



THE TORONTO AND REGION CONSERVATION AUTHORITY

**Business Excellence Advisory Board Meeting #7/04**

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

January 14, 2005

9:00 A.M.

SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

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**AGENDA**

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1. <b>MINUTES OF MEETING #6/04</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>	
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NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #1/05,  
TO BE HELD ON FRIDAY, MARCH 4, 2005  
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 #7/04, January 14, 2005

**FROM:** Carolyn Woodland, Director, Development Services

**RE: ADMINISTRATION FEE PROCESS AND STREAMLINING IMPROVEMENTS  
FOR THE DEVELOPMENT REVIEW FUNCTION  
Status Summary**

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**KEY ISSUE**

Status summary of the improvements to development review procedures that have been put in place during 2004, a summary of our fee collection results and an outline of streamlining actions that will be continued in 2005.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Planning Fee Schedule, approved effective November 1, 2003 continue to be supported and implemented by Toronto and Region Conservation Authority (TRCA) staff;**

**THAT staff be directed to advise TRCA's watershed municipalities about where fee collection improvements need to continue to be made, and where cooperation between TRCA and the municipality needs to be strengthened to achieve fee collection and streamlining;**

**THAT TRCA's watershed municipalities and the Urban Development Institute (UDI) continue to be advised of streamlining efforts, and be informed of the level of service changes on an annual basis;**

**THAT TRCA staff continue to monitor the achievement of budgetary targets for the development review function subject to trends in the development market, volume and complexity of applications and staffing needs;**

**AND FURTHER THAT TRCA staff continue to seek innovative methods of collection in fee payment non-compliance situations and that UDI be requested to support TRCA's streamlining initiatives through encouraging their members to advise their clients of the fee requirement.**

**BACKGROUND**

The urgent need for improvements were identified in 2002 to Toronto and Region Conservation Authority's (TRCA's) development review level of service, therefore a major overhaul of our plan review and permitting fee collection process was put in place in November of 2003 to fund an improved level of service. This report provides a status summary of the improvements to development review procedures that have been put in place during 2004, a summary of our fee collection results and provides an outline of further streamlining actions that will be continued in 2005.

In two reports made to the Executive Committee and the Business Excellence Advisory Board in 2003, development services staff highlighted an analysis of the workload for plan and permitting review, fee collection trends for three years of plan review and an assessment of TRCA fees charged and collected in our jurisdiction. Several areas of concern were noted related to our level of service and our ability to recover costs associated with extensive review demands. Significant changes in the complexity and volume of planning and technical review work, and pressures for fast paced turnaround from the municipalities were putting a significant strain on TRCA's small planning staff. Other issues included:

- inconsistencies among municipalities in providing appropriate review times and support in fee collection to back TRCA's efforts;
- complaints about the lack of clarity of approval requirements, including Fisheries and Oceans Canada (DFO) and the Ministry of Natural Resources (MNR);
- large volume of poorly documented and in-complete applications from applicants creating a tedious cyclical review commenting process;
- increases in involvement in Ontario Municipal Board hearings and negotiations, as well as specialized planning and technical review associated with the Oak Ridge Moraine, Rouge Park, Ravine Bylaw, terrestrial natural heritage, Seaton and Pickering lands, etc..

A challenging strategy was developed by senior TRCA staff to address these concerns, and set actions in place to improve the level of service internally and externally to improve all levels of concern. A summary of the strategy components and the improvements to date are discussed below.

#### **Major administration fee alteration for planning and permitting services to build staff capacity.**

The development community has responded well to the requirements of the new fee schedule for planning applications and permitting. The schedule is clear in terms of payment requirements relative to the scale and complexity of a project. Allowances were made for applications that straddled between 2003 and 2004, where appropriate.

Development review invoice about \$2.1 million in revenue in 2004, just over the projected target of \$1.8 included in our report of Business Excellence Advisory Board report of October 3, 2003 and our operating budget of 2004.

Staff capacity has been expanded during 2004 to create stronger watershed technical teams (in engineering and ecology) in Resource Science, an expanded Environmental Assessment (EA) team, and in creating four complete municipal planning teams in development plan review. Additional full time positions in geotechnical engineering, fluvial geomorphology and hydrogeology have aided our technical review significantly. A few long standing staff vacancies have been filled to complete the development review teams.

#### **Establishment of an invoicing system at TRCA to improve fee tracking and collection.**

A new invoicing/tracking system has been developed to accurately summarize receivables on a monthly basis. Development Services and Accounting staff have a protocol for notification for receivables and tracking troublesome accounts. Staff is working, however, to collect more fees as an up-front requirement, just as is done in the municipal system, to avoid the time-consuming efforts of chasing receivables.

Considering the newness of the fee system, TRCA has had little proportionally bad debt. However, staff need to approach municipal partners about collection of fees for Committee of Adjustment applications. These applications are still problematic in terms of fee collection due to the shortness of review time, and the lack of notification on the municipal end for TRCA's fee requirement.

**Internal streamlining effort to reduce delays in plan review.**

A series of "team" work sessions has been put in place to improve the efficiency of integrated plan review within TRCA. Regular biweekly Strength, Weakness, Opportunities and Threat (SWOT) work sessions provide senior input to all plan reviews and incorporate training sessions for staff.

A minor works exemption policy was put in place to reduce delays in processing permits for minor permitting proposals. These initiatives have worked extremely well this year to build staff capacity and efficiencies.

**Creation of a checklist for complete applications and a guideline document for TRCA application requirements.**

In order to improve communications with applicants, TRCA produced a "checklist" for complete applications to guide pre-consultation discussions and to assist in identifying study requirements for new development submissions. A basic set of guidelines has been prepared for applicant use and will be finalized in January 2005 for distribution. New draft guidelines are almost finished for Environmental Assessments (EA), Environmental Impact Statements (EIS) and Water Budget/Water Balance.

**Post-permitting site inspection with increased enforcement.**

One additional officer has been added to the Enforcement team, with a redistribution of staff by municipality to balance the site inspection workload. Improved integration of the permitting issuance and site inspection process has been established to confirm compliance.

