



THE TORONTO AND REGION CONSERVATION AUTHORITY  
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**Ron Moeser**  
*Chair*

**Brian Denney**  
*Chief Administrative Officer*

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## **NOTICE OF MEETING**

### **BUSINESS EXCELLENCE ADVISORY BOARD # 8/03**

The next Business Excellence Advisory Board Meeting of The Toronto and Region Conservation Authority will be held on Friday, January 16, 2004 in the South Theatre, Black Creek Pioneer Village, at 9:00 a.m.

Enclosed please find the Agenda, Minutes of the various Boards and Committees, copies of communications, etc., that will be considered at the meeting.

Authority Members, concerned citizens, and all others receiving a copy of the Agenda and accompanying material are requested to bring them to the meeting, as additional copies will not be available.

If you are missing any attachments or copies or if you require further information regarding this Agenda, please contact Kathy Stranks, at 416-661-6600 ext. 5264 or e-mail at [kstranks@trca.on.ca](mailto:kstranks@trca.on.ca). Please also confirm attendance at the meeting.



THE TORONTO AND REGION CONSERVATION AUTHORITY

**Business Excellence Advisory Board Meeting #8/03**

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

January 16, 2004  
SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE  
9:00 A.M.

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**AGENDA**

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1. **MINUTES OF MEETING #7/03**  
(Enclosed herewith on Yellow)
2. **BUSINESS ARISING FROM THE MINUTES**
3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **DELEGATIONS**
5. **PRESENTATIONS**
  - 5.1 A presentation by Zoltan Kovacs, Woodlands Stewardship Technician, TRCA, in regards to item 7.1 - Baker's Woods Forest Management Plan.
  - 5.2 A presentation by Downsview Park staff in regards to item 7.6 - Office Accommodation.
6. **CORRESPONDENCE**
7. **SECTION I - ITEMS FOR AUTHORITY ACTION**
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  - 7.2 **BLACK CREEK PIONEER VILLAGE EVENT PAVILION** 6-13

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<b>8.1</b>	<b>ACCOUNTS RECEIVABLE STATUS REPORT</b> January 7, 2004	54-56
<b>9.</b>	<b>NEW BUSINESS</b>	

NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #1/04,  
TO BE HELD ON FRIDAY, MARCH 5, 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 #8/03, January 16, 2004

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

**RE: BAKER'S WOODS FOREST MANAGEMENT PLAN**

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**KEY ISSUE**

Approval of the Forest Management Plan.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Baker's Woods Forest Management Plan be approved;**

**THAT staff prepare a 2004 work plan with the Region of York and the City of Vaughan, subject to funding and available resources;**

**THAT staff proceed with the partnership property management agreement that will address the financial obligations of the partners for plan implementation and maintenance;**

**AND FURTHER THAT the City of Vaughan and Region of York be so advised.**

**BACKGROUND**

Baker's Woods is a 31 ha woodlot located on the northwest corner of Regional Road 7 (formerly Highway 7) and Bathurst Street. It occupies the east half of Lot 11, Concession 2 in the City of Vaughan, in an area that for planning purposes is known as Block 10.

The Baker family had occupied this land since immigrating from Pennsylvania, to Vaughan in 1802 and had managed the woodlot as a "sugar bush" since 1816. In the late summer of 1997, Mr. Paul Baker sold his total land holdings of 79 ha, including the Baker's Woods, to Sugarbush Developments Ltd. (Graywood Developments). Through the municipal planning process, the woodlot was purchased by the City of Vaughan, the Toronto and Region Conservation Authority (TRCA) and the Regional Municipality of York in late 1999.

Staff from the three agencies worked cooperatively to complete a forest management plan for the woodlot and finalize the partnership property management agreement that details the roles and responsibilities of the partners. In the interim, the partners launched a community planting event in the spring of 2003. Adjacent to the Baker Woods Forest, the City of Vaughan is currently developing a municipal park. City of Vaughan will pay regards to the forest management plan in this development.

The forest management plan describes the natural and cultural features of Baker's Woods and addresses the relevant management issues relating to the forest. The forest management plan for the Baker's Woods contains recommendations for management for a 20-year period with 5-year operating plans to be proposed and implemented.

The goal of the plan will be to maintain and improve the integrity of all the natural heritage, historical and social values of the woodlot. This forest management plan has been prepared to aid in meeting the following objectives:

- to monitor and evaluate forest health and ecological viability;
- to protect the integrity and physical condition of the woodlot;
- to improve and maintain species diversity and wildlife values inherent in the woodlot; and
- to recognize and plan for heritage values and anticipated public use.

**Summary of Proposed Management Activities for the 1st 5-Year Operating Period  
(2003 - 2008)**

8.1	<b>Forest Management - 5-year Operating Priority (2003-2008)</b>	<b>Target Dates for completion</b>
	Develop a detailed silvicultural prescription that would address the improvement of forest health, improve stand structure, old growth features, wildlife habitat and regeneration. The priority for removal would be trees of all sizes exhibiting pathogenic disease. Trees exhibiting decline or severe defect could be candidates for a snag development program.	June 2004
	Implement the silvicultural prescription and develop a work schedule limited by the removal of 1/4 of the basal area of the woodlot per yearly operation.	December 2004 -February 2005
	Develop a regeneration plan to establish vegetation within existing forest gaps and access roads and trails, where use of these routes will be discouraged and discontinued. Forest gaps associated with past use will also be planted to increase canopy cover. The plan will prioritize planting areas, estimate quantities of plant material, determine suitable species and estimate project costs.	November 2004
	Implementation of regeneration plan focusing on closing access roads and trails.	April 2004
	<b>8.2 Evaluation of Sap Production - 5-year Operating Priority (2003-2008)</b>	
	Suspend tapping for spring 2002 through to 2006, after which an evaluation of forest health and potential productivity is proposed to determine if sap production is still considered to be a viable management option.	February 2005
	<b>8.3 Forest Protection - 5-year Operating Priority (2003-2008)</b>	
	<b>Edge Management and Hazard Tree Maintenance</b>	
	Conduct annual assessment for hazard trees along woodlot perimeter and within the 20 metre safety zone along the formal trail system by the TRCA, Region of York and the City of Vaughan staff.	June 2004
	City of Vaughan staff to forward a request to establish an official policy of "no backyard gates" for those residences backing onto City of Vaughan property adjacent to Baker's Woods.	January 2004
	<b>Access Management</b>	
	Remove all remains of human activity and debris from the woodlot as part of spring cleanup.	May 2004
	Formalize public access and prepare trail design, determine trail alignment and surface treatments for trails. Close all other roads and trails, and monitor public use and the development of informal trails. Formalize the proposed trail location and develop trail signage.	June 2004

	Initiate proposed trail construction and improvements.	July 2004
	Develop proposal to deal with removing the section of harden road/trail along the western edge of the woodlot to direct users away from residential lots adjacent to the woodlot and north of the park. Also proceed with gravel pit rehabilitation.	July 2004
	<b>Invasive Species Control</b>	
	Develop an invasive species control plan and identify problem areas and priority for controls. Determine appropriate control methods and initiate control program.	January 2004
	<b>Monitoring Programs</b>	
	Resume North American Maple Project sampling in cooperation with the Canadian Forestry Service and re-establish monitoring plots and sampling methodology.	October 2003
	Initiate annual collection of NAMP field information.	June - July 2004
	<b>Public Education and Natural Heritage</b>	
	Organized planting event and distribute an invitation to adjacent landowners.	April 2003
<b>9.0</b>	<b>Forest Administration - 5-year Operating Priority (2003-2008)</b>	
	Annual meeting to discuss work plan.	November 2004

The full plan will be available at the meeting or upon request prior to the meeting.

#### **RATIONALE**

It is the general intent of the plan to allow natural processes to shape the ecological structure and function of the woodlot, acknowledging that some ongoing management and maintenance will be required in the interest of forest health and public use. The initial 5-year operating period addresses management priorities that deal with immediate forest health, public use and safety issues. From a practical standpoint, these priorities should be addressed prior to any anticipated increase in public use of the woodlot.

#### **FINANCIAL DETAILS**

To date, the Regional Municipality of York has performed some hazard tree management, City of Vaughan has done some edge planting and TRCA staff have removed some lean-to structures. On approval of the management plan, the management agreement will address the financial obligations of the partners for plan implementation. In the interim, funding for Baker's Woods has been available from account 111-52.

**Report prepared by: Zoltan Kovacs, extension 5379**

**For Information contact: Zoltan Kovacs, extension 5379**

**Date: October 17, 2003**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: BLACK CREEK PIONEER VILLAGE EVENT PAVILION**

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**KEY ISSUE**

Report to the Board on the Event Pavilion

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be directed to continue to proceed with the design for the Black Creek Pioneer Village Event Pavilion.**

**BACKGROUND**

Development of new and expanded special events programming, and the creation of an events facility are 2 key recommendations of the 1999 Black Creek Pioneer Village (BCPV) Strategic Development Plan to revitalize the heritage attraction. New facilities to accommodate more events and extra visitors was cited as a critical infrastructure upgrade at the 40 year old, open air attraction. In addition, retrofit of the deteriorating heritage buildings was flagged as equally necessary to attract and retain visitation.

With a capital commitment of \$3 million for state of good repair and \$3 million for new infrastructure from the City of Toronto, BCPV staff have aggressively tackled facility improvement in an effort to jump start attendance growth. The multi-year retrofit program has brought many of the heritage buildings back from the brink to a remarkable state of good repair. This has been achieved on time and on budget, with minimal disruption to operations and visitors.

Concurrently, BCPV and TRCA senior staff worked with architects and program consultants to design an Event Pavilion to serve a broad range of needs. To maximize resources the pavilion was expanded to include new BCPV washroom facilities which were also identified as an essential part of the capital renewal. The project was tendered in December 2001 and came in at a cost of \$2.6 million, well above the initial envelope of \$1.2 million.

In January 2002, BCPV staff presented the Event Pavilion plan to TRCA member Ron Moeser and City of Toronto Budget Committee member Joe Pantalone. Council members recognized the value of the concept for BCPV but requested the project be further scrutinized and revised. Councillors flagged 2 specific issues:

- proof that expanded programming would generate increased audience and revenue;
- the need to rethink the project design and scale back in light of the \$1.2 million envelope.

BCPV staff have followed through on the directive on both these issues and the results are summarized in this report.

## **I. Pavilion Redesign and Construction Schedule**

BCPV staff and project architect incorporated the recommendations and findings of the past 2 years into the redesign of the event facility. The program evaluation and design rethink based on broader experience has been most valuable. The redesigned Event Pavilion is scaled back to a much more basic structure, but the building could be fully enclosed at a later stage, should growth and expansion warrant it.

The simplified 5000 sq ft Event Pavilion structure will accommodate the basic needs within the established \$1.2 million budget. The 1-storey open air structure will sit on a concrete slab floor, and in design fit the scale and context of BCPV. It is situated adjacent to the Village Green so that programming can be contained within the pavilion or staged out to a larger audience on the Village Green.

The Pavilion accommodates new washrooms and a snack bar for greater customer convenience and retail potential. The washrooms account for nearly \$300,000 of the \$1.2 million total. BCPV requires new public washrooms that meet code, incorporate energy saving fixtures, and can adequately handle visitor volume. They are a priority in the capital plan, and have been effectively incorporated into the Pavilion plan to maximize resources. The plan also includes snack bar space which meets public health standards, which is another infrastructure priority in order to achieve greater revenue generation potential. The Pavilion mechanical system links into the new energy savings gas loop, and serves as the centre to heat 3 other buildings nearby.

