be awarded to TD Canada Trust subject to final confirmation of product features;**

**THAT the proposal from Bank of Montreal be accepted for purchasing (procurement) card services subject to final confirmation of product features;**

**THAT staff be authorized to maintain a full brokerage investment account with RBC Dominion Securities as well as establish a new account with HSBC Bank of Canada;**

**AND FURTHER THAT staff be authorized to maintain a "pooled funds" investment account with UBS Global Asset Management as well as establish a new investment account with Legg Mason Canada;**

**BACKGROUND**

In June 2004 the TRCA invited six financial institutions to respond to a request for proposal on banking services for both TRCA and The Conservation Foundation of Greater Toronto. The closing date was July 30, 2004. Detailed proposals were received from RBC Royal Bank (the incumbent), BMO Bank of Montreal, CIBC, TD, and HSBC Bank Canada. The Bank of Nova Scotia did not submit a proposal.

The banks were asked to address in their proposals full brokerage investment services, "pooled funds" investment services, purchasing or procurement card programs and credit card services, in addition to basic services required for the operation of a main bank account. As each of these services are independently available to TRCA, staff have analyzed and present a recommendation on each service separately.

The request for proposal was undertaken to confirm that fees have remained competitive and to ensure TRCA banking requirements have been completely addressed. This request does not reflect on the quality of service provided by the current banker, RBC Royal Bank, or any of its service partners including Moneris Solutions, US Bank and RBC Dominion Securities.

Since TRCA has agreed to keep confidential the pricing information contained in the proposals, this report is not very specific with regard to fees proposed by the various proponents. Staff has prepared a separate, confidential report on fees and ranking scores which is available to the members upon request.

## **RATIONALE**

Basic Banking Services - These services include:

- the operation of a main operating account (deposits, issued cheques, returned items, stop payments, certified cheques, transfers, coin service, night depository, branch locations, etc.);
- line of credit;
- payment distribution service for payroll;
- daily access to the account for review and down-loading of transactions into the accounting system; and,
- interest paid on surplus funds in the account.

The first layer of the review focussed on net fees (service charges net of interest earned on surplus funds in the account.) Each of the proposals was thoroughly analyzed and costed according to the volumes indicated in the proposal. The costing was then reviewed with each of the banks to ensure the fees were accurately represented. Strictly in terms of net fees, the proposals from RBC, BMO and HSBC were very comparable, within \$100 of each other, per month. This amount is not considered material, especially given the variability in volume and service mix that may occur. Although the TD proposal was the lowest in terms of fees alone, it became less competitive when interest earnings on surplus cash balances were factored in. The CIBC proposal was the costliest.

The line of credit interest rate offered by all banks was very competitive, either at prime or prime less .25%. However, given the infrequent need to borrow, no cost was attributed to this service.

After completion of the fees analysis, each of the proposals were ranked according to the criteria that was set out in the proposal, specifically:

(The number in brackets represents the weighting placed on the factor.)

- Meeting of requirements as set out in the proposal call document including convenient access to branch locations for TRCA field operations; (30)
- Fees; (20)
- Additional services, now or in future; expertise and creativity; (10)
- Ease of understanding and navigating through the proposal response; (10)
- Predictability in pricing; (10)
- Embracing of The Living City vision; and, (10)
- Conversion costs; (10)

This analysis produced the highest score for the incumbent, RBC Royal Bank. On a scale of 1 to 100, RBC garnered 83 points followed by 75, 74, 66 and 60 by the other banks. In conclusion, staff recommend acceptance of the RBC Royal Bank proposal for basic banking services for the following reasons:

- The proposal is competitively priced while meeting all of the requirements identified;
- It is only one of two banks that will allow the proposed fees structure to remain in place for five years (the other bank achieved a lower overall ranking);
- The rate of interest paid on surplus funds is the most of any of the other banks and the bank does not require that funds be physically moved to other investment accounts in order to earn this relatively high rate of interest;
- Only RBC has committed, at no cost to TRCA, to undertake a complete review of our operations to identify inefficiencies in banking practices and potential risk to the organization;
- TRCA has enjoyed a very long relationship with RBC, receiving excellent service and advice almost without exception;
- RBC continues to be a strong supporter of The Living City vision as demonstrated by its financial contributions history to The Conservation Foundation of Greater Toronto.