**Municipal partner discussions regarding streamlining, improved communications and customer service procedures.**

Almost all municipal planning/development services/building departments have been contacted with TRCA staff at some point over the past 18 months to discuss plan review streamlining procedures, roles and responsibilities of the TRCA in plan review and to introduce the need for fee collection. Further meetings are needed with some jurisdiction to continue to refine fee collection communications and plan review responsibilities, particularly in the City of Vaughan, Town of Caledon and Town of Richmond Hill. Relationships with many of our municipal partners have improved greatly in plan review. However, Memorandum's of Understanding (MOU) are still needed in several municipalities to refine our mutual plan review responsibilities, particularly related to natural feature/hazard protection and storm water management.

**Development industry discussions to address issues of concern for plan review.**

Several working meetings have been conducted this year with UDI representatives and development consultants to identify procedural streamlining and policy update requirements. Some key issues relate to the need for refinement of stream crossing/meander belt guidelines/policies, improvement of erosion and sediment control guidelines, planting review requirements and clarification of water budget/water balance requirements. Workshop discussions on these issues will be conducted this spring, and draft documents for these efforts will be forwarded to our municipal partners and UDI early in the new year.

Staff has also met to discuss the integration of TRCA's Draft Terrestrial Natural Heritage System and the province's recent Greenbelt proposal.

**Dialogue With Fisheries and Oceans Canada to review working relationships and set out improvements for areas of mutual service.**

Several meetings have been conducted in 2004 between DFO and TRCA to review issues for streamlining. Avoidance of redundancy in plan review, clarification of our Level III Agreement responsibilities, enforcement procedures and improved speed of plan review were key issues under review. Discussion is on-going on these issues, and UDI has also established a separate working group with DFO to build a dialogue more specific to their issues.

**Additional efforts.**

In assessing the workload issues for development plan review, staff determined that staff could not continue to have teams of planners and technical staff review EAs and development applications in each watershed. The current complexity and volume of EAs and those that are planned to roll-out in the next ten years are significant. TRCA embarked on a plan this year with York Region and Peel Region to fund separate EA review teams within TRCA so that the EAs could have dedicated staff level of effort and that communications with each municipality could be improved through regular staff progress meetings and EA working sessions. The agreements will be in place for early 2005 and TRCA is in the process of hiring new team members. Important improvements in development plan review turnaround times are anticipated when these teams are operating effectively in 2005, and competing workloads are for the most part deleted.

**Monitoring of efforts.**

TRCA staff have continued to monitor the turnaround time for application review over the last two years, and have assessed the calibre and completeness of applications for new submissions.

In 2002, most applications were taking 60 to 90 days to complete an initial technical review. Resubmissions were also in this category due to huge workload volumes and the complexity of reviews and negotiations to bring submissions into policy and technical conformity.

Although Resource Science (engineering and ecology) staff are still overloaded with development plans and EAs, application review in the 905-municipalities has improved significantly to 30 days and less for smaller projects, and 40 to 60 days where complex applications require intense efforts. These turnaround times will improve again in 2005 when EA review for York and Peel regions are separated from the main stream of development review applications. By comparison, Toronto application reviews are staying well within a 15-30 day review period.

Development Services targets are to achieve maximum review times of 30 days where feasible. Generally, the review teams are providing geotechnical and hydrogeological turnaround time of 7-10 days. A few isolated reviews for hydrogeological work have existed for very complex submissions with a 40 to 60 day review. Staff will continue to monitor the level of service.

The calibre of applications has not seen a marked improvement for many submissions during 2004. However, applicants are using pre-consultations with senior staff to a greater extent, and working sessions are made part of the project process to assist applicants through difficult project technical requirements and site resolutions.

## **CONCLUSIONS**

Major strides have been made in 2004 to establish a new administration fee process for development review and permitting and to implement this process for the successful collection of fees in 2004. In addition, this effort has formed the funding foundation of building staff capacity to provide a better level of service in development review. As identified earlier in this report, many improvements have been made to streamline the review process and improve communications with all applicants and municipal/federal partners. This important streamlining effort will continue in 2005 to complete the strategic directions set this past year through consultation.

**Report prepared by: Carolyn Woodland, extension 5214**  
**For Information contact: Carolyn Woodland, extension 5214**  
**Date: January 05, 2005**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: RECORDS RETENTION POLICY AND SCHEDULE**  
Amendment

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**KEY ISSUE**

Approval of the changes to the Records Retention Policy and Schedule.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the revised Records Retention Policy and Schedule, dated December, 2004, be approved.**

**RATIONALE**

Toronto and Region Conservation Authority (TRCA) updates its Record Retention Policy and Schedule regularly to reflect various operational and legislative changes which have occurred. The policy and schedule are the foundation of TRCA's records management system and meet the requirements of the Municipal Freedom of Information and Protection of Privacy legislation.

The schedule has a new look where items of a similar nature and retention period are grouped together to form a more understandable schedule. Also, it enables TRCA records to be more easily accessed in LaserFiche, the TRCA's new Enterprise Document and Records Management System.

The updated Records Retention Policy and Schedule is attached. The policy remains unchanged, while the schedule has minimal changes with additional categories added.

**Report prepared by: John Annunziello, extension 5272**  
**For Information contact: John Annunziello, extension 5272**  
**Date: December 17, 2004**  
**Attachments: 1**

**TORONTO AND REGION CONSERVATION AUTHORITY (TRCA)  
RECORDS RETENTION POLICY AND SCHEDULE**

**1.0 PURPOSE**

This policy provides for management of Authority records, ensuring efficiency in the creation, storage, retrieval and disposition of records. Procedures based on the policy will facilitate the retaining of Authority records, including the prevention of the creation of unnecessary records and the appropriate destruction of records upon the conclusion of their retention periods.

**2.0 DEFINITIONS AND TERMINOLOGY**

For the purpose of this policy:

- a) "File" or "Record" shall mean the composition of documents, reports, receipts, vouchers, instruments, plans, surveys and any other papers, be it in their original form or a microform or an electronic form, that is certified by an authorized officer of the Authority.
- b) "Location" is a specified area where records are stored.
- c) "Records Retention Schedule" defines the Record Series and retention periods for all records currently held by the Authority.
- d) "Active" files are records which are maintained on-site due to their referral frequency.
- e) "Storage" files are those which are referred to infrequently, but which must be retained for a specified period of time.
- f) "Critical Records" are those records that are essential to the continuation and resumption of Authority business, fulfilment of obligations to employees and other outside interests, and to recreating the financial and legal status of the Authority in case of emergency. Briefly, these are records which are needed to enable the Authority to recover from a disaster situation with minimum dislocation, cost and risk.