The pavilion will fulfill the major requirements for:

- covered, open-air entertainment space;
- flexible space for various types of use and set-ups;
- ample power for performance requirements;
- new energy efficient public washrooms to replace aging 1960's washrooms;
- a basic green room for performers and equipment storage;
- a basic space for snack bar service for general daily and event use;
- gravel service lane way at the rear of the facility.

### **Project Schedule**

January 2004	Final drawings
February/March 2004	Building permits and tender
March/April 2004	Board award of construction contract
April - August 2004	Construction

## **II. BCPV Development in the Context of the Toronto Culture Plan**

Toronto's **Culture Plan for the Creative City** was adopted by Toronto City Council June 2003.

- The Culture Plan will guide Toronto's cultural development over the next 10 years.
- The Culture Plan demonstrates that Toronto's arts, culture and heritage assets are essential to Toronto's economic future as well as its quality of life. This plan defines culture's role at the centre of the economic and social development of the city.

### **Culture Plan Principles**

- City Council recognizes that culture plays an essential role in building and sustaining a diverse urban community that is socially and economically healthy.
- The City's cultural programs will promote inclusivity and celebrate cultural diversity.
- Toronto residents and visitors should have affordable and convenient opportunities to participate in the cultural life of the city.
- City Council will play a leadership role to ensure that Toronto has a vibrant, active and strong cultural life.

### **Culture Plan Goals**

- The City plan has a goal of increasing participation in cultural events by residents in all parts of the city.
- Heritage buildings and landscapes are the physical foundation of the Creative City. The City's goal is to intelligently preserve them, to give a sense that Toronto is not like any other place in the world.

### **Culture Plan Recommendations**

- The Culture Division and its partners will promote inclusivity and celebrate cultural diversity by providing a range of accessible cultural programs and opportunities.
- The Culture division will partner... to increase opportunities for free or low-cost participation in arts and culture programs and events for children, youth, seniors, or other under-served populations.
- The City's museums are repositories of our oldest cultural memories and play a significant role in telling Toronto's story. Museums' future initiatives should have community and tourism development goals.
- The City will develop partnerships with the private and non-profit sectors and with other levels of government to foster culture through renovated, expanded and new cultural facilities.
- The City will use the Cultural Facilities Database to identify potential public benefits through the development review process and to help implement Council's policy, adopted in the Official Plan, to create Arts Districts and Cultural Corridors that can draw visitors and revitalize communities.

### **City of Toronto Culture Plan - Economic Impact**

- Experience has shown that every dollar the City invests in its own cultural programs generates a combined direct and indirect economic impact of \$2.20. In addition, every new dollar invested by the City in arts and culture grants will leverage approximately \$4 in funding from other sources.
- Each dollar invested (directly and indirectly) in cultural activities by the City generates 3.2 dollars in economic activity.
- The Toronto culture sector provides over 190,000 jobs, and employs 14% of the city's work force.
- A recent Statistics Canada survey has shown that 56% of American adult travellers included a cultural component on their most recent trip.

- The City Culture Division now has a database of all known cultural operations. *The database shows that the northwest corner of Toronto is under-served in cultural institutions given the population density, while the downtown core is has a rich array of institutions within the emerging Cultural Corridors. The database and cultural maps allow staff, council, residents, and private developers to see at a glance where things can be improved.*

### **III. The 2003 Black Creek Pilot Music Festival**

BCPV developed, launched and tested new programming over 2 years, 2002 and 2003 as part of the business plan for the Pavilion. ( 2002 **Music in the Streets**, 2003 festival **Sensational Sounds of Summer**) BCPV raised \$130,000 through private donations and leveraged grants to launch the pilot summer music festival. Program evaluation covered content, marketing campaign, audience feedback, venue strengths and weaknesses, performer feedback, operational logistics and cost/benefit analysis, of which the following are highlights:

#### **Festival Program**

- BCPV engaged musicians, dancers, puppeteers, storytellers, food and craft vendors; BCPV staff developed additional on-site child-focused programming and expanded retail products to integrate with the festival.
- Both professional artists and local community arts groups performed.
- 33 performing groups totalling over 200 performers enlivened the two stages in tents on the Town Hall Green in the centre of the attraction.
- The festival targeted 7 ethnic and cultural communities, celebrating the cultural diversity of Toronto and offering more inclusive programming to reflect the population.
- While performers were enthusiastic about a new event at a new venue, vendors were not as easy to attract, preferring to commit to events after they have built the event for several years and developed a solid following and reputation.

#### **Marketing Campaign**

- Because of SARS, the marketing focus was shifted to local markets only.
- There was sufficient program critical mass to develop a significantly stronger marketing campaign than BCPV has ever previously mounted.
- Visitor survey results indicate significantly higher than average awareness of special events - 65.6% compared to the 50% benchmark in 2001.
- Significant increased visibility in non-traditional media.
- Increased outreach to local under-served community of Jane/Finch.

#### **Audience Feedback**

- 65.6% visited BCPV specifically because of the music events.
- Guest feedback was extremely positive confirming quality and good value.

#### **Venue Strengths and Weaknesses (including Performer Feedback)**

- BCPV is seen as a strong, exciting location for entertainment, because of the unique heritage/natural setting.
- 40' x 80' tent was erected on the Village Green for entertainment, providing shelter from sun and rain, and seating for 400. BCPV rented the tent, the 20 X 20 stage, sound equipment and seating for the 7 week period at a cost of \$20,000.

- Tent rental was a good short term option, however there were deficiencies in performance quality, extra costs for weekly set-up and break down, grounds restoration costs, storage and green room deficiencies that diminished overall efficiency and effectiveness of program delivery.
- Ceiling heights were found to be inadequate for dance groups in elaborate costume.
- Lighting was not rented for this pilot, however it is a mandatory requirement for future.
- Vehicle access by performers had to be restricted in the historic core during operating hours for visitor safety. Direct road access to a shipping entrance in the venue for suppliers is required.
- Severe weather (lightening storms) caused some damage to equipment and instruments in tents, and shows were interrupted when equipment had to be disconnected.
- The tent lacked secure facilities for valuable equipment such as sound systems, props, etc, which required added labour every event morning and night.
- The temporary Green Room constructed in the basement of Laskay Emporium provided the minimum level of accommodation performers require (a change room and some storage). Performers expressed a desire for at least one private washroom, air conditioning and sufficient space to accommodate groups of up to 20 performers. Also, they require ceiling heights of at least 8 feet for headdress and other costumes, etc..
- Grounds restoration after the removal of the tent was problematic. Regeneration of grass on the predominantly clay soil base material has not been successful, affecting subsequent programming.

#### **Facility Recommendations:**

- BCPV must provide a more permanent structure to ensure coverage against rain, keep performers and equipment dry and protected, provide shelter for the audience and be equipped to handle electrical needs.
- provide greater stage capacity of 20' X 30' and ceiling height of 14 feet or more to accommodate dancers costumes, props and equipment.
- expand the food service, including a beer garden, and ensure amenities are in close proximity to the entertainment area and meet all health regulations.
- increase the volunteer corps to look after event details efficiently.
- provide a larger Green Room with washrooms, change rooms and air conditioning to accommodate an average of 20 performers.
- use better quality sound equipment and contract a sound technician during all events.
- develop more contacts with craft vendors to participate at events.

#### **Direct Results**

- Newly established collaboration with the Aboriginal community to host the first Metis Arts Festival at BCPV on July 17 and 18, 2004.
- Sponsorship development to underwrite program and marketing costs for future programming.
- Increased visibility in non-traditional media, relationship building with Le Metropolitan (French) and Tandem (Italian) Community newspapers as well as coverage on OMNI Television, Radio Krin and Chin Radio.

### **Costs and Benefits of Expanded Programming**

The impact of SARS and the Toronto Blackout, which forced the cancellation of 1 weekend event, have skewed 2003 attendance well beyond normal operating levels, which has limited our ability to conduct a thorough comparative evaluation and analysis. The substitution of domestic audience for lost foreign audience was not achieved. Attractions in Toronto experienced attendance declines of 15% - 25%.

- **Weekend Festival attendance was up 22% over 2002 non-festival weekends.**  
We believe that this 22% increase in visitation is a good sign in a bad year.
- **2003 summer weekday attendance was down 16% compared to 2002 summer weekdays.**
- Festival attendance and revenues fell short of initial targets (set a year prior to SARS).
- Of the projected attendance of 18,000 over 7 weekends, the actual attendance was 8,300 over 6 weekends. (46%)
- Of the total projected revenue of \$217,000 (from all parts of the venue) at a per capita of \$12.05, the actual revenue was \$100,000 (46%) at a per capita of \$11.94. This is of note because projected targets factored strong tourist visitation (with higher per capita spending) than Toronto residents, but actual attendance was predominantly Torontonians who spent more per capita than usual at the festival.
- Due to SARS emergency efforts, there was an especially high rate of free attraction admission coupons valid July - September, and BCPV experienced abnormally high redemptions during the Festival.
- It rained part of 11 out of 12 weekends during the summer of 2003. The weekend of the blackout was the rain free weekend.

### **Building Events Takes Time**

- Festivals or major events build a following over time. In this industry it generally takes 3 to 5 years to establish strong audience awareness, brand recognition and solid attendance. As the event takes hold, the audience grows, and opportunities develop with vendors, performers, suppliers and sponsors.
- Costs were split between entertainment and marketing in order to launch a program in a venue that is not known for outdoor entertainment. Visitor response was tracked for awareness of events and decision to attend. In both areas survey results demonstrated large increases, positive indicators about the type of programming selected and successful impact of marketing to build attendance.
- The 2003 pilot event attendance does provide positive indicators to confirm that BCPV events draw increased attendance. The correlation between events and attendance increases was substantiated in the BCPV Strategic Direction Plan and identified as a primary development need for greater financial sustainability of BCPV.

### **IV. Social / Economic / Cultural Benefits in Northwest Toronto**

*"Toronto residents and visitors should have affordable and convenient opportunities to participate in the cultural life of the city." City Culture Plan*

Black Creek Pioneer Village is situated in northwest Toronto, in Ward 8, at the intersection of Jane Street and Steeles Avenue. It is adjacent to York University, which has a staff and student body of about 60,000. The campus is in massive growth mode, with the addition of Seneca College at York, the new Schulich School of Business and other construction, a new 400 home residential subdivision and Tennis Canada's new Tennis Centre.

BCPV is easily accessible to residents across the entire north end of the city including communities of Rexdale, Downsview, Willowdale, Agincourt, Weston and Etobicoke. To the immediate north in York Region are the City of Vaughan and Towns of Markham and Richmond Hill, including the communities of Woodbridge, Maple and Thornhill. The population of North York (Downsview and Willowdale) is 627,000. The population of Etobicoke, the northern half of which is close BCPV is 347,000. The population of Vaughan and Markham is over 400,000. Today Vaughan is the fastest growing community in the GTA with a growth rate of 38% in the last 5 years. In this same period, Ward 8 population decreased by 0.8%, Ward 7 population decreased 1.8% and Ward 9 decreased by 1.5%. As of this date, there are 4 new single + townhouse developments in the area, 2 at Weston Road/Finch and 2 at Keele/Finch, positive indicators of growth and community renewal.

