



THE TORONTO AND REGION CONSERVATION AUTHORITY

Business Excellence Advisory