#### Credit and Debit Card Services (Merchant Services)

This service enables our customers to pay for goods and services by credit card (Mastercard, Visa and American Express) or by debit card at many TRCA facilities. Moneris Solutions, a partnership of Royal Bank and Bank of Montreal, is the current provider of this service for all but one merchant account. TRCA also maintains one merchant account with TD, which is used to collect payments for on-line campground bookings. Service with both TD and Moneris has been satisfactory.

The largest cost component of this service, which in total amounts to approximately \$3,200 per month (\$38,400 per annum), is the merchant discount. The merchant discount rate is set as a fixed percentage of each transaction and has been quoted within a range of 1.56% to 2.14%. However, when the cost of other ancillary services (point of sale terminal (POS) rentals and debit card transaction fees) are factored in each quote falls within a range of \$3,000 to \$3,250 per month. Further, strictly based on the responses, it appears that each bank is capable of providing the service and functionality that is required. Conversion costs would be incidental and would not be a consideration in replacing service providers.

In conclusion, staff recommend that the merchant services contract be awarded to TD, being the lowest quote submitted while meeting all of the requirements, subject to confirmation of program details.

#### Purchasing or Procurement Card Services

Purchasing cards are essentially corporate credit cards which are issued in the employee's name. The cards have built in controls such as per transaction and monthly spending limits. Approximately 600 transactions per month are processed in this manner. The program is administered by US Bank, a service partner of the RBC Royal Bank. Service has been satisfactory.

A key feature of this service is the on-line access that allows staff to assign account codes and description of items purchased, facilitating both manager approval as well as the transfer of data to the accounting system. Of the five responses received, one could not provide this feature at this time. One bank would not provide pricing without further assessment of TRCA requirements. The remaining three proposals adequately addressed the service requirements as set out in the proposal document.

Although TRCA is satisfied with the current service provider, the Bank of Montreal has submitted a proposal which appears to provide comparable service and functionality but at no cost to TRCA. It is recommended that the Bank of Montreal proposal for purchasing card services be accepted subject to confirmation of program details.

#### Investment Services - Full Brokerage

This aspect of the proposal addressed TRCA's requirement for full service brokerage account generally containing products in the 6-month to 5-year range, consistent with TRCA's investment policy. Each of the bank's responses adequately addressed TRCA's requirements for investment advise and high quality (secure, high yield, etc.) products. However, unlike other banking services, investment products are market driven and cannot be costed in advance. Ideally, when surplus funds are available, TRCA would prefer to deal with a broker that has an extensive inventory in an acceptable risk category while providing the highest possible return. One way to achieve this goal is for TRCA to have multiple accounts with several brokers, as this would tend to increase exposure to a larger product base and therefore a better chance at maximizing returns.

TRCA and CFGT each currently maintain a full service brokerage account with RBC Dominion Securities, a member of the RBC Financial Group. Service has been satisfactory. As of the report date, approximately \$4.8 million was on deposit with RBC Dominion Securities. Given the relatively small amount on deposit, it is recommended that no more than one other investment account be opened at this time. Staff's recommendation is that a new investment account be established with HSBC Bank Canada, solely on the basis of its strong support of The Living City vision. As with all services, should there be unsatisfactory performance, staff would then consider one of the other leading brokerage houses.

#### Investment Services - Pooled Funds

"Pooled" funds investment accounts are professionally managed funds on behalf of unit holders. TRCA and CFGT currently maintain a pooled funds account with UBS Global Asset Management. As of the report date TRCA had invested \$3 million with UBS and the CFGT \$500 thousand. Based on results since the beginning of the year, yields on this account has averaged about 16% above the rates paid on idle bank balances. Providers of this service are generally compensated by a fee expressed in basis points which does not vary with the yields generated on behalf of the unit holders. Service with UBS has been satisfactory.