This northwest section of Toronto (Wards 7,8 and 9) is a community that is economically disadvantaged and under-served. Jane and Shoreham area is ranked the 5th poorest neighborhood in Toronto. Wards 7 and 8 falls below the average in many areas: the average level of education is lower, the average household income level is lower, the level of unemployment is higher and the number of apartment dwellers is significantly higher. There are more lone parent families with children than average. There are more people per dwelling than average. There are fewer people employed in management, applied sciences, social science and education, arts and culture, and more than the average employed in trades and manufacturing. There is less disposable income.

It goes without saying that while culture enriches the day to day quality of life, it is unaffordable for many in our community unless special initiatives are created for under-served groups. It is our objective to continue to provide greater access to programs by this immediate community through more inclusive programming and where possible, removal of price barriers in specific circumstances for the benefit of the community.

A survey of cultural venues in the City of Toronto\* reveals a disproportionately low number of cultural facilities in the northwest part of the city despite the size of the population. The shortage is evident:

	<b>City Total</b>	<b># in North Toronto</b>
Museums	26	5**
Art Galleries	21	2 (McMichael, Art Gallery of York)
Festivals / Events	31	1 (Doors Open)
Theatres / stages	45	2 (Toronto Centre for the Arts, York University)

\* City of Toronto website: Toronto Links/Toronto Attractions/Arts and Culture

\*\* Black Creek Pioneer Village, Gibson House, Museum of Contemporary Art, Toronto Aerospace Museum, Zion Schoolhouse

There are a small number of local performance venues serving residents of York Region: City Playhouse, Curtain Club Theatre, Markham Theatre. Kingswood at Wonderland is the only large outdoor concert venue in the area.

There are no venues similar to Black Creek Pioneer Village in the general catchment area. The expanded programming opportunities in an Event Pavilion will contribute to the quality of life of the community in numerous ways:

- Facilities will be available to local groups for community-based programs and performances.
- A broader more diverse range of cultural programming will be accessible to area residents, celebrating diversity, inclusiveness.
- Improving access to local, under-served communities, particularly for children and seniors on fixed incomes will enrich lives.

**Report prepared by: Marty Brent, extension 5403**  
**For Information contact: Marty Brent, extension 5403**  
**Date: November 13, 2003**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE:** **2004 FEE SCHEDULE**  
Public Facilities and Programming

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**KEY ISSUE**

Changes to the 2004 Fee Schedule for the conservation areas, Kortright Centre for Conservation and Black Creek Pioneer Village.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the 2004 Fee Schedule be amended to include the proposed changes for the conservation areas, Kortright Centre for Conservation and Black Creek Pioneer Village.**

**BACKGROUND**

Each year staff review the fee schedule to determine any changes for the next season.

**RATIONALE**

In the past, fees have included the GST and PST. Attractions and entertainment venues are moving toward the practice of adding GST and PST to the base price, and we would like to move to this format as this approach will add to our bottom line revenue. Current fees for other attractions are outlined in Attachment 1, yet many have indicated they will be moving to the practice of adding taxes to their base price, a trend not yet indicated in the fees outlined.

General admission fees at Kortright and the conservation areas will still include GST in order to facilitate the timely processing of visitors.

A price increase is recommended for all admission rates to increase revenue for Black Creek Pioneer Village (BCPV). Our general admission rates have not been increased since 2002. BCPV will remain slightly lower in price than similar cultural attractions in the GTA to remain competitive (Attachment 1). The proposed rate increases will generate approximately \$108,000. in general public and memberships and approximately \$30,000. in Heritage/Education programs.

An increase in General School Tour Rates at Black Creek Pioneer Village is proposed. The general school rate was increased by \$0.50 for the 2003 season to help offset increasing program costs. For the 2004 season, we are proposing an additional increase on all categories, ranging from \$0.93 to \$1.59 (plus GST). These fees have not been raised since 2002. Overall, this increase will further help cover program costs and bring us in line with competitors. Consultation with our education partners supports this increase.

We are proposing a fee increase on all categories of Black Creek General Admission Rates, ranging from \$1.39 to \$1.65 (plus GST). As with the school rates, our general rates previously included the GST. Our general admission rates have not been increased since 2002.

It is recommended that changes include an increase to Black Creek Pioneer Village Site Specific Memberships of \$10.00 for individual and \$5.00 for families. These rates have not been increased since 2001. The suggested increase on the family rate includes the new suggested increase to the general admission fees and further promotes the "best value" of purchasing a family membership. The suggested increase to the single membership follows the general trend that a single membership is more than half of what a family membership costs. It is further recommended that the Site Specific Memberships for Kortright and the conservation areas be increased by \$5.00 to be in line with Black Creek Pioneer Village.

It is proposed that the fee for Cross-Country Ski Equipment Rental Packages be increased to offset increasing costs of equipment replacement. These fees have not been increased since 1998.

A new rate of \$30.00 per night has been implemented for serviced campsites, complete with sewage hook-up.

It is proposed that the fee for a book of ten pool passes for Petticoat Creek Pool be increased to \$22.50 plus GST. This price structure will provide the value of one free pass.

We propose that the fee for Maple Syrup Tours at Bruce's Mill be increased to \$5.50 to offset programming costs.

The Director of Finance and Business Development has reviewed the report and is in concurrence with the recommended fees.

Changes from the 2003 Fee Schedule are shown in **bold**:

ITEM #	ITEM DESCRIPTION	PST 8%	GST 7%	2004 BASE	2004 GROSS	2003 GROSS
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	<b>37.45</b>	30.00
	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	<b>69.55</b>	60.00
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	<b>5.35</b>	5.00
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	<b>802.50</b>	750.00
	6.2 For each additional 25 or fewer persons	0.00	14.00	200.00	<b>214.00</b>	200.00
7.0	For the rental of boating equipment where available, per hour	0.96	0.84	12.00	<b>13.80</b>	12.00

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	<b>53.50</b>	50.00
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	<b>96.30</b>	90.00
	9.2 for each additional person, in conjunction with a permit issued under item 9.1	0.00	0.21	3.00	<b>3.21</b>	3.00
10.0	For each day camper, not overnight, per day, inclusive of general admission	0.00	0.14	2.00	<b>2.14</b>	2.00
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	<b>23.54</b>	22.00
	11.2 at Albion Hills, per week.	0.00	9.24	132.00	<b>141.24</b>	132.00
	11.3 at Albion Hills, per month (28 days).	0.00	30.80	440.00	<b>470.80</b>	440.00
	11.4 at Indian Line, per night.	0.00	1.61	23.00	<b>24.61</b>	23.00
	11.5 at Indian Line, per week.	0.00	9.66	138.00	<b>147.66</b>	138.00
	11.6 at Indian Line, per month (28 days).	0.00	32.20	460.00	<b>492.20</b>	460.00
	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	<b>2.14</b>	2.00
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	<b>26.75</b>	25.00
	12.2 at Albion Hills, per week.	0.00	10.50	150.00	<b>160.50</b>	150.00
	12.3 at Albion Hills, per month (28 days).	0.00	35.00	500.00	<b>535.00</b>	500.00
	12.4 at Albion Hills, per season.	0.00	112.00	1600.00	<b>1712.00</b>	1600.00
	12.5 at Indian Line, per night.	0.00	1.96	28.00	<b>29.96</b>	28.00
	12.6 at Indian Line, per week.	0.00	11.76	168.00	<b>179.76</b>	168.00
	12.7 at Indian Line, per month (28 days).	0.00	39.20	560.00	<b>599.20</b>	560.00
	12.8 at Indian Line, per season.	0.00	154.00	2200.00	<b>2354.00</b>	2200.00
	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	<b>2.14</b>	2.00
<b>New</b>	For a permit to occupy an individual services campsite with water, 30 amp hydro service, and <b>sewage hook-up</b> inclusive of general admission:					
	13.1 at Indian Line, per night.	0.00	2.10	30.00	<b>32.10</b>	0.00
	13.2 at Indian Line, per week.	0.00	12.60	180.00	<b>192.60</b>	0.00
	13.3 at Indian Line per month (28 days).	0.00	42.00	600.00	<b>642.00</b>	0.00
	13.4 at Indian Line, per season.	0.00	164.50	2350.00	<b>2514.50</b>	0.00
	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	<b>2.14</b>	0.00
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	<b>230.05</b>	215.00

	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	<b>23.00</b>	21.50
	14.3	for up to ten camping units, for a youth group.	0.00	12.60	180.00	<b>192.60</b>	180.00
	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	<b>19.26</b>	18.00
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	<b>8.05</b>	7.00
	15.2	for a permit to park an additional vehicle, per season	3.60	3.15	45.00	<b>51.75</b>	45.00
	15.3	for each additional person occupying a campsite over and above the campgrounds specified site limit.	0.00	0.28	4.00	<b>4.28</b>	4.00
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	<b>80.25</b>	75.00
	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	<b>107.00</b>	100.00
	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	<b>64.20</b>	60.00
	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	<b>26.75</b>	25.00
	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	<b>123.05</b>	115.00
	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	<b>101.65</b>	95.00
	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	<b>176.55</b>	165.00
	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	<b>155.15</b>	145.00
	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	<b>64.20</b>	60.00
	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	<b>46.00</b>	40.00

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	<b>2.67</b>	2.50
	17.2	each child under two years of age.	0.00	0.00	0.00	0.00	0.00
	17.3	for a book of ten pool passes.	0.00	1.57	22.50	<b>24.07</b>	19.00
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	<b>10.70</b>	10.00
	20.2	for each child five to fourteen years of age.	0.00	0.35	5.00	<b>5.35</b>	5.00
	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	0.56	8.00	<b>8.56</b>	8.00
	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	<b>26.75</b>	25.00
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	0.56	8.00	<b>8.56</b>	8.00
	21.2	for each child five to fourteen years of age.	0.00	0.21	3.00	<b>3.21</b>	3.00
	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	0.42	6.00	<b>6.42</b>	6.00
	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	<b>20.33</b>	19.00
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	<b>14.95</b>	13.00
	23.2	for each person fifteen years of age or over, per day, after 1:00 p.m.	0.72	0.63	9.00	<b>10.35</b>	9.00
	23.3	for each child fourteen years of age or under, per day.	0.80	0.70	10.00	<b>11.50</b>	10.00
	23.4	for each child fourteen years of age or under, per day, after 1:00 p.m.	0.60	0.53	7.50	<b>8.63</b>	7.50
	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	<b>17.25</b>	13.00
	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	<b>11.50</b>	8.00
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	<b>5.89</b>	4.75
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	<b>11.77</b>	10.00
	27.2	for each child from five to fourteen years of age.	0.00	0.49	7.00	<b>7.49</b>	6.00