**3.0 RECORDS RETENTION PRINCIPLES**

For purposes of this policy, the following principles shall be applied in the retention of records by the Authority:

- All records created by the Authority shall be categorized in accordance with the Records Retention Schedule attached to this policy, and governed by the retention periods defined.
- With the exception of certain Financial Records and the Personnel Records, all files shall be assigned a Central Filing Number (CFN). The Computerized Records Management Software will clearly identify the Record Series and retention period of each record.
- Destruction of records will be governed by the retention schedule.
- Files and records will be reviewed for the purpose of eliminating duplication of documents.
- Any changes to the Retention Policy or Schedule are noted and presented to the Authority for approval as part of the regular review of the Retention Schedule.

**\*\* PLEASE NOTE - ALL TIME PERIODS REPRESENT A TIME AT WHICH FILES WILL BE REVIEWED AND DESTROYED IF THE FILE IS NO LONGER NEEDED\*\***

**ADMINISTRATIVE SUPPORT**

Years	Code	Main Series Sub Series
Critical	ADMN-CRIT	<b>Authority Boards &amp; Committees, Original Minutes &amp; Agendas</b>
6 years	ADMN-0006+	<b>Claims/Liability</b> Contingent Liability* <sup>1</sup> Insurance Claim Settlement Litigation Claims - until case is closed + 6 Years
15 years	ADMN-0015	<b>Contracts, Agreements and Reports</b> Contracts & Agreements Day Planners Safety Officer's Reports
3 years	ADMN-0003	<b>Freedom of Information - General</b> Reports, Printed Material Undisputed
10 years	ADMN-0010A	<b>Freedom of Information Requests - Disagreement*<sup>2</sup></b> Controversial* <sup>2</sup> Disputed* <sup>2</sup>
Critical	ADMN-CRIT1	<b>Historical Reference Material</b>
50 years	ADMN-0050	<b>Insurance Policies</b>
10 years	ADMN-0010B	<b>Legislation/Legal Opinions</b> Conservation Authorities Act and Related Legislation Legal Opinions
10 years	ADMN-0010	<b>Office Services</b> Printing & Office Supplies Central Filing Information
25 years	ADMN-0025	<b>Regulations/Orders/Statistics</b> Orders-in-Council Policies & Regulations Statistics
5 Years	ADMN-0005	<b>Staff Support</b> General Administration Staff and Committee Meetings
7 years	ADMN-0007	<b>Tenders</b>

\*1

\*2

**Longer if party injured is Under the Age of 18  
Contains Confidential Information**

## CONSERVATION AREAS & FIELD CENTRES

Years	Code	Main Series Sub Series
10 years	AREA-0010	<b>Concession Operations</b> * <sup>3</sup>
5 years	AREA-0005	<b>Correspondence</b> * <sup>3</sup>
25 years	AREA-0025	<b>Maintenance &amp; Development</b> General Occurrence Reports
10 years	AREA-0010A	<b>Recreation Programs</b> * <sup>3</sup>
10 years	AREA-0010B	<b>Special Functions</b>
7 years	AREA-0007	<b>Conservation Permits (camping)</b>

Listed below are the Sub-Series which will be under each File Series:

- Albion Hills Conservation Area
- Black Creek Pioneer Village
- Boyd Field Centre
- Claireville Conservation Area
- Cold Creek Conservation Area
- Glen Major Conservation Area
- Heart Lake Conservation Area
- Lake St. George Field Centre
- Other Conservation Areas
- Petticoat Creek Conservation Area
- Albion Hills Field Centre
- Boyd Conservation Area
- Bruce's Mill Conservation Area
- Claremont Field Centre
- Glen Haffy Conservation Area
- Greenwood Conservation Area
- Kortright Centre
- Nursery
- Other M.T.R.C.A. Properties
- Waterfront Areas

**\*3 Sub-Series of General exists**

**FINANCIAL**

Years	Code	Main Series Sub Series
1 years	FIN-0001	<b>Accounts Payable</b> Outstanding Purchase Orders by Account Report Purchase Order Reports & Registers
3 years	FIN-003	<b>Accounts Payable</b> Cash Requirements Creation, Reports & Automatic Cash Disbursement Vendor Audit Trail Reports
7 years	FIN-0007A	<b>Accounts Payable</b> Cheque Register Distribution Reports, Interfaces & Purges Food Service Purchase Summary Reports GST Distribution Report Invoice Authorization Report Journals & Registers Monthly Aged Trial Balance Reports Monthly PST Remittance Copies Payables Voucher Registers with Approved Invoice Registers US Vendor Files Vendor Files Vendor History Purge Report Voided Purchase Orders File Year-to-Date Vendor Listing Report
7 years	FIN-0007	<b>Accounts Receivable</b> Audit Trail Reports Customer Invoice Copies Distribution Reports, Interfaces & Purges Federal Gas Tax Rebates Application Copies Journals & Registers Monthly Aged Trial Balance Reports Receipt Books
25 years	FIN-0025A	<b>Authority Budget (Critical)</b>
7 years	FIN-0007B	<b>Budget</b> Budget Working Papers Metro/MNR Budget Working Papers
50 years	FIN-0050	<b>Budget status</b>
50 years	FIN-0050A	<b>Computerized Area Weekly Revenue Reports</b>
2 years	FIN-0002	<b>Daily Cheque Listing</b>
5 years	FIN-0005	<b>Deposit Listings</b>

4 years	FIN-0004	<b>Duplicate Cash Receipts, Vouchers &amp; Customer Cheque Copies</b>
20 years	FIN-0020	<b>Financial Statement Working Papers</b>
7 years	FIN-0007C	<b>General</b> Bank Statements, Cancelled Cheques & Bank Reconciliation Files Food & Area Weekly Revenue Reports Investments Journal Entries/General Journals Operating Statements Property Tax Information Vehicle/Equipment
25 years	FIN-0025	<b>General</b> Annual Returns Revenue Canada Audited Financial Statements (Critical) MNR Claim Files
3 years	FIN-0003A	<b>Month-to-Date Detailed General Ledger</b>
10 years	FIN-0010	<b>Project Files - Budgeting</b>
10 years	FIN-0010A	<b>Revenue Sharing Policy Files</b>
Critical	FIN-CRIT	<b>Year-to-date Detailed General Ledger/Balance Sheets</b>