Prior to the proposal call, staff had been considering an unsolicited proposal from Legg Mason Canada, but deferred the decision pending the results of the banking proposal call process. Since none of the proposals adequately addressed this service area, it is recommended a pooled funds account with Legg Mason Canada also be established. Legg Mason has proposed a very competitive service fee, being approximately one third the rate currently paid to UBS. Over time, the funds would be migrated to the "pool" that produces the best results.

**Report prepared by: Rocco Sgambelluri, extension 5232**  
**For Information contact: Rocco Sgambelluri, extension 5232**  
**Jim Dillane extension 6292**

**Date: September 8, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #4/04, September 17, 2004

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

**RE: CODE OF CONDUCT**

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#### **KEY ISSUE**

Approval of an amendment of the Code of Conduct, Section 2.6 - The Commitment to Personal Integrity - Gifts and Entertainment.

#### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT Section 2.6 - The Commitment to Personal Integrity - Gifts and Entertainment of the Toronto and Region Conservation Authority's (TRCA) Code of Conduct be amended as outlined in the attached staff report and enacted immediately to support the TRCA's performance in limiting conflict of interest situations.**

#### **BACKGROUND**

The Code of Conduct was introduced to define the management of employee behaviour, including the receipt of gifts. Since that time, TRCA's watershed municipalities have clarified their respective policies and TRCA submits the following changes to better align with our partners' policies.

A revision was brought to the Business Excellence Advisory Board on June 11, 2004, where it was referred back to staff to incorporate members comments. Below is the current policy followed by the amended policy, including members comments from June 11th.

The current policy

Section 2.6 - The Commitment to Personal Integrity - Gifts and Entertainment

Employees shall not seek or accept any gifts, entertainment, payments, fees, services, valuable privileges or other favours from any person or business organization that has any dealings with TRCA, except as provided below:

1. An employee may accept entertainment usually associated with accepted business practices if:
  - It is infrequent
  - It serves a business purpose
  - It is appropriate for business responsibilities of the individuals involved.
  - It is not excessive or lavish
2. Employees should not give or receive gifts with more than a \$25 value without reporting the gift or favour to their immediate supervisor.

3. It is never acceptable or permissible to receive cash or cash equivalent of any amount (including stock or other marketable securities).

*Proposed changes* (highlighted in bold)

Employees shall not seek or accept any gifts, entertainment, payments, fees, services, valuable privileges or other favours from any person or business organization that has any dealings with TRCA, except as provided below:

1. An employee may accept **restaurant meals** usually associated with accepted business practices if:
  - It is infrequent
  - It serves a business purpose
  - It is appropriate for business responsibilities of the individuals involved.
  - It is not excessive or lavish.
  - **It is identified to the appropriate Director or CAO in writing and approval provided.**
2. Employees should not give or receive gifts with more than a \$25 value. **In situations where the gift has been sent to an employee or department and it cannot be reasonably returned to the sender, the gift or the proceeds from the gift will be used for charitable purposes.**
3. It is never acceptable or permissible to receive cash or cash equivalent of any amount (including stock or other marketable securities).

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: May 03, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #4/04, September 17, 2004

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

**RE: FINANCIAL PROGRESS REPORT**  
For the Period Ending July 31, 2004

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**KEY ISSUE**

Presents the Financial Progress Report for the operating budget as of July 31, 2004.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT the Financial Progress Report dated July 31, 2004, be received.**

**RATIONALE**

The Financial Progress Report is one of the tools through which staff advise the Authority of the status of the Toronto and Region Conservation Authority's (TRCA's) budget. This report covers the period ending July 31, 2004. Also attached is the chart showing the total revenue by various functional areas. The revenues reported on the chart may not be exactly the same as in the attached summary sheet because of the timing in finalizing the numbers.

Analysis of year to date activity and projections to year end indicate that the 2004 budget will be achieved. As noted below, there are a number of projected variances from the 2004 budget, but the positive variances offset the negative and, at this time staff project that there will be a balanced budget for the year 2004.

As noted in the attached summary chart, Black Creek Pioneer Village projects that attendance and revenues, although up substantially over 2003, will not meet the 2004 budget targets. Poor weather on key event days is the main factor. Action is being taken to mitigate the impact of this potential shortfall with appropriate constraints on spending.