	27.3	for each child four years of age or under accompanying their family.	0.00	0.00	0.00	<b>0.00</b>	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	<b>6.37</b>	5.00
	27.5	for each senior sixty years of age or over.	0.00	0.70	10.00	<b>10.70</b>	9.00
	27.6	for each student fifteen years of age or over, with student identification.	0.00	0.70	10.00	<b>10.70</b>	9.00
	27.7	for each student participating in a General Tour program.	0.00	0.49	7.00	<b>7.49</b>	6.50
	27.8	for each student participating in a specially designated tour program, subject to a minimum group size.	0.00	0.56	8.00	<b>8.56</b>	7.50
	27.9	for each student participating in a designated activity Program, subject to a minimum group size.	0.00	0.70	10.00	<b>10.70</b>	9.00
	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	<b>7.49</b>	6.00
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	<b>69.55</b>	60.00
	28.2	for a person twenty-five years of age or over.	0.00	2.45	35.00	<b>37.45</b>	25.00
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	<b>12.04</b>	10.95
	32.2	for each senior sixty years of age and over.	0.00	0.72	10.25	<b>10.97</b>	8.95
33.0	For parking at the Kortright Centre for Conservation, per vehicle, per day, exclusive of general admission.						
34.0	For general admission at the Kortright Centre for Conservation;						
	34.6	for each student participating in a general tour program, subject to a minimum group size.	0.00	0.42	6.00	<b>6.42</b>	6.00
	34.7	for each student participating in a specially designed tour program, subject to a minimum group size.	0.00	0.49	7.00	<b>7.49</b>	7.00
	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	<b>8.29</b>	7.75
	34.9	for each senior sixty-five or over participating in a specially designed tour	0.00	0.42	6.00	<b>6.42</b>	6.00
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	<b>37.45</b>	30.00
	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	<b>69.55</b>	60.00

**Report prepared by: Derek Edwards, extension 5672**  
**For Information contact: Derek Edwards, extension 5672**  
**Mardi Alexander, extension 5414**  
**Date: January 5, 2004**  
**Attachments: 2**

**Attachment 1**

**TORONTO AND AREA ATTRACTIONS  
PRICES**

**08/14/03**

ATTRACTION	ADULTS	CHILDREN	STUDENTS	SENIORS	FAMILY	PARKING	FAMILY MEMBERSHIP	INDIVIDUAL MEMBERSHIP	COMMENTS
African Lion Safari Summer Rates: admin@lionsafari.com (519) 623-2620 www.lionsafari.com Fall & Winter Rates:	\$22.95 +tax (13-64 yrs.)  \$19.95+	\$16.95 +tax (3-12 yrs.) (under 2 free)  \$13.95+	-	\$18.95+ (65+)  \$15.95+	n/a	n/c	\$56.85+ (Regular)  \$51.75+ (Senior - 65+)  \$49.95+ Children (3-12)	n/a	
Art Gallery of Ontario (416) 977-0414  GUIDED TOURS	\$14.00  \$14.00	\$7.00 (4-11 yrs.)  \$7.00(half) \$14.00 (full)	\$11.00  \$11.00	\$11.00  \$11.50	\$30.00	PUBLIC  Minimum 20-25, 1 free	\$100.00 (2 adults/5 children)	\$75.00	Sat-Sun: 10-5:30. Tues- Fri: 11- 6 Wed.: 11:30-8 Special exhibits are ticketed separately.
Bata Shoe Museum (416) 979-7799	\$6.00	\$2.00 (5-14 yrs; under 5 free)	\$4.00	\$4.00 (65+)	\$12.00 (2 adults+2 children)	\$12.00 (Public Parking)			Admission is free on the first Tues. of every month.
Black Creek Pioneer Village (416) 736-1733  GUIDED TOURS	\$10.00  \$10.95	\$6.00 (5-14, under 5 free) \$6.00-\$6.95/ \$9.00	\$9.00 (15+ with I.D.) \$6.00/\$8.95	\$9.00 (60 +) \$8.95	n/a  25 ppl., 1 free	\$6.00 per car	\$60.00 BCPV (2 adults & children under 18) \$100.00 (CA JOURNEYS)	\$60.00  \$60.00	
C.N. Tower (416) 360-8500 www.cntower.ca	\$18.99	\$13.99 (4 -12yrs.; under 4 free)	n/a	\$16.99 (65+)	n/a	n/a	n/a	n/a	Additional Cost - Skypod: \$8.00 Attractions on concourse level. \$8.00
Canada's Wonderland (905) 832-7000 www.canadas-wonderla nd.ca	\$52.42+ tax (7 - 59)	\$26.20 + tax (3-6 yrs; under 3 free) - less than 48" -	n/a	\$26.20+t ax (60+)	n/a	\$7.50 All day	\$319.95+ tax (4 family members)  \$79.99+ (additional members)	\$99.99+ tax	Grounds: \$24.99(+tax) 12 Coupons: \$26.99(+tax) Disabled: \$27.99(+tax)
Casa Loma (416) 923-1171 www.casaloma.org  GROUP  GUIDED (SCHOOL) TOURS	\$12.00  \$7.75  \$9.75 +\$2.00	\$6.75 (5-16 yrs.;under 5 free) \$5.00 \$9.75 + \$7.00	\$7.50 (14-17) \$5.50 \$9.75 + \$7.50	\$7.50 (60 yrs +) \$5.50 \$9.75 + \$7.50	n/a	CITY \$2.75/hour \$8.25 max./day  \$7.00 Max.	n/a	n/a	\$300.00 + GST (12:00 - 2:00)  9:30 -5:00
Centreville (416) 203-0405 www.centreisland.ca	\$23.00 - 4' and over FERRY - \$6.00 Adults \$16.50 - 4' and under - \$2.50 Children (2-14) \$72.00 - Family Pass (4 people)								Additional fee for the ferry to Centre Island.
Colborne Lodge (416) 392-6916	\$3.50	\$2.50	n/a	\$2.75	n/a	n/a	n/a	n/a	Open: Tues. - Sun. (Noon - 4:00 p.m.)

Cullen Gardens and Miniature Village (905) 686-1600	\$11.45	\$5.05 (3-12 yrs.)	\$8.25 (13+ with ID)	\$8.25 (65+)	\$36.35 (2 adults/3 children to 16 yrs.)	Free	\$91.45 (2 adults, 3 children)	Season Pass Adults: \$41.14 Students:\$35.00 Seniors: \$32.00	\$75.00 flat rate for wedding pictures Children \$3.99 every Thurs. in Jul. & Aug.
Doon Heritage Crossroads (519) 748-1914	\$6.00	\$3.00 (5-12; under 5 free)	\$4.00 (12-18 yrs.)	\$4.00	\$15.00 (2 adults & their children)	n/c	\$26.75 (2 adults & their children)	\$16.00	
Dundurn Castle (905) 546-2872	\$10.00	\$5.00 (5-12yrs; under 5 free)	\$8.00 (15+)	\$8.00	\$25.00 (2 adults & seniors/ children)	n/a	n/a	n/a	Includes admission to Military Museum.
Fantasy Fair Woodbine Centre (416) 674-5437 www.fantasyfair.ca	\$13.95 (Day Pass)	\$10.95 - \$11.95 (Day Pass)	n/a	\$25.00 (Day Pass)	n/a	n/a	n/a	n/a	
Genesee Country Village and Museum (New York) (716) 538-6822	\$12.50	\$7.00 (4-16 yrs.)	\$9.50 (with ID)	\$9.50 (62+)			\$75.00	Single: \$50.00 Couple: \$65.00	US Funds
George R. Gardiner Museum of Ceramic Art (416) 586-8080 (416) 975-4094, ext.5075 www.gardinermuseum.on.ca	\$10.00	\$6.00	\$6.00	\$6.00	\$24.00	25% Group Discount	n/a	n/a	FREE admission 1st Tuesday of month.
Henry Ford Museum and Greenfield Village (Michigan) (313) 271-1620	\$14.00 for Museum \$18.00 for Village (13 & over)	\$9.00 for Museum \$12.00 for Village	n/a	\$13.00 for Museum \$17.00 for Village	n/a	n/a	\$99.00 (2 adults+ kids under 19) \$70.00 (Couple)	\$45.00	US Funds
Historic Fort York (416) 392-6907	\$5.00	\$3.00 (6-12 yrs.; under 6 free)	\$3.25 (13-18 yrs.)	\$3.25	n/a	free	n/a	n/a	Summer :10-5 Fall/Winter: 10-4
Hockey Hall of Fame (416) 360-7765 www.hhof.com	\$12.00	\$8.00 (4-13 yrs.) (under 4 free)	n/a	\$8.00 (65+)	n/a	n/a	n/a	n/a	
Kortright Centre TOURS \$5.75 (half) & \$10.50 (full)	\$5.00	\$3.00							
Lang Pioneer Village/Century Village (705) 295-6694	\$6.00	\$3.00 (14 yrs & under; 4 & under free)	\$5.00 (15-18 yrs)	\$5.00 (60 yrs +)	\$15.00 (2 adults & 4 children) 14 yrs & under	n/c	\$60.00	\$24 adult \$20 senior \$20 students \$12 kids	
Mackenzie House (416) 392-6915	\$3.50	\$2.50	\$2.75	\$2.75	n/a	n/a	n/a	n/a	Open Tues - Sun.
Markham District Historical Museum (905) 294-4576 www.chin.gc.ca	\$5.00	\$3.00 (5 & under free)	\$4.00 (15 + with ID)	\$4.00 (65+)	\$16.00 (2 adults & children)	n/c	n/a	n/a	\$50.00 wedding groups
McMichael Canadian Art Collection (905) 893-1121  GROUP TOURS	\$15.00  \$13.00	(5 & under free)	\$9.00  \$12.00	\$9.00 (free on Wed.)  \$12.00	\$30.00 (2 adults/3 children - under 18)	\$5.00 per car	\$75.00 (2 adults and kids under 18)	\$49.00	Various membership levels. Seniors, non-Ontario residents & Artists' membership - \$35.00
Medieval Times Dinner & Tournament (416) 260-1234 www.medievaltimes.com	\$56.95	\$38.95 (under 12 yrs.)	n/a	n/a	n/a	n/a	n/a	n/a	