## **FOUNDATION**

Years	Code	Main Series Sub Series
Critical	FOUN-CRIT	<b>Annual Report</b>
5 years	FOUN-0005	<b>Donations</b>
5 years	FOUN-0005A	<b>Membership</b>
10 years	FOUN-0010	<b>Programs and Awards</b> B. Harper Bull Conservation Fellowship Award Charitable Programs

## LAND MANAGEMENT

Years	Code	Main Series Sub Series
8 years	LAND-0008	<b>Appraisals</b>
5 years	LAND-0005	<b>Erosion Control Studies*3</b>
25 years	LAND-0025	<b>Erosion /Sediment Control</b> Dams & Reservoirs* <sup>3</sup> Erosion Control Maintenance* <sup>3</sup> Erosion Control Properties Land filling* <sup>3</sup> Sediment Control
7+ years	LAND-0007+	<b>General</b> Rental Tenancies - Once tenant moves out + 7 years Encroachments - Until encroachment ceases + 7 years
10 years	LAND-0010	<b>General</b> Assessment Appeals & Notices* <sup>3</sup> Strategy & Implementation * <sup>4</sup> Vegetation Management
6 years	LAND-0006	<b>Hazard Tree Removal</b>
Permanent	LAND-PERM	<b>HEC-2 Revisions Files*<sup>3</sup></b>
Critical	LAND-CRIT	<b>Land Administration</b> Acquisitions* <sup>3</sup> Deeds Easements Expropriations Sales
Permanent	LAND-PERM1	<b>Legal Surveys*<sup>3</sup></b>
25 years	LAND-0025B	<b>Management of Property</b> Leases* <sup>3</sup> Property Management* <sup>3</sup> Reforestation* <sup>3</sup>
25 years	LAND-0025A	<b>Studies/Projects</b> ESA Study ESAs* <sup>3</sup> Site Specific Projects

Listed below are the Sub-Series which will be under each File Series:

- Carruthers Creek Watershed
- Duffin Creek Watershed
- Humber River Watershed
- Mimico Creek Watershed
- Petticoat Creek Watershed
- Etobicoke Creek Watershed
- Highland Creek Watershed
- Rouge River Watershed
- Waterfront

**\*4 Sub-Series of M.T.R.C.A. Jurisdiction exists**

**\*3 Sub-Series of General exists**

**MARKETING**

Years	Code	Main Series Sub Series
Critical	MARK-CRIT	<b>Annual Reports</b>
5 years	MARK-0005	<b>Media Related</b> Authority Brochures & Publications Exhibits Films Newspapers & Magazines Presentations/Public Meetings/Workshops - External Presentations/Public Meetings/Workshops - Internal
25 years	MARK-0025	<b>Openings/Functions</b> Official Openings Special Functions
Permanent	MARK-PERM	<b>TRCA Photographic Negatives</b>
5 years	MARK-0005A	<b>General</b>

**PERSONNEL**

Years	Code	Main Series Sub Series
7 years	PERS-0007	<b>Benefit Plans</b> Benefit Plan Administration Files Benefit Plan Enrolment Cards Canada Pension Plan Workers Compensation Board
Permanent	PERS-PERM1	<b>Employee Accident Reports</b>
Permanent	PERS-PERM2	<b>Employment History</b> Employment History Cards Personnel Manuals Personnel Administration
2 years	PERS-0002	<b>HR Related</b> Employment Applications - Solicited
7 years	PERS-0007A	<b>HR Related</b> Employment Applications - Interviews Employment Programs Working Papers Position Descriptions TD1s
2 years	PERS-0002	<b>Payroll</b> Employer Copies of Pay Stubs Payroll Benefit Copies
5 years	PERS-0005	<b>Payroll</b> Canada Savings Bond Purchase Applications Expense Sheets
7 years	PERS-0007B	<b>Payroll</b> Annual T-4 Reports & Duplicate T-4's - after employee leaves Attendance Records - after employee leaves Employer Health Tax Payroll Registers Time Sheets
Permanent	PERS-PERM	<b>Pension Plans</b> OMERS Statements Teachers Pension
10 years	PERS-0010	<b>Programs</b> Employment Programs Personnel Administrations Staff Training Programs

## PLANNING

Years	Code	Main Series Sub Series
50 years	PLAN-0050B	<b>Bylaws/ Studies/Plans</b> Comprehensive Zoning By-laws Secondary Plans/Land Use Studies Specialized Municipal By-laws Studies & Reports * <sup>3</sup> Subdivision Applications
25 years	PLAN-0025	<b>Comments</b> Condominium Applications Land Divisions (Consents) Niagara Escarpment Commission* <sup>5</sup> Parkway Belt Exemptions* <sup>5</sup> Site Plan Control (S.41) Variances Zoning Amendments
50 years	PLAN-0050	<b>Comments</b> By-law Development Applications Official Plan Amendments * <sup>7</sup>
Permanent	PLAN-PERM	<b>Environmental Assessment Act</b> Design Monitoring Submissions * <sup>3</sup> * <sup>7</sup>
25 years	PLAN-0025D	<b>Environmental Assessment Application - No Objection</b>
50 years	PLAN-0050A <b>Applications</b>	<b>Fill, Construction &amp; Alteration to Waterways Regulation - Actioned *<sup>6</sup></b>
15 years	PLAN-0015A <b>Applications</b>	<b>Fill, Construction &amp; Alteration to Waterways Regulation - Non-Actioned</b>
25 years	PLAN-0025A	<b>GIS/Mapping</b> GIS - Geographic Information System Mapping * <sup>3</sup>
1 year	PLAN-0001	<b>No Objections</b> By-law Development Applications Niagara Escarpment Commission* <sup>5</sup> Parkway Belt Exemptions Variances

5 years	PLAN-0005	<b>No Objections</b> Condominium Applications Land Divisions (Consents) Official Plan Amendments * <sup>7</sup> Site Plan Control (S.41) Zoning Amendments
75 years	PLAN-0075	<b>Official Plans</b> * <sup>7</sup>
15 years	PLAN-0015	<b>Property</b> Concept Development/Regulation Property Enquiries- Non-Actioned Property Clearances Property Inquiry
2 years	PLAN-0002	<b>Property Inquiries - Realtor/General Unpaid</b>
25 years	PLAN-0025B	<b>Solicitor/Realtor Written Responses</b> * <sup>3</sup>
50 years	PLAN-0050C	<b>Storm Water Management</b> * <sup>3</sup> * <sup>7</sup>
25 years	PLAN-0025C	<b>Sub-watershed Planning</b>
30 years+	PLAN-0030	<b>Violations</b> - After violation is closed + 30 years