For the conservation areas, Kortright and the field centres, although revenues exceeded budget at July 31, this is not expected to continue and the projected year end position will be about \$100,000 below budget. This will be offset by expenditure constraints.

Development services anticipates higher than budgeted fee revenue, by about \$335,000, reflecting the successful implementation of the revised fee schedule and continued growth in the development sector.

The Living City General Fund transfer from The Conservation Foundation of Greater Toronto (CFGT) to TRCA occurs at year end so there is no reported "year to date" actual. The CFGT advises that the projected \$800,100 allocation for The Living City will be achieved. Also projected to be achieved is the "flow through" projected at \$680,200 of which \$253,657 has been transferred to date. High potential CFGT solicitations for The Living City totalling \$1,290,000 are currently being considered and are being followed up by the CFGT Corporate Cabinet.

CFGT flowthrough activity outstanding is in excess of \$1,030,000. The majority of fundraising revenues is received typically later in the calendar year.

As in past years, staff will continue to monitor financial activity and report to the Authority on any significant changes to the year end projection.

**Report prepared by: Ralph Kofler, ext 5274**

**Jim Dillane, 416-667-9292**

**For Information contact: Jim Dillane, 416-667-9292**

**Date: September 3, 2004**

**Attachments: 1**

**Attachment 1**

 Toronto and Region Conservation Authority  
 2004 Variance as of July 31, 2004

<b>Gross Expenditures (by functional Unit)</b>	<b>2004 Budget \$</b>	<b>2004 YTD Actual \$</b>	<b>2004 P. A. \$</b>	<b>Budget vs. P. A. \$ +/- (- )</b>	<b>Notes</b>
<b><u>Finance and Business Development Division</u></b>					
Administration	1,787,200	1,311,766	1,773,400	(13,800)	Accounting: Gapping/computer
Rental Properties	1,195,300	429,471	1,151,938	(43,362)	Property taxes down
Central Services	313,300	203,666	313,300		
Property Services	1,404,400	843,787	1,395,400	(9,000)	Insurance down
Black Creek Pioneer Village	4,123,200	1,908,224	4,048,000	(75,200)	Attendance, Education down
Food Services	976,300	415,411	965,300	(11,000)	Attendance, Weddings down
V&E		80,256			
	9,799,700	5,192,581	9,647,338	(152,362)	
<b><u>Watershed Management Division</u></b>					
WM Divisional Management / EMS	206,500	81,556	193,200	(13,300)	Gapping
Development Services	1,927,000	1,032,059	2,012,000	85,000	OMB Hearings
Watershed Strategies	1,390,900	655,845	1,390,900		
Resource Science	1,801,400	1,054,509	1,801,400		
Op. & Maint. of Dams/Structures	342,800	180,652	342,800		
Environmental Services	1,170,800	1,087,564	1,449,100	278,300	Special Projects
Enforcement	451,700	246,494	451,700		
Conservation Areas	3,494,800	1,912,350	3,383,900	(110,900)	Misc. constraints
Kortright Centre for Conservation	1,342,300	847,332	1,323,300	(19,000)	Misc. constraints
	12,128,200	7,098,361	12,348,300	220,100	
<b><u>Office of the CAO</u></b>					
Conservation Field Centres Summary	2,111,800	1,162,557	2,112,695	895	
Corporate Management	443,500	221,902	443,500		
Corporate Secretariat	323,200	206,589	323,200		
Human Resources	366,100	230,305	366,100		
Customer Services	247,400	148,666	247,400		
Communications	717,300	342,258	647,500	(69,800)	Corp. Comm.: printing & misc.
Marketing					
Living City Centre Programs	1,007,600	314,787	1,025,748	18,148	
	5,216,900	2,627,064	5,166,143	(50,757)	
Expenditure total	27,144,800	14,918,007	27,161,781	16,981	