Montgomery's Inn (416) 394-8113	\$3.00	\$1.00	\$2.00	\$2.00	\$8.00	n/a	n/a	n/a	Open Tues. - Sun.
MZTV Museum of Television (416) 599-7339	\$6.00	\$4.00	\$4.00	\$4.00	n/a	n/a	n/a	n/a	
Old Fort Henry (613) 542-7388	\$10.75	\$5.25 (5-12 yrs.) \$1.50 (2-4 yrs.) Under 2 free	\$8.50 (13-18 yrs.)		10% discount	n/c	n/a	\$35.00/yr.	Has different prices for special events.
Ontario Place/CNE General GROUND PASS (416) 314-9787  PLAY ALL DAY PLAY ALL DAY (After 5 p.m.)	\$10.00  \$25.50+  \$15.50+	\$10.00 (4 & up)  \$12.00+ (under 106 cm)  3 & under free	\$10.00  \$25.50+ (over 160 cm)  \$15.50+	\$10.00  \$16.00 (55+)	n/a	\$9.00- car (a.m.) \$5.00- car (p.m.) FREE- BUS \$5.00- Motorbike \$12.00 - RV	n/a	\$49.00	Grounds Admission free after 5 p.m. Theatre and shows extra. During CNE - different prices.
Ontario Science Centre (416) 696-3159  NO GUIDED TOURS AVAILABLE	\$13.00 (18-63 yrs.)	\$7.00 (5-15 yrs.; under 5 free)	\$9.00	\$9.00		\$7.00	\$90.00 (Family) \$170.00 (Gold)	\$52.00 (Individual + 1 guest)	Theatre is extra.
Riverdale Farm (416) 392-6794	Free Admission								OPEN DAILY
Royal Ontario Museum (416) 586-5549 www.rom.on.ca	\$16.50	\$10.00 (5-14; 4 & under free)	\$12.00 (15 & over with I.D.)	\$12.00 (65+)	\$35.00 (2 adults & 4 kids 17 and under)	n/a	\$99.00 (2 adults and 4 children)	\$85.00	Friday Free: 4:30-8:00 p.m. Sun.: 11-6 p.m. Mon-Thurs & Sat.: 10 - 6 Fri.: 10 - 9:30
Royal Botanical Gardens (416) 586-5549	\$10.00	\$6.00 (5-12yrs; under 5 free)	\$7.00	\$7.00		n/a	\$99.00 (2 adults & children under 18)	\$85.00	Open: April - October.
Sainte-Marie Among the Hurons MAY - OCT. 14 (705) 526-7838 www.saintemarieamongthehurons.on.ca  OCT. 15 - NOV. 1	\$9.75      \$7.50	\$6.25 (5 & under free)     \$7.50	\$6.25      \$7.50	\$6.25      \$7.50	n/a	n/c	n/a	n/a	Open 10-5 until Oct. 11. Groups 4 or more group receive \$1 off each admission.
Spadina House (416) 392-6910	\$5.00	\$3.00	\$3.25	\$3.25	n/a	n/a	n/a	n/a	Open: Tues. - Fri. (12 - 4 p.m.)
Sturbridge, US (508) 347-3362	\$20.00	\$10.00 (6-15 yrs.)	n/a	\$18.00 (65 +)	n/a	n/c	\$80.00 (2 adults & children under 18)	\$50.00 - Single (\$130.00 3yrs)  \$80.00 - Couple (\$195.00 3yrs.)	Second Day free.  US Funds.
Todmorden Mills (416) 396-2819 borough.east york.on.ca	\$3.00	\$1.50 (6-12; under 5 free)	\$2.25 (with ID)	\$2.25 (60+)	n/a	n/c	n/a	n/a	Open May to Dec. 15
Toronto Zoo (416) 392-5900 www.torontozoo.com	\$18.00	\$10.00 (4-12 yrs., under 4 free)	n/a	\$12.00 (65+)	n/a	\$8.00	\$115.00 (2 adults/4 kids 4 - 12 yrs)	\$55.00 (18-64 yrs.)  \$30.00/student \$90.00/couple	Summer: 9 - 7:30  Winter: 9 - 6
Upper Canada Village	\$16.95	\$7.50 (5-12 yrs)	\$10.50 (13-64 with I.D.)	\$15.95 (65 yrs+)	10% discount (2 adults + children )	n/c	2003 passport \$30.00/ adult \$18.00/ student \$12.00/child	n/a	
Westfield Village	\$5.75	\$2.75 (6-12yrs)	n/a	\$4.75	n/a	\$3.00	n/a	n/a	Mon. -Fri: School groups only. Open to public Sun., Holiday & Special events. Smallest budget for Living History Museum (\$300,000)

Wild Water Kingdom	\$23.00 (10 & over)	\$17.50 (4 - 9 yrs.) (4 & under free)	n/a	\$17.50	n/a	n/a	(\$175.00 (family of 4))	\$54.95	After 4:00 p.m. - \$12.00
York University	n/a	n/a	n/a	n/a	n/a	\$7.00/day \$67.00/ monthly	n/a	n/a	

## Attachment 2 TRCA 2003 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 October 4, 2002 approved the TRCA's 2003 Fee Schedule (Meeting #05/02), Staff to report at the beginning of 2004 on the impact the increased fees had on attendance at the Conservation Parks. Most fees listed in this Schedule take effect January 1, 2003.

Gross fees listed in the Schedule and printed in **bold face** are those amounts to be quoted to the public. These fees include any applicable federal or provincial taxes. 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\fee03.wpd** in WordPerfect v6.1.

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.

### Printing history

v1.0 02.11.27 original release date

### Significant changes

Please be sure to review this updated Fee Schedule in its entirety to familiarize yourself with it. Note that several significant changes have been made as follows:

- < removal of weekday rates (*items 2.0 to 2.4*)
- < removal of weekday vehicle admission to Petticoat Creek. (*item 3.2*)
- < general increase to annual passes valid ONLY for admission to Conservation Area for which it is purchased (*items 4.0 to 4.2*)
- < general increase to fishing at Glen Haffy or Heart Lake (*items 5.0 to 5.3*)
- < addition of group fee to fish at Glen Haffy and Heart Lake, per person (*item 5.4 and 5.5*)
- < addition of NEW Group Fishing Package at Glen Haffy only (*item 6.0 to 6.2*)
- < addition of Glen Haffy Fly Fishers Club Memberships (*item 6.3*)
- < general increase to camping permits at Albion Hills and Indian Line, unserviced and serviced (*items 12.0 to 15.0*)
- < general increase for group picnic shelter fees at Boyd and Heart Lake, exclusive of admission. (*Items 16.7 to 16.8*)
- < general increase to mountain bike trails fees, exclusive of general admission. (*Item 24.0*)
- < general increase to guided tours for groups at Bruce's Mill and Kortright during the maple syrup program. (*Items 25.0 to 25.2*)
- < general increase for students participating in a general tour program at Black Creek Pioneer Village. (*Item 27.7*)
- < general increase for students participating in a specially designed tour program at Black Creek Pioneer Village (*item 27.8*)
- < Addition of guided tour inclusive of admission and with a reservation at Black Creek Pioneer village. (*Items 27.11 and 27.12*), previously Item 32.0
- < general increase to group tour fees at the Kortright Centre, including tours (*items 34.0 to 34.9*)
- < general increase for annual admission pass, Kortright Centre only. (*Items 35.0 to 35.2*)

***v1.1 changes***

**Items for clarification or notice of error or omissions may be directed to Coordinator,  
Conservation Parks ext. 5242.**

## **TRCA 2003 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 Fee Schedule/2003

Item #	Item description	PST 8%	GST 7%	2003 Base	2003 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 purchased;				
4.1	for each individual.	0.00	1.96	28.04	30.00
4.2	for a family of two adults and two children	0.00	3.93	56.07	60.00
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	0.33	4.67	5.00
5.2	per day, for each person from five to fourteen years of age, exclusive of general admission.	0.00	0.16	2.34	2.50
5.3	per day, for each person four years of age or under, exclusive of general admission.	0.00	0.00	0.00	0.00
5.4	for each person fifteen years of age or over, in a group with a reservation, including angling fee and general admission, per day, subject to a minimum group size of 20 persons		0.46	6.54	7.00
5.5	For each person five to fourteen years of age, in a group with a reservation, including angling fee and general admission, per day, subject to a minimum group size of 20 persons	0.00	0.20	2.80	3.00
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 Holiday's and 1 Sunday per month, date of which to be determined by TRCA staff.	0.00	49.07	700.93	750.00
6.2	For each additional 25 or fewer persons	0.00	13.08	186.92	200.00
6.3	For a membership to Glen Haffy Fly Fisher's Club at Glen Haffy Headwaters Trout Ponds valid Tuesday to Sunday	0.00	28.00	400.00	428.00

7.0	For a permit for the use of the chalet building at Albion Hills or Bruce's Mill, exclusive of general admission;					
	7.1	for a half day (four hours).	0.00	9.81	140.19	150.00
	7.2	for each additional hour for a youth group.	0.00	2.62	37.38	40.00
	7.3	for each additional hour for other groups.	0.00	3.27	46.73	50.00
	7.4	for the use of kitchen facilities, where available, in conjunction with a permit issued under item 7.0.	0.00	3.27	46.73	50.00
8.0	For the rental of boating equipment where available, per hour:					
9.0	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.					
10.0	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;					
	10.1	for each additional person, in conjunction with a permit issued under item 10.0	0.00	0.20	2.80	3.00
11.0	For each day camper, not overnight, per day, inclusive of general admission.					
12.0	For a permit to occupy an individual un-serviced campsite, inclusive of general admission;					
	12.1	at Albion Hills, per night.	0.00	1.44	20.56	22.00
	12.2	at Albion Hills, per week.	0.00	7.85	123.36	132.00
	12.3	at Albion Hills, per month (28 days).	0.00	28.79	411.21	440.00
	12.4	at Indian Line, per night.	0.00	1.50	21.50	23.00
	12.5	at Indian Line, per week.	0.00	9.02	128.97	138.00
	12.6	at Indian Line, per month (28 days).	0.00	30.09	429.91	460.00
	12.7	on a holiday or other designated date, in addition to the basic permit fee specified in item 12.1 or 12.4	0.00	0.13	1.87	2.00
13.0	For a permit to occupy an individual serviced campsite, with water and hydro hook-ups, inclusive of general admission;					
	13.1	at Albion Hills, per night.	0.00	1.64	23.36	25.00
	13.2	at Albion Hills, per week.	0.00	9.81	140.19	150.00
	13.3	at Albion Hills, per month (28 days).	0.00	32.71	467.29	500.00
	13.4	at Albion Hills, per season.	0.00	104.67	1495.3	1600.00
	13.5	at Indian Line, per night.	0.00	1.83	26.17	28.00
	13.6	at Indian Line, per week.	0.00	11.00	157.00	168.00
	13.7	at Indian Line, per month (28 days).	0.00	36.64	523.36	560.00
	13.8	at Indian Line, per season.	0.00	143.93	2056.07	2200.00
	13.9	on a holiday or other designated date, in addition to the basic permit fee specified in item 13.1 or 13.4	0.00	0.13	1.87	2.00
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	14.07	200.93	215.00