Listed below are the Sub-Series which will be under each File Series:

- Adjala-Tosorontio, Township of
- Aurora, Town of
- Caledon, Town of
- Markham, Town of
- Mono, Town of
- Pickering, City of
- Scarborough, City of
- Uxbridge, Township of
- Whitchurch-Stouffville, Town of
- Scarborough Community - City of Toronto
- North York Community - City of Toronto
- Toronto East York Community - City of Toronto
- Etobicoke Community - City of Toronto
- Toronto East Community Council
- Toronto West Community Council
- Ajax, Town of
- Brampton, City of
- Etobicoke, City of
- King, Township of
- North York, City of
- Richmond Hill, Town of
- Toronto, City of
- Vaughan, City of
- York, City of
- Mississauga, City of
- Midtown Community - City of Toronto
- Humber York Community - City of Toronto
- Toronto South Community Council
- Toronto North Community Council

**\*3 Sub-Series of General exists**

**\*5 Sub-Series are not applicable**

**\*6 Sub-Series of Permit Appeals exists**

**\*7 Sub-Series of Durham Region, Peel Region, Metro Toronto, Toronto & York Region exist**

## PROGRAMS

Years	Code	Main Series Sub Series
Critical	PROG-CRIT	<b>Archaeology</b>
10 years	PROG-0010	<b>Fisheries Management</b>
10 years	PROG-0010A	<b>Recreational Vehicles</b>
5 years	PROG-0005	<b>Special Projects/Events</b>
10 years	PROG-0010B	<b>Sustainable Communities</b>
25 years	PROG-0025	<b>Water Management</b>
10 years	PROG-0010C	<b>Wildlife Management</b>

## REGENERATION PROJECTS

Years	Code	Main Series Sub Series
25 years	REGN-0025B	<b>General</b>
25 years	REGN-0025	<b>Habitat</b> Aquatic Terrestrial Wetland
25 years	REGN-0025A	<b>Water Related</b> Quality * <sup>1</sup> Quantity

Listed below are the Sub-Series which will be under each File Series:

Carruthers Creek Watershed  
Duffin Creek Watershed  
Highland Creek Watershed  
Mimico Creek Watershed  
Rouge River Watershed  
N/A

Don River Watershed  
Etobicoke Creek Watershed  
Humber River Watershed  
Petticoat Creek Watershed  
Waterfront

**\*1 Sub-Series of All Watersheds exists**

## WATERSHED STRATEGIES

Years	Code	Main Series Sub Series
5 years	WATR-0005	<b>Correspondence</b>
10 years	WATR-0010A	<b>Financial/Legal</b> Budget Legal
10 years	WATR-0010	<b>Memberships</b> Membership Information (Sub) Committee Public Meetings/Workshops
10 years	WATR-0010B	<b>Projects/Partnerships</b> River Partnerships Special Projects/Events
25 years	WATR-0025A	<b>Projects/Programs</b> Programs Projects (Concepts/Community Action Sites)
25 years	WATR-0025	<b>Studies/Reports/Statistics</b> Publications Statistics Studies & Reports
Critical	WATR-CRIT	<b>Watershed Minutes</b>

Listed below are the Sub-Series which will be under each File Series:

- Carruthers Creek Watershed
- Duffin Creek Watershed
- Highland Creek Watershed
- Mimico Creek Watershed
- Rouge River Watershed
- N/A
- Don River Watershed
- Etobicoke Creek Watershed
- Humber River Watershed
- Petticoat Creek Watershed
- Waterfront
- All Watersheds

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: ENVIRONMENTAL VOLUNTEER NETWORK**  
2 Year Program Summary Report

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**KEY ISSUE**

Environmental Volunteer Network, 2 year report.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Toronto and Region Conservation Authority continue to lead the Environmental Volunteer Network program.**

**BACKGROUND**

At Authority Meeting #9/03, held on November 28, 2003, Resolution #A253/03 was approved in part as follows:

*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.*

The Environmental Volunteer Network (EVN) is a Toronto and Region Conservation Authority (TRCA) led network of 25 member 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 Environment and several agencies serving immigrants, including the Ontario Council of Agencies Serving Immigrants, which is the primary partner. In all, there are 56 partners involved in the EVN.

This program has recruited, and placed on environmental projects, more than 200 new volunteers, the majority of whom are highly skilled newcomers to Canada. It has also initiated programs such as the Environmental Career Fair and the Mentorship Program, working with more than 500 new Canadian environmental professionals in the past year. The program has also created resources to train volunteers in job-search strategy and tools, and staff in diversity management competence. Media has been generated on the EVN in several publications including The Toronto Star, Novae Res Urbis, Municipal World and on OMNI television. The EVN website has also received an average of 3,000 visitors per month, and the programs two newsletters (Volunteer Tracks and Volunteer Update) reach more than 500 people directly and hundreds more indirectly, as they are picked up on other listservs and re-distributed. Through this program, TRCA has hired 8 new employees and 8 others have found environmental employment elsewhere as a result of their volunteering with TRCA.

## **RATIONALE**

The goal of the EVN is to provide group and individual volunteers with hands-on work experience and education in the field of conservation and environment, while providing non-profit environmental and municipal agencies with ready, willing and able environmental volunteers. The EVN also works to connect with volunteers from diverse cultural and professional backgrounds, and make the connection between volunteering and finding a career in environment or conservation. This gives TRCA and our partners access to a highly skilled, informed and trained pool of volunteers and potential employees, and allows us to work with diverse communities of the Toronto region toward The Living City vision.

To ensure that EVN meets its objectives and consistently serves our mission and vision, a two-year independent evaluation was conducted by a new Canadian professional volunteer coordinator who has experience working with diverse populations and in career consulting. The analysis below is taken from the evaluation report.