<b>Gross Expenditures (by functional Unit)</b>	<b>2004 Budget \$</b>	<b>2004 YTD Actual \$</b>	<b>2004 P. A. \$</b>	<b>Budget vs. P. A. \$ +/- (- )</b>	<b>Notes</b>
<b>Funding Sources:</b>					
Program/User fees:					
Rental Properties	2,114,100	1,312,492	2,009,118	(104,982)	Rentals, lease down
Black Creek Pioneer Village	1,858,200	695,826	1,731,600	(126,600)	Attendance, Education down
Food Services	1,050,200	411,203	1,007,700	(42,500)	Attendance, Wedding down
Development Services	1,764,800	1,210,658	2,100,000	335,200	new fee structure
Conservation Areas	2,824,600	1,763,063	2,720,400	(104,200)	weather & filming
Kortright Centre for Conservation	1,098,100	670,925	1,072,400	(25,700)	Energy program down
Conservation Field Centres Summary	1,340,600	862,662	1,326,715	(13,885)	Misc.
All Other Program/User fees	1,164,200	1,657,685	1,257,500	93,300	Special Projects
Reserves	193,000	7,926	192,200	(800)	
CFGT - Living City	800,100		800,100		
CFGT - Flowthrough	680,200	253,657	415,300	(264,900)	Living City
Other - Municipal	359,700	(101,349)	449,720	90,020	Special Projects
Other - Provincial	542,850	544,728	600,650	57,800	
Other - Federal	639,650	677,795	756,750	117,100	Special Projects
Other - Donations/Fundraising	62,500	4,280	22,500	(40,000)	
Other - Private	1,304,900	440,682	1,389,375	84,475	Sp. Projects & LCC
Reverse Internal	(750,300)	(549,347)	(700,300)	50,000	
Other					
<b>Revenue total</b>	17,047,400	9,862,886	17,151,728	104,328	
<b>Net Expenditures</b>	<b>10,097,400</b>	<b>5,055,121</b>	<b>10,010,053</b>	<b>(87,347)</b>	
Provincial Transfer Payments	845,800		845,800		
Municipal Levy	9,251,600		9,251,600		
<b>Deficit / (Surplus)</b>	<b>0</b>	<b>5,055,121</b>	<b>(87,347)</b>	<b>(87,347)</b>	

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #4/04, September 17, 2004

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

**RE: COMPENSATION STUDY**

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**KEY ISSUE**

Advising the Authority of a compensation study which is underway.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT staff report to the Business Excellence Advisory Board at the earliest opportunity on the results of the compensation study for all Toronto and Region Conservation Authority (TRCA) salary bands.**

**BACKGROUND**

The current salary structure has been in effect since 1999 when it was approved at Executive Committee Meeting #2/99, Resolution #B35/99, which states in part:

*THAT the job classifications resulting from the introduction of the Universal Job Evaluation Plan be effective April 1, 1999;*

*AND THAT the corresponding Salary and Wage Schedule be implemented effective April 1, 1999;*

Since that time, the schedule has been subject to economic adjustments in the following amounts:

1999 - 1.5%  
2001 - 2.0%  
2002 - 2.0%  
2003 - 2.0%  
2004 - 3.0%

**RATIONALE**

Staff are conducting a compensation study to address the following four key issues:

- To be compliant with the requirements of the pay equity legislation;
- To simplify TRCA salary administration by harmonizing the two separate salary grids for full time and supplementary employees;
- To ensure that TRCA salary levels are competitive with the marketplace;
- To create cost effective ways to bring in entry level employees with innovative co-op and intern positions within lower salary bands.

The compensation study will consist of three components:

- a. A benchmark study of selected positions compared with agencies, municipalities and other partners including provincial ministries (MOE, MNR and Municipal Affairs.).
- b. Harmonization of the two salary grids into a single TRCA plan.
- c. Salary levels to support a co-operative, internship and other innovative employment programs.

As required by the TRCA Purchasing Policy, staff has selected a qualified consultant. The work which will not exceed \$5,000 as provided for in the Purchasing Policy is proceeding and staff will report to the Business Excellence Advisory Board at the earliest opportunity.

**Report prepared by: Catherine MacEwen, extension 5219**

**For Information contact: Catherine MacEwen, extension 5219**

**Date: August 30, 2004**