	14.2	for each additional camping unit, in conjunction with a permit issued to an adult group under item 14.1	0.00	1.41	20.09	21.50
	14.3	for up to ten camping units, for a youth group.	0.00	11.78	168.22	180.00
	14.4	for each additional camping unit, in conjunction with a permit issued to youth group under item 14.3	0.00	1.18	16.82	18.00
15.0	In addition to basic camping fees as specified in items 12.0 and 13.0;					
	15.1	for a permit to park an additional vehicle.	0.49	0.42	6.09	7.00
	15.2	for a permit to park an additional vehicle, per season	3.13	2.74	39.13	45.00
	15.3	for each additional person occupying a campsite over and above the campground's specified site limit.	0.00	0.26	3.74	4.00
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, Mill, Heart Lake and Petticoat Creek; Monday to Saturday.	0.00	4.91	70.09	75.00
	16.2	for a group of up to 100 persons at Boyd, Heart Lake and Petticoat Creek; on Sundays and Statutory Holidays.	0.00	6.54	93.46	100.00
	16.3	for a group of up to 100 persons at Albion Hills Bruce's Mill, and Glen Haffy; Monday to Sunday	0.00	3.93	56.07	60.00
	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	1.64	23.36	25.00
	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 16.3.	0.00	7.52	107.48	115.00
	16.6	for the use of a 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	6.21	88.79	95.00
	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 16.1, 16.2 or 16.3.	0.00	10.79	154.21	165.00
	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	9.49	135.51	145.00
	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	3.93	56.07	60.00
	16.10	for the use of a portable barbecue unit or corn pot, in addition to any fees paid under item 16.0.	2.78	2.43	34.79	40.00
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	0.16	2.34	2.50
	17.2	for 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	1.24	17.76	19.00
18.0	Petticoat Creek Pool passes have been replaced by the Conservation Journeys program, administered by the Marketing and Development Department.					
19.0	For commercial photography or filming in any Conservation Area or at the Kortright Centre, including the use of grounds and environs and supervision, minimum per hour;					
	19.1	during normal operating hours.	0.00	4.25	60.75	65.00
	19.2	outside normal operating hours.	0.00	5.89	84.11	90.00
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	0.65	9.35	10.00
	20.2	for each child five to fourteen years of age.	0.00	0.33	4.67	5.00
	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	0.52	7.48	8.00
	20.5	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	1.64	23.36	25.00
21.0	For the use of cross-country ski 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	0.52	7.48	8.00
	21.2	for each child five to fourteen years of age.	0.00	0.20	2.80	3.00
	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	0.39	5.61	6.00
22.0	Albion Hills Cross Country Ski passes have been replaced by the Conservation Journeys program, administered by the Marketing and Development Department.					
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.	0.90	0.79	11.31	13.00
	23.2	for each person fifteen years of age or over, per day, after 1:00 p.m.	0.63	0.55	7.82	9.00
	23.3	for each child fourteen years of age or under, per day.	0.70	0.60	8.70	10.00
	23.4	for each child fourteen years of age or under, per day, after 1:00 p.m.	0.52	0.46	6.52	7.50
	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.	0.91	0.79	11.30	13.00
	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.	0.55	0.49	6.96	8.00
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 a minimum group size of twenty persons;					
	25.1	for each student.	0.00	0.31	4.44	4.75
	25.2	for each adult fifteen years of age or over.	0.00	0.38	5.37	5.75
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 the 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	0.65	9.35	10.00
	27.2	for each child from five to fourteen years of age.	0.00	0.39	5.61	6.00
	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	0.33	4.67	5.00
	27.5	for each senior sixty years of age or over.	0.00	0.59	8.41	9.00
	27.6	for each student sixteen years of age or over, with student identification.	0.00	0.59	8.41	9.00
	27.7	for each student participating in a general tour program.	0.00	0.43	6.07	6.50
	27.8	for each student participating in a specially designated tour program, subject to a minimum group size.	0.00	0.45	6.50	7.50
	27.9	for each student participating in a designated activity program, subject to a minimum group size.	0.00	0.59	8.41	9.00
	27.10	for each student participating in the Dickson Hill School program, per day, subject to a minimum group size of twenty persons.	0.00	0.39	5.61	6.00
For a guided tour at the Black Creek Pioneer Village, as part of a tour group with a reservation, including general admission;						
	27.11	for each adult from fifteen to fifty-nine years of age.	0.00	0.72	10.23	10.95
	27.12	for each senior sixty years of age or over.	0.00	0.59	8.36	8.95
28.0	For an annual pass valid for general admission, inclusive of parking fees, for the Black Creek Pioneer Village;					
	28.1	for a family of one or two adults and their children who are fourteen years of age or under.	0.00	3.93	56.07	60.00
	28.2	for a person five years of age or over.	0.00	1.64	23.36	25.00
29.0	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
31.0	For commercial photography or filming in the Black Creek Pioneer Village, including supervision, <i>minimum</i> 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	See items 27.11 and 27.12					
33.0	For parking at the Kortright Centre for Conservation, per vehicle, per day, exclusive of general admission.		0.14	0.12	1.74	2.00
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	0.40	5.61	6.00
	34.7	for each student participating in a specially designed tour program, subject to a minimum group size.	0.00	0.46	6.54	7.00
	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	0.51	7.24	7.75

	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	0.39	5.60	6.00
35.0	For an annual pass valid ONLY for admission to the Kortright Centre;					
	35.1	for each individual.	0.00	1.96	28.04	30.00
	35.2	for a family of two adults and two children	0.00	3.92	56.07	60.00
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.					

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: VOLUNTEER POLICY AND THE RECOGNITION POLICY**

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#### **KEY ISSUE**

Approval of the Volunteer Policy for the Toronto and Region Conservation Authority (TRCA) and resultant amendment to the TRCA Recognition Policy.

#### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the attached Volunteer Policy be approved;**

**AND FURTHER THAT Section C.2. of the TRCA Recognition Policy be amended such that the volunteer hours of service in a year be thirty (30) or more, rather than more than forty (40), to be consistent with the proposed Volunteer Policy.**

#### **BACKGROUND**

TRCA has a long history of engaging volunteers in meaningful environmental work and providing them with skills development opportunities. In 2002, more than 1,200 TRCA volunteers contributed a combined total of 5,500 hours of their time, proving themselves an integral part of TRCA's activities. Volunteers have contributed to the vision for The Living City through work creating and restoring wetlands and forests, cleaning up garbage, building animal and stream structures, performing aquatic and terrestrial monitoring, leading educational workshops, gardening, constructing and maintaining trails, acting as guides for our visitors, conducting research, providing administrative assistance, participating on watershed task forces and committees and helping out at special events.

In October 2002, TRCA, in partnership with the Ontario Council of Agencies Serving Immigrants (OCASI), initiated the Environmental Volunteer Network (EVN) Program funded by the Ontario Trillium Foundation. The EVN Program has been developed to coordinate the use of volunteers across the TRCA, train and place volunteers appropriately, allow for skills development for volunteers and to increase the TRCA's ability to manage volunteers effectively.

The proposed Volunteer Policy is an outcome of the EVN program and draws upon the existing Volunteer Policy, as approved by the Authority in 1986, and amended with Resolution #30 at Authority Meeting 1/91, held on February 22, 1991, current TRCA policies on human resources and safety management issues, and a Volunteer Program Manual developed by the the Don Watershed Regeneration Council In 1997. Input from other environment-focused organizations working with volunteers was also obtained.

The Volunteer Policy outlines TRCA's responsibilities to its volunteers, selection and placement of volunteers, supervisors' and the Volunteer Coordinator's responsibilities, volunteer rights and responsibilities, volunteer compensation and resource distribution, and provides information on TRCA's health and safety and harrasment policies.

Section C.2. of the current Recognition Policy, as approved at with Resolution #290 at Executive Committee Meeting #17/90, held on February 8, 1991, and amended at Executive Committee Meeting #4/99, held on May 14, 1999, is as follows:

*Foundation Members, Authority Committee Members and Volunteers:*

*Persons eligible for awards are those that provide their services as Members of The Toronto and Region Conservation Authority and The Conservation Foundation of Greater Toronto Committees.*

*Volunteers eligible for awards are those that provide their services on a continuing basis and who provide more than 40 hours of service per year.*

- (i) with 3 years of service to be recognized with a silver Authority logo;*
- (ii) with 6 years of service to be recognized with a lifetime pass;*
- (iii) with 10 years of service to be recognized with a gold Authority logo.*

So that the eligibility for service recognition awards be consistent with that for a full-year complimentary pass, as proposed in the Volunteer Policy, it is proposed that the second paragraph of Section C.2. of the Recognition Policy be amended as follows:

*Volunteers eligible for awards are those that provide their services on a continuing basis and who provide 30 or more hours of service in a year.*

**RATIONALE**

The Volunteer Policy will guide a consistent, accountable approach to working with volunteers that fits with the vision for The Living City and TRCA Business Plan (2003-2007) objectives.

The policy is also 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, in part:

*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;*

*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.

The Volunteer Policy will guide the current Environmental Volunteer Network and future volunteer activity throughout the TRCA.

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

**For Information contact: Chandra Sharma, extension 5237**

**Date: November 20, 2003**

**Attachments: 1**



## Toronto and Region Conservation Authority Volunteer Policy

### 1.0 Purpose

This policy will guide a consistent, accountable approach to working with volunteers that fits with the vision for The Living City. The policy will guide the current Environmental Volunteer Network and future volunteer activity throughout the TRCA. The volunteer policy is part of a broader TRCA effort to participate in meaningful engagement with Toronto's diverse communities.

### 2.0 Scope

This policy governs TRCA responsibilities to its volunteers, as well as the selection and placement, training, supervision, compensation and safety of volunteers. The policy also governs volunteer rights and their responsibilities to TRCA.

Furthermore, the policy will be available as a guide to members of the Environmental Volunteer Network, a program of the TRCA that helps match environmental organizations with appropriate volunteers.

### 3.0 Philosophy

Volunteers have been, and will continue to be, an integral component of the TRCA, along with full-time and supplementary staff. Volunteers complement and support the work of full-time and seasonal staff, accomplish important tasks that would not otherwise be done, and support programs that could cease to exist without volunteer participation. The TRCA recognizes and greatly values the work and contributions of volunteers to furthering the mandate, objectives and activities of the organization. TRCA volunteers shall not replace or displace paid staff, but rather enhance and augment programs and roles within the operation.

Volunteers bring a wide variety of skills, knowledge and experience with them, all of which combine to strengthen the organization. Therefore, we strive to provide volunteers with meaningful work that suits their skills and goes beyond mere job shadowing, as well as a rewarding and challenging community-oriented volunteer experience for all those interested in the goal of promoting sustainable communities in an urban environment.

#### **4.0 Categories of Volunteers**

There are three general categories into which volunteers can be placed, each of which has slightly different needs and availability:

##### **4.1 Regular Service:**

- Available on a regular, ongoing basis for a minimum of three months;
- Complete specific assigned tasks or projects.

##### **4.2 Special Occasion Service:**

- A one-time or occasional voluntary service at special events.

##### **4.3 Administrative Service:**

- Serving on a Watershed committee or other volunteer committee;
- Fundraising;
- Providing supervision to other volunteers.

#### **5.0 Organizational Responsibilities**

In working with volunteers, the TRCA will fulfill the following responsibilities:

- Ensure that staff recognize the role of the volunteers in the agency;
- Ensure that volunteers are not used to replace paid staff;
- Ensure volunteers' workplace safety and security;
- Provide the volunteers with written job descriptions outlining duties, responsibilities and supervision;
- Provide volunteers with appropriate orientation to the TRCA's purpose, programs and services; training; supervision; recognition; and out-of-pocket expenses where appropriate (these must be pre-approved by the project supervisor, and receipts must be provided. In the case of travel by personal vehicle mileage will be given at the current TRCA rate.);
- Evaluate each volunteer's performance and provide letters of reference when requested and appropriate (see attached template for letters of reference).

#### **6.0 Selection and Placement**

The TRCA maintains a strong policy of equal opportunity. TRCA recruits, accepts, trains, promotes and dismisses volunteers on the basis of personal competence and job performance, without regard to race, colour, ancestry, national origin, age, gender, sexual orientation or physical ability.

The following conditions will apply to all TRCA volunteers:

- Regular service volunteers aged 16 years and older who are working with youth (aged 0-17 years) or the public must undergo a police check, which will be paid for by the business unit of the TRCA that initiates/originates the police check. Results will be kept in the strictest confidence;
- Volunteers under the age of 16 years must be accompanied by an adult (either a parent, guardian, staff person or volunteer supervisor);
- Job descriptions will be prepared, either by the Volunteer Coordinator or Project Supervisor, for each “regular service” volunteer position;
- All volunteers who send an application or resume will receive a letter of confirmation and an invitation to attend a volunteer orientation seminar (held every month as needed);
- Every volunteer who sends an email inquiry will receive a response from TRCA staff (usually the Volunteer Coordinator);
- All volunteer applicants who leave a voicemail shall receive a return phone call within a week;
- Volunteers must call on their own behalf unless language or other barriers prevent them from doing so;
- Applicants will be screened based on skills appropriate to each position and by their educational and experiential interests;
- Qualified applicants will be reviewed by the Environmental Volunteer Network Coordinator or by the immediate and/or site supervisor;
- The Project Supervisor or Volunteer Coordinator will notify the individual that they have been accepted as a TRCA volunteer;
- All volunteers will be required to sign a waiver indemnifying the TRCA in case of accidental death or injury on the job;
- The Project Supervisor will conduct regularly scheduled performance reviews of the volunteer.
- The first 30 hours of volunteer work will be considered a probationary period for all volunteers. Volunteer supervisors may stipulate a longer probationary period if deemed necessary to ensure a proper fit between the volunteer and the job.