## **ANALYSIS**

After two years EVN has achieved the following results:

- 850,000 people reached including website visitors, events, media coverage, materials and listserv distribution.
- Volunteerism increased approximately 40%.
- 450+ new volunteers registered, with 250 placements in programs including Administration, Multicultural Outreach, Special Events, Education Activity Leadership, Citizen Scientists, Humber Monitors, Green Architecture, Landscape Architecture, Local Species Identification, Terrestrial Monitoring, Translation Services, Conservation Parks, Black Creek Pioneer Village, Bird Monitoring, Mayor's Megawatt Challenge, Don Council, Humber Watershed Alliance, GIS Assistance, Human Heritage Research, Public Outreach, RAP Library, Conservation Research, Trail Development and Wood Duck Monitoring.
- It is estimated that more than 60% of the volunteers are newcomers.
- 27,500 volunteer hours (more than 10 times over the results expected).
- 874 volunteers trained (almost five times more than initially expected).
- 8% of placed volunteers have obtained a paid job in the environmental sector (4 times the target).
- 25 public education events with 11,000 attendees.
- 13 workshops and training programs held with an attendance of 210 people.
- 500 people attended the first "Environmental Career & Volunteer Fair for New Immigrants"
- 594 people reached by 24 "Volunteer Tracks" newsletters.
- 100+ volunteer coordinators reached by the 9 "Volunteer Update" newsletters.
- 3,000 visitors per month to the EVN website (from July, 2003 to August 2004).
- 1,000 copies of the "Guide to Finding Paid and Volunteer Work" printed and distributed.
- A 5% reduction in volunteer turnover percentage.

After two years, the EVN has become an integral part of TRCA's regular activities. The TRCA and its members are taking a big step towards opening doors for diversity through the Environmental Volunteer Network, and are demonstrating leadership in the field. The project is highly successful as all goals were accomplished and in most cases the results exceeded the original expectations.

In two years, an organized and efficient system to manage volunteers was developed. The communication and cooperation among environmental organizations and organizations that serve immigrants became stronger. There was a commitment to develop new policies and protocols that guaranteed the creation of meaningful experiences for volunteers, respect for their rights, as well as eagerness to take advantage of diversity (such as the Volunteer Policy, the TRCA Human Resources Policy Manual Review and the EVN Roles and Responsibilities Protocol).

The administration is easier, the attraction of new volunteers is increasing and the turnover is decreasing. The project also proved to be committed to assisting newcomers in their integration into the Canadian labour market. It has helped sixteen people to find jobs in the environmental field so far, and implemented a mentorship program by which TRCA staff members (12 so far) are going to assist (12) newcomers in their job-search, providing personalized guidance and feedback.

But beyond numbers there is a general feeling among participants (at all levels) that the program was a success and had a positive impact. Many volunteers and partners have expressed informally or through letters their satisfaction with the project and the support they have received. They also have expressed their satisfaction with the programs. People who have obtained a job have recognized the support they received from the project.

While the project had outstanding results for the TRCA, the impact on partner organizations was less substantial. This may discourage a more active and committed members/partners' participation as they have not seen tangible benefits for their own organizations. It is therefore very important to take this program further outside the organization. Now that it has proven to be a successful way to attract and retain experienced and skilled volunteers, as well as an excellent means to assist newcomers getting hands-on experience in the environmental field, many organizations can adopt this approach and thus move forward the acceptance of diversity as a source of competitive advantage for Canada. It is particularly important to increase the number of partnerships with private organizations. In this way the availability of more paid jobs could increase. These partners would also be a good source of positions for the internship and mentorship programs, which are key in this effort.

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

Quality policies and protocols regarding diversity have been developed. With the purpose of assuring the effectiveness of these, effective/strategic communication channels need to be identified and used in order to expand the policies and protocols' reach. All TRCA staff should be aware of these policies and protocols.

Effective "awareness training programs" need to be implemented. Every member of the staff needs to understand the importance of accepting and taking advantage of diversity (in business and social terms), as well as learn how to deal with it.

#### **FINANCIAL DETAILS**

The cost to TRCA of the EVN is \$65,700, including the salary and benefits for the Volunteer Coordinator and incremental costs. This has been budgeted for in the 2005 Preliminary Operating and Capital Budget. In addition, diversity training costs of \$4,500 were approved at Authority Meeting #9/04, held on October 29, 2004.

The EVN has so far been successful in raising \$2,800 in external funding, and is actively seeking further support from non-traditional municipal, provincial and federal sources to support the growth of this initiative.

**Report prepared by: Chris Benjamin, extension 5360**  
**For Information contact: Chris Benjamin, extension 5360**  
**Date: December 15, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

**FROM:** Adele Freeman, Director, Watershed Management

**RE: COLD CREEK CONSERVATION AREA STEWARDSHIP COMMITTEE 2004  
ACTIVITIES**

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**KEY ISSUE**

Update on the 2004 activities of the Cold Creek Conservation Area Stewardship Committee.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Cold Creek Conservation Area Stewardship Committee be thanked for their dedication and commitment to the protection and restoration of the Cold Creek Conservation Area;**

**AND FURTHER THAT Toronto and Region Conservation Authority (TRCA) staff continue to work with the Cold Creek Stewardship Committee in order to jointly pursue the implementation of the Cold Creek Management Plan.**

**BACKGROUND**

The Cold Creek Conservation Area is approximately 190 hectares (475 acres) in size. It is primarily forested with some open meadow and has four buildings including an outdoor education centre, barn, classroom/canteen and rifle range building. The Cold Creek Conservation Area was closed to formal public use in 1990 due to financial constraints. However, informal public use of the area by hikers, birdwatchers and horseback riders still occurs.

In 2002, through consultation with interested citizens, groups and organizations, TRCA finalized the Cold Creek Conservation Area Management Plan. The management plan includes a description and evaluation of the property based on current land uses, land use planning policies, land features, constraints and opportunities. The plan also identifies specific management zones and made recommendations to direct future uses within each of the management zones.

At Authority Meeting #11/02 held on January 10, 2003, Resolution #A282/02 was approved in part as follows:

*THAT the Cold Creek Conservation Plan, dated December 6, 2002 be approved;*

*...THAT staff encourage interested stakeholders to establish a Cold Creek Conservation Area Stewardship Committee made up of interested citizens, interest groups and organizations, to continue to help the Authority in the planning and implementation of the Management Plan;...*

In response to the above recommendation TRCA staff assisted in bringing together members of the public to form the Cold Creek Conservation Area Stewardship Committee. This committee is composed of approximately 20 individuals whom have carried out or participated in various activities at Cold Creek to help achieve the management plan objectives. A summary of 2004 activities is provided below.

#### Cold Creek Conservation Area Stewardship Committee 2004 Activities

- General Conservation Area Maintenance: gardening, entrance sign repair, grass cutting, post hole filling, replaced visitor's centre windows, road grading.
- Trails: Surveillance, clearing, signage, enhancement/improvement planning.
- Habitat Enhancements: Bird box construction and installation.
- Events: Clean-up Day (May 9, 2004).
- Reviewed and commented on TRCA's Wetland Creation Plan.

#### Current Initiatives Underway

- Creation of a pamphlet highlighting important public information about the area.
- Community event to showcase conservation and natural features at Cold Creek.
- Planning for the improvement of the wetland boardwalk trail (in conjunction with TRCA staff) including realignment, widening and bridge construction.
- 20 additional bird box construction and installations proposed.
- Investigation into the possibility of Trillium Foundation funding to assist in working towards further implementation of the management plan.
- Conservation seminar (hosted by TRCA Environmental Services staff) planned for spring 2005.

#### Other Accomplishments

- Construction of a 1 hectare wetland by TRCA including the planting of 700 trees and shrubs (reforestation of 0.5 hectares), bird nesting boxes and perching sites for birds of prey and tree roots were added to the wetland site to diversify the habitat.
- TRCA worked with the Humber-Seneca Boy Scout group in May 2004 to plant 3,200 reforestation seedlings in an area north of the former rifle range.
- TRCA completed an environmental audit of the trap and rifle ranges. Lead contamination was found at the rifle range only which precludes public use of the area at this time. The site is approximately 100m x 25m. Site remediation is in the planning stages.

The stewardship committee has demonstrated their commitment and dedication to the restoration and protection of the Cold Creek Conservation Area. To date, over 370 volunteer hours have been contributed by committee and other community members in association with the various activities listed above.

#### **FINANCIAL DETAILS**

Subject to budget approval, \$16,500 has been identified to continue habitat improvement, environmental awareness, pedestrian trail and safety and security activities.

Private and other funding will continue to be sought in 2005 to implement the management plan. King Township has contributed \$1,500 to date. The stewardship committee has requested an additional \$4,000 in 2005.

**DETAILS OF WORK TO BE DONE**

TRCA staff will continue to work closely with the Cold Creek Conservation Area Stewardship Committee to implement the management plan and foster further community involvement in the Cold Creek Conservation Area.

**Report prepared by: Lisa Turnbull, extension 5325**

**For Information contact: Gary Wilkins, extension 5211**

**Date: November 16, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: TERMS OF REFERENCE FOR THE BUSINESS EXCELLENCE ADVISORY BOARD**  
Audit Committee - Amendment

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**KEY ISSUE**

Amendment to the Business Excellence Advisory Board's terms of reference to include the role of "Audit Committee".

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the terms of reference of the Business Excellence Advisory Board be amended to include the following:**

**"Serving as the TRCA Audit Committee in which role the board shall recommend the appointment of auditors, ensure their independence, monitor the relationship with the appointed auditors and ensure that recommendations of the auditors are acted upon by management."**

**BACKGROUND**

At Authority Meeting #10/04, held on November 26, 2004, Resolution #A315/04 was approved as follows:

*THAT staff be directed to report to the Business Excellence Advisory Board (BEAB), at their meeting scheduled to be held on January 14, 2005, on recommended revisions to the BEAB's terms of reference to include the role of an audit committee.*

**RATIONALE**

The recommendation amends the board's terms of reference to include an additional provision in which the role of the board as the Toronto and Region Conservation Authority's (TRCA) "Audit Committee" is confirmed. The board has acted in this role informally since its inception and this change sets out formally that the BEAB is also the Audit Committee for TRCA.

TRCA has appointed Grant Thornton LLP as auditors commencing with the 2004 fiscal year. Grant Thornton LLP has provided to the board their publication "A practical guide for the audit committee of not-for-profit organizations" to assist the board in this role.

**Report prepared by: Jim Dillane, extension 6292**  
**For Information contact: Jim Dillane, extension 6292**  
**Date: January 03, 2005**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: BORROWING RESOLUTION AND APPOINTMENT OF AUDITORS FOR 2005**

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**KEY ISSUE**

Report to the annual Authority meeting on borrowing limits and appointment of auditors for 2005.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff report directly to Annual Authority Meeting #1/05, scheduled to be held on February 25, 2005, with respect to the borrowing resolution and appointment of auditors for 2005.**

**BACKGROUND**

Each year, at the annual meeting, the Authority approves recommendations with respect to borrowing facilities and appointment of auditors for the coming year. As there are no meetings of the Business Excellence Advisory Board scheduled between the January 28, 2005 meeting of the Authority and the February 25, 2005 annual meeting, staff are seeking permission to report directly to the annual meeting.

With respect to borrowing needs, staff's recommendations to the Authority will be as follows:

*THAT the Toronto and Region Conservation Authority (TRCA) may borrow from the Royal Bank of Canada, or TRCA member municipalities or other institutions, as may be specifically approved by the Authority, up to the sum of TEN MILLION DOLLARS (\$10,000,000) on the promissory note or notes of the TRCA until payment to the TRCA of any grants and of sums to be paid to the TRCA by participating municipalities designated as such under the Conservation Authorities Act, R.S.O. 1990, Chapter 27, at such rate of interest as the Minister of Natural Resources approves;*

*THAT the amount borrowed pursuant to this resolution, together with interest, be a charge upon the whole of the monies received or to be received by the TRCA by way of grants, etc., and when such monies are received, and of sums received or to be received by the TRCA from the participating municipalities, as and when such monies are received;*

*AND FURTHER THAT the signing officers of the TRCA are hereby authorized to take such action as may be necessary to give effect thereto.*

With regard to auditors, staff will be making the following recommendation to the authority:

*THAT Grant Thornton be appointed auditors of the Toronto and Region Conservation Authority (TRCA) for the year 2005, in accordance with section 38 of the Conservation Authorities Act.*

Grant Thornton LLP were recently appointed auditors for 2004, following a competition for audit services conducted by staff during the summer of 2004.