## **7.0 Training and Supervision**

Every volunteer will receive at least one training session. In most cases volunteers will receive the TRCA orientation session from the Environmental Volunteer Network Coordinator, plus an orientation and training session at the worksite.

Every volunteer will have a clearly identified Project Supervisor (staff member or volunteer leader) who will be available for consultation, support, and direction. The Volunteer Coordinator is also available to volunteers for support and assistance.

It is the responsibility of the *Volunteer Coordinator* to:

- Provide an overview to the TRCA in the form of a Volunteer Orientation Session, to be held every month as needed;
- Ensure the provision of a minimum of three, two-hour training sessions on specific environmental topics for volunteers who will represent the TRCA at public events;
- Maintain personnel records of volunteer staff.

The *Project Supervisor* has the same responsibilities regarding volunteers as s/he would with a paid employee, as outlined in Section 11-12 of the TRCA Safety Manual. It is the responsibility of the Project Supervisor to:

- Orient volunteers to the job site;
- Provide required job training;
- Ensure that volunteers are aware of all safety regulations, have appropriate safety equipment and receive Workplace Hazardous Materials Information System (WHMIS) training if they will be handling, using, storing or exposed to any chemicals, including gasoline;
- Provide and document training for each piece of power-using equipment the volunteer will use (unless the volunteer can provide proof of current certification to use the equipment);
- Ensure that the volunteer is certified, where required by law, to use any equipment necessary in completion of duties;
- Ensure that the volunteer has reviewed appropriate or pertinent sections of the TRCA Safety Manual;
- Ensure that the volunteer has reviewed Conservation Ontario's Sexual Misconduct Policy if the volunteer will be working with clients and/or children;
- Maintain personnel records of volunteer staff.

## **8.0 Work Environment/Conditions**

### **8.1 Volunteer Rights**

On the job, volunteers have the right to:

- Be assigned a job that is worthwhile and is challenging with the opportunity to use existing skills or develop new ones;
- Receive appropriate supervision for the job so that an understanding of the purpose of the role is achieved;
- Expect that time will be used as effectively as possible, and not be wasted by lack of planning, coordination and cooperation within the organization;
- Have the opportunity to voice opinions about the job and how improvements can be made to the process;
- Expect valid feedback and encouragement from the supervisor;
- Be given appropriate recognition in the form of awards, certificate of achievement and recognition of day-to-day contributions.

## **8.2 Volunteer Responsibilities**

Volunteers have the responsibility to:

- Bear in mind and incorporate support for clean air, land and water in all TRCA activities;
- Become an ambassador of the TRCA in the greater Toronto community in an effort to spread knowledge and understanding of environmental protection and regeneration;
- Not falsely represent the TRCA to outside partners, agencies or public;
- Respect confidences and privacy of the TRCA, our clients, partners and the recipients of our services;
- Be held accountable for their work and projects;
- Be willing to learn and grow in the job;
- Work cooperatively with TRCA staff, recognizing and appreciating differences of opinion;
- Be considerate, respect competencies and work as a team with all staff and other volunteers;
- Use time wisely and not interfere with performance of others;
- Fulfill commitments made to Project Supervisors;
- Complete the training provided;
- Clarify any uncertainties with the Project Supervisor;
- Follow guidelines established by this organization; codes of dress, decorum, and so on;
- Be presentable in appearance and conduct themselves in a manner which is appropriate for a public service position. Individual supervisors will advise volunteers on any specific clothing requirements for individual positions, including safety clothing such as steel-toed boots, sunscreen or other appropriate outdoor wear;
- Complete and submit a monthly timesheet to the Volunteer Coordinator detailing job location, duties completed and hours.

## **8.3 Volunteer Dismissal**

The Project Supervisor and Volunteer Coordinator will determine if a volunteer should be dismissed. The determination of a volunteer's suitability for ongoing volunteer work will be based on observation of the volunteer's performance by the staff contact, other staff and affected individuals. When possible, volunteers will be given an opportunity to complete a corrective action plan that will be reviewed by the Project Supervisor. A volunteer can be dismissed in any of the following circumstances:

- Presence of physical or mental illness or behaviour which threatens the safety and/or well being of the volunteer, staff or customers;
- Failure to comply with program policies and procedures;
- Failure to complete accepted assignment;
- Failure to submit required volunteer documentation in a timely manner; or
- Alcohol or drug abuse.

## 9.0 Resource/Compensation

All volunteers shall receive:

- Reimbursement for any pre-approved (by the Project Supervisor) out-of-pocket expenses;
- Traveling expenses, at current rate, incurred while on authorized TRCA business;
- Accidental death and dismemberment insurance;
- Uniforms or costumes, if required, acquired on the same basis as seasonal staff;
- Access to orientation materials including copies of recent TRCA public information publications;
- Full-year complementary pass for volunteers who complete 30 or more hours of service in a year;
- Service Recognition Awards as outlined in Section C.2. of the TRCA Recognition Policy;
- Day passes, as approved by the Environmental Volunteer Network Coordinator, for “special occasion” volunteers.

## 10.0 Volunteer Health and Safety

Volunteers should never be asked to do anything unsafe, and have the right to refuse any work they feel is unsafe. Volunteers should receive proper safety instructions from their site supervisors, including access to the TRCA Safety Manual and details of the location’s emergency plan.

Volunteers will be expected to follow safety guidelines, including wearing proper attire. Volunteers can, if necessary, be trained and tested for a TRCA license to:

- Use TRCA-owned cars and trucks;
- Use operating machinery such as post-hole augers, saws and monitoring equipment (if properly licensed and skilled);
- Use heavy equipment such as tractors (if properly licensed and skilled);
- Use tools for creating, trimming and maintaining trails (if properly licensed and skilled);
- Use carpentry tools;
- Access chemicals such as fertilizers, lubricants and cleaners.

Volunteers will be covered by the TRCA insurance policy, however, volunteers **must** receive proper training in the specific use of equipment, tools and/or chemicals. In some cases, as noted above, volunteers must pass a test of their skill in the use of equipment, tools, and/or chemicals. All volunteers will sign a waiver form indemnifying the TRCA in case of accidental injury, illness or death.

Volunteers should report all accidents and injuries to their Project Supervisor or designate before the end of that day’s shift, and keep the supervisor informed regarding the status of the injury.

The TRCA policy regarding West Nile Virus also applies to volunteers. Any volunteer working outdoors should be provided with a copy or briefing regarding this policy and have full access to it.

While performing volunteer duties for the TRCA, the smoking of tobacco products is prohibited in all indoor areas, including TRCA vehicles. Volunteers should ask their Project Supervisor to identify designated outdoor smoking areas.

Staff and volunteers are prohibited from using or possessing illicit drugs, alcohol or using prescription drugs in any way that is illegal. Volunteering for the TRCA under the influence of drugs and/or alcohol will not be tolerated, and will result in the volunteer's dismissal.

## **11.0 Harassment Policy**

The same harassment policy that applies to employees shall apply to volunteers. Every volunteer is entitled to work in an environment that is free from discrimination and/or harassment.

Managers and Supervisors must take prompt and appropriate action to prevent, discourage and respond to incidents of discrimination or harassment.

Every volunteer of the TRCA shall deal with their fellow employees in a fair and equitable manner free from discrimination and/or harassment.

Discrimination and/or harassment can take many forms, none of which are acceptable.

### **11.1 Sexual Harassment**

Volunteers have a right to work in an environment that is free from sexual harassment. Sexual harassment may include, but is not limited to the following:

- Unwelcome remarks, jokes, innuendos or taunting about a person's body, attire or sex or sexual orientation;
- Practical jokes of a sexual or homophobic nature which may cause awkwardness or embarrassment;
- Displaying pornographic pictures or other offensive material;
- Leering (suggestive staring) or other gestures;
- Unnecessary physical contact such as touching, patting or pinching;
- Physical assault; and
- Demands for sexual favours, repeated unwanted social invitations.

### **11.2 Racial or Ethnic Harassment**

Volunteers have a right to work in an environment that is free from racial or ethnic harassment. Racial or Ethnic harassment may include, but is not limited to the following:

- Unwelcome remarks, jokes, innuendos or taunting about a person's racial or ethnic background, colour, place of birth, citizenship or ancestry;
- The displaying of derogatory or offensive racist pictures or material;
- Refusing to converse or work with an employee or another volunteer because of his or her racial or ethnic background; and

- Insulting gestures or practical jokes based on racial or ethnic grounds which may cause embarrassment or awkwardness.

### **11.3 Other Harassment**

Other forms of harassment can include unwelcome remarks, jokes or taunting about a person's age, record of offenses, marital status, family status, handicap or creed. Volunteers have a right to work in an environment that is free from such harassment.

### **11.4 Response**

Volunteers who feel that they are being harassed at work should:

- Make it clearly known to the offender that their conduct is unacceptable and should not be repeated;
- Discuss the situation, in confidence, with the site supervisor, Volunteer Coordinator or Human Resources staff;
- Keep a short written record of dates, incidents and names of witnesses, if any; and/or
- If necessary, prepare a written complaint.

The Project Supervisor, the Volunteer Coordinator or Manager, Human Resources, upon receipt of a verbal or written complaint will conduct an investigation in confidence.

If the investigation concludes that harassment has occurred, appropriate disciplinary action will be taken. If the investigation concludes that the complaint is unfounded the complaint and investigation file will be destroyed.

The employee who issued the complaint will be informed of the results of the investigation and of any action taken.

## **12.0 Volunteer Records**

A personnel file will be maintained for each volunteer. The Volunteer Coordinator and/or the Project Supervisor will hold such documentation as:

- Letters, resume and/or application forms regarding the volunteer's engagement;
- Current residential address and phone number, and emergency contact details;
- A copy of their own volunteer job description; and
- Any other information relevant to the volunteer's work with TRCA.

A central database will also be maintained by the Volunteer Coordinator, which can be accessed by TRCA staff on a 'need-to-know' basis, usually when a new volunteer job is available and Project Supervisor are searching for an appropriate volunteer. This database will contain the volunteer's skills, interests and previous volunteer jobs and hours at TRCA. Volunteers may also view their own records upon request.

### **13.0 Evaluation**

Volunteers may receive an exit interview to review their strengths and areas for improvements at the end of their placements, or upon request during the placement. Volunteers are also encouraged to provide feedback to their supervisors or to the Volunteer Coordinator, and a Volunteer Feedback Form may be used by volunteers and/or supervisors for these purposes.

It is not the TRCA's intention that such evaluations replace regular, on-the-job supervision and discussions between volunteers and supervisors that are part of a healthy working relationship.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE:** **WILD WATER KINGDOM LTD.**  
Request for deferral of lease payments

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**KEY ISSUE**

Wild Water Kingdom Ltd. has requested deferral of 2003 lease payments.