**Report prepared by: Rocco Sgambelluri, extension 5232**  
**For Information contact: Rocco Sgambelluri, extension 5232**  
**Date: January 05, 2005**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: REIMBURSEMENT FOR EMPLOYEE TRAVEL EXPENSES**

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**KEY ISSUE**

Advising the board of an increase in the per kilometre vehicle allowance for employees who use their personal vehicle to travel on approved Authority business, effective January 1, 2005.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT the report dated January 4, 2005, on changes to the policy for reimbursement of employee travel expenses to increase the per kilometre vehicle allowance when using a personal vehicle on approved Authority business, be received.**

**BACKGROUND**

The Toronto and Region Conservation Authority's (TRCA's) policy on travel expenses was approved at Executive Committee Meeting #4/98, as Resolution #B82/98. The policy states in part:

- (1) Employees, when authorized by their Manager to attend conferences, meetings, courses of instruction and trips of a similar nature shall be entitled to reimbursement for expenses as follows:
  - (a) Kilometre rate as established from time to time by the Director of Finance and Business Development when using a privately owned vehicle for business travel in excess of "to and from work" travel.

The existing rates (approved April 1, 2003) are as follows:

0	to	4,000 km/calendar year	40 cents/km
4,001	to	10,000 km/calendar year	35 cents/km
10,001	to	24,000 km/calendar year	31 cents/km

The rates are intended to cover the cost of employee's personal vehicles used for TRCA business and take into account the cost of additional insurance each employee must carry if their vehicle is used for business travel.

**RATIONALE**

Regularly, staff reviews the rates to be paid to reimburse employees for travel using their personal vehicle while on TRCA business. Staff has reviewed the Canadian Automobile Driving Costs brochure which identifies a 2004 rate of 44 cents/km for an average-sized vehicle travelling a total of 24,000 kilometres annually. Staff also considers the rates of reimbursement used by municipalities in the TRCA area of jurisdiction.

As a result of research, staff has concluded that the TRCA's rates do not adequately reimburse staff for use of personal vehicles. The following rates are being implemented effective January 1, 2005:

<b>0 to 4,000 km/calendar year</b>	<b>44 cents/km</b>
<b>4,001 to 10,000 km/calendar year</b>	<b>39 cents/km</b>
<b>over 10,000 km/calendar year</b>	<b>34 cents/km</b>

The number of staff traveling on TRCA business in their personal vehicles has increased in recent years reflecting the increased program activities of the TRCA. The Chief Administrative Officer has initiated a program to reduce the volume of travel by car pooling, greater use of TRCA's fleet vehicles, use of public transit (i.e. TTC tokens are available to staff) and more effective use of telecommunication tools such as conference calls. The TRCA's environmental sustainability team is working with staff to ensure effective environmental practices across the organization. This includes use of alternative fuel vehicles and other practices designed to reduce the environmental cost of travel.

#### **FINANCIAL DETAILS**

In 2003, TRCA reimbursed 387 staff for travel totalling 333,504 kilometres at a cost of \$119,000. In 2004, the distance travelled declined marginally to 330,540 at a cost of \$121,560. Based on past experience, the increased rates have the potential to create an additional annual cost of about \$12,000. However, staff will continue to use the methods described above to reduce the volume of travel and mitigate budget impact.

**Report prepared by: Jim Dillane, extension 6292**  
**For Information contact: Jim Dillane, extension 6292**  
**Date: January 03, 2005**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #7/04, January 14, 2005

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

**RE: ACCOUNTS RECEIVABLE STATUS REPORT**  
December 30, 2004

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**KEY ISSUE**

Staff report on accounts receivables, as of December 30, 2004.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT the report on accounts receivable, as of December 30, 2004 be received.**

**RATIONALE**

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$14,491 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 December 30, 2004)

	<b>CURRENT</b>	<b>31 TO 60 DAYS</b>	<b>61 TO 90 DAYS</b>	<b>90 PLUS DAYS</b>	<b>TOTAL</b>	<b>%</b>
SCHOOLS AND SCHOOL BOARDS	65,931	15,750	3,911		85,592	4.4%
GOVERNMENT	660,664	266,483	176,859	58,433	1,162,439	60.1%
CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS	270,355	183,500	46,148	187,382	687,385	35.5%
TOTAL	996,950	465,733	226,918	245,815	1,935,416	100.0%
% OF TOTAL	51.5%	24.1%	11.7%	12.7%	100.0%	

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

<b>CLIENT NAME</b>	<b>AMOUNT \$</b>	<b>ARREARS INTEREST \$</b>	<b>AGE (DAYS)</b>	<b>NOTES</b>
City of Toronto	20,437.00	n\a	116	Contract for archaeological monitoring at Todmorden Mills museum.
City of Toronto	36,796.55	n\a	303	Contract work for wetland construction. City staff has assured TRCA that payment will be processed.
Cannington Excavating	35,659.17	Note	125	Amount due for top soil placement at the Boyd North gravel pit. Company has asked for time to make payments. TRCA is holding a security deposit in the amount of \$50,000.
Wild Water Kingdom	37,151.01	Note	121	August base rent. WWK has asked for a deferral of payment of % rent plus other amounts. Interest charged as per lease agreement, generally at the end of June each year.
Basciano Parkin Ltd.	2,000.00	154.57	161	Outstanding amount for planning fees.
Malone Given Parsons Ltd.	7,000.00	540.99	161	Outstanding amount for planning fees.
Weston Consulting	15,000.00 15,000.00	2,408.12 2,150.86	314 270	Outstanding amounts for planning fees.
Glen Pietrowski	10,000.00	613.63	125	Outstanding amount for planning fees.
Ron Witton	7,000.00	429.55	134	Outstanding amount for planning fees.
KLM Planning	2,000.00 20,000.00	219.69 1,227.27	230 134	Outstanding amounts for planning fees.
Alcorn & Associates	15,000.00	920.46	134	Outstanding amount for planning fees.
Robertson Gaze Associates Inc.	4,621.56	1,420.38	566	For planting materials. Company has advised that it is insolvent and cannot make payment. Account sent for collection.
<b>TOTALS</b>	<b>227,665.29</b>	<b>10,085.52</b>		

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 1999, are presented as follows:

<b>DATE</b>	<b>Total \$</b>	<b>90-Plus \$</b>
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
December 30, 2000	1,014,021	67,981
September 06, 2000	596,536	47,728
March 19, 2000	869,266	100,758
February 15, 2000	1,007,850	42,952

**Report prepared by: Rocco Sgambelluri, extension 5232**  
**For Information contact: Rocco Sgambelluri, extension 5232**  
**Date: January 05, 2005**