**RECOMMENDATION**

**THE BOARD RECOMMENDS THAT the request from Wild Water Kingdom Ltd. to defer the outstanding amount of 2003 percentage rent be approved, subject to arrangements acceptable to Toronto and Region Conservation Authority (TRCA) staff and solicitors.**

**RATIONALE**

Wild Water Kingdom Ltd. (WWK), the operator of the Wild Water Kingdom water park, has a lease with TRCA for lands at Claireville. The lease has provision for base rent as well as a share of the gross revenue of the water park. The lease specifically provides an option for Wild Water Kingdom to defer up to \$100,000 of the percentage rent subject to all other payments being up to date, and that interest is paid at prime plus 1%. WWK has indicated its intention to exercise this option. There is, however, an additional amount of \$113,500 in percentage rent still outstanding.

In 2003, like most tourist attractions in the GTA, WWK suffered from the impact of SARS, the rising Canadian dollar and the August power outage which occurred during one of the hottest weekends in August. WWK has formally requested deferral of the outstanding percentage rent, approximately \$113,500, which will be repaid in three installments on February 28, March 31 and April 30, 2004. Interest on the amount outstanding will be calculated at prime plus 1% and accrues from the date upon which the rent was first payable.

Staff is recommending acceptance of the proposal subject to terms and conditions satisfactory to TRCA and its solicitors. In past years when cash flow was difficult, Wild Water Kingdom has requested and received approval from the TRCA to defer such payments. TRCA is fully secured as the first creditor against the leasehold interest and the water park is valued well above the outstanding debt. The interest being paid is competitive and it is a favourable rate for TRCA.

**Report prepared by: Jim Dillane, extension 6292**  
**For Information contact: Jim Dillane, extension 6292**  
**Date: January 05, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: OFFICE ACCOMMODATION**  
Approval In Principle To Enter Into Lease With Downsview Park

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#### **KEY ISSUE**

Seeks approval in principle to enter into a lease of office space at Downsview Park, subject to terms and conditions satisfactory to the Toronto and Region Conservation Authority (TRCA) and its solicitors and availability of funding

#### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT approval in principle be granted for TRCA to enter into a lease of office space with Downsview Park, subject to terms and conditions satisfactory to TRCA and its solicitors and subject to availability of funding;**

**AND FURTHER THAT staff of TRCA be directed to conduct the negotiations for the lease and report to the Business Excellence Advisory Board at such time as a lease in final form can be recommended to the Authority.**

#### **BACKGROUND**

At Meeting #11/03 of the Executive Committee, held on December 5, 2003, Resolution #B188/03 was approved as follows:

*THAT staff be directed to explore opportunities for additional office accommodation with Downsview Park and other organizations;*

*AND FURTHER THAT staff report on these opportunities and make appropriate recommendations to the Business Excellence Advisory Board at the earliest opportunity.*

Staff have continued discussions with representatives of Downsview Park toward a possible lease of space. Downsview Park has submitted a proposal to TRCA and has asked that TRCA formally indicate its interest in pursuing a negotiated lease.

#### **RATIONALE**

Downsview Park is a federally mandated corporation which is charged with development of the 600+ acre Downsview Park (Park) site. The Park mandate includes a commitment to sustainable development and TRCA is working with Park staff and supporters in a number of areas. Park representatives believe that there is a role for TRCA in the long term development of the site. As TRCA is contemplating its own long term office requirements, the opportunity to be part of the Downsview Park sustainable development initiative is very attractive. The TRCA staff task force on long term office accommodation will be reporting on possible solutions to the TRCA long term office needs later in 2004. Downsview Park will be one of the options for consideration.

Staff have determined that over the next 5 years, to properly accommodate existing and future staff needs, between 4,000 and 9,500 square feet will be needed in terms of office space, meeting rooms and storage facilities. This reflects some staff growth and a significant increase in space to accommodate volunteers and community outreach opportunities. The immediate need for space is limited to about 4,000 square feet to enable staff to be removed from the office trailer at head office, to house the growing community outreach volunteer program and to bring together in one location certain business units. Relocation of staff from head office will enable the remaining space to be used more effectively to serve the public. Also, the needs of the Conservation Foundation can be accommodated.

Downsview Park has proposed that TRCA assume about 9400 square feet of space currently occupied by Downsview Park staff. The Downsview park staff will be accommodated in space to be renovated elsewhere on the site. Terms of the proposed lease include:

- five year term commencing in July 2004 and ending July 31, 2009; possibility of extension upon mutually agreeable terms and conditions.
- initial lease rate to be about \$8/square foot (including utilities, taxes, maintenance) rising to \$16-17/square foot; timing of increases to be negotiated.
- parking to be included (number of spaces to be determined).
- opportunities for joint education programming to be explored.

Downsview Park and TRCA will enter into negotiations in good faith. Downsview Park acknowledges and understands that the final lease is subject to Authority approval, availability of funding and terms and conditions satisfactory to TRCA staff and its solicitors.

In the long term, Downsview Park seeks TRCA as a participant in the sustainable development of the Park in terms of mutual program development and delivery, and as a participant in a sustainable office complex.

Attached is a drawing of the Downsview Park complex for reference with the proposed building location identified as "E."

**Report prepared by: Jim Dillane, extension 6292. Ron Dewell, extension 5245**  
**For Information contact: Jim Dillane, extension 6292, Ron Dewell, extension 5245**  
**Date: January 05, 2004**  
**Attachments: 1**



**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: 2004 BORROWING RESOLUTION**

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**KEY ISSUE**

The Toronto and Region Conservation Authority's (TRCA) Rules of Conduct require annual approval of a borrowing resolution.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the TRCA may borrow from the Royal Bank of Canada, or the TRCA's 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.**

**BACKGROUND**

The TRCA Rules of Conduct, Section XVIII, Banking and Borrowing, require that the borrowing of money by the TRCA shall be authorized by a resolution of the Authority. At each annual meeting, a resolution is presented to authorize borrowing for the coming year.

**RATIONALE**

The Authority's borrowing resolution provides that the TRCA may borrow up to \$10 million. This amount is necessary in the event that certain land acquisitions or other capital expenditures proceed prior to the actual receipt of funding from the TRCA's funding partners. Currently, the TRCA maintains a credit facility with the Royal Bank in the amount of one million dollars. The bank's credit line has not been used in recent years.

In 2004, staff will be seeking proposals for banking services. The Authority will be asked to consider recommendations for appointment of a financial institution to provide banking services. Depending on the outcome of the proposal call, the borrowing resolution may have to be amended.

**Report prepared by: Jim Dillane, extension 6292**

**For Information contact: Jim Dillane, extension 6292, Rocco Sgambelluri, ext 5232**

**Date: January 05, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: DIRECTORS AND OFFICERS INSURANCE**  
Follow-up to November Presentation

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**KEY ISSUE**

Members asked for additional information about increasing the insurance limits and possible coverage by their municipalities.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Toronto and Region Conservation Authority (TRCA) Directors and Officers insurance limit be increased from \$1 million to \$2 million, effective October 1, 2004.**

**BACKGROUND**

At Business Excellence Advisory Board meeting #7/03, held on November 14, 2003, during a presentation on the TRCA Risk Management program, members asked staff to investigate the additional cost to secure \$2 million in directors and officers insurance coverage. Also, the members asked that inquiries be made about possible coverage by municipalities of the members appointed by them.

**RATIONALE**

Having consulted with the Regions of Peel and Durham, it appears that municipalities do not carry directors and officers insurance coverage. Under the Municipal Act, municipalities are not considered corporations and therefore do not have "directors and officers." Conservation authorities are considered "bodies corporate under the Conservation Authorities Act." They have "directors and officers" and have traditionally carried this coverage.

It is not clear if a municipality would extend coverage to a municipal councillor appointed to a conservation authority in the event the conservation authority's directors and officers limit was exceeded. Staff has not sought out a legal opinion on this and the members may want to explore this with their own staff. Conservation authorities are separate corporate entities and the appointment of members to the Authority does not appear to carry any special protection.

Based on this information, it would be prudent to increase the limit to \$2 million. The cost to increase the limit to \$2 million is an additional \$1,118. annually, bringing the total premium cost to about \$4900. This could be done at the commencement of the policy year which is October 1, 2004, or sooner if the Authority wishes.

**Report prepared by: Jim Dillane, extension 6292**  
**For Information contact: Jim Dillane, extension 6292**  
**Date: January 05, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #8/03, January 16, 2004

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

**RE: ACCOUNTS RECEIVABLE STATUS REPORT**  
January 7, 2004

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**KEY ISSUE**

Review of accounts receivable and approval to write-off an amount owing.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE EXECUTIVE COMMITTEE THAT the amount due from Robertson Gaze Associates be written off.**

**BACKGROUND**

At Meeting #3/91, the members requested that for each of its meetings staff report on the status of the TRCA's receivables.

**RATIONALE**

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$5,930. 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 January 7, 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	83,276	27,808	14,642	977	126,703	11.9%
GOVERNMENT	307,970	143,176	5,326	1,455	457,927	43.0%
CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS	48,249	376,040	12,595	42,950	479,834	45.1%
<b>TOTAL</b>	<b>439,495</b>	<b>547,024</b>	<b>32,563</b>	<b>45,382</b>	<b>1,064,464</b>	<b>100.0%</b>
<b>% OF TOTAL</b>	<b>41.3%</b>	<b>51.3%</b>	<b>3.1%</b>	<b>4.3%</b>	<b>100.0%</b>	

Items in excess of \$1,000.00 included in the 90-plus-days column, are listed on the following page. The amount from Robertson Gaze Associates of \$4,621.56 is now deemed uncollectible and a recommendation to write it off the books is being made to the Executive Committee, as required by the TRCA's Accounts Receivable policy. With respect to the amount due from Choirs Ontario, \$26,612.10, staff are increasingly concerned that at least a portion of this amount may be uncollectible. Staff has had a number of discussions with this group and

although it is expecting funding from the Ontario Ministry of Culture, there may not be enough funds to satisfy all of the creditors. The TRCA (Education Section) has had a 10-year history with this company. There has never been a problem with collection until this year, although each year we've had to wait for the company to receive its Culture grant before receiving our payment in full.

Receivable balances, as reported on each of the previous reports to the advisory board, after 1999, are presented below:

<b>DATE</b>	<b>Total \$</b>	<b>90-Plus \$</b>
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 27/01	371,985	17,153
May 25/01	1,132,443	44,810
March 26/01	621,560	167,094
December 30/00	1,014,021	67,981
September 06/00	596,536	47,728
March 19/00	869,266	100,758
February 15/00	1,007,850	42,952

The list below itemizes accounts greater than \$1,000 included in the 90 day plus category.

<b>CLIENT NAME</b>	<b>AMOUNT \$</b>	<b>ARREARS INTEREST \$</b>	<b>AGE (DAYS)</b>	<b>NOTES</b>
Choirs Ontario	19,534.00	1,858.04	194	Amounts owed re: summer music camps at Albion Hills and Lake St. George Field Centres. Group is waiting for provincial funding before they can pay TRCA. This year, there is a great deal of uncertainty as to the amount that may eventually be recovered due to the company's recent financial difficulties.
	7,078.10	434.34	131	
First Pro Shopping Centres Ltd.	1,650.00	75.37	96	Outstanding amount is in regard to planning fees. Company has been contacted and has indicated it will forward payment to TRCA ...soon.
Robertson Gaze Associates	4,621.56	431.85	208	For planting materials. Company has advised that it is insolvent and cannot make any payments. Staff have now recommended that the amount be written off.
<b>TOTALS</b>	<b>32,883.66</b>	<b>2,799.60</b>		

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**Date: January 7, 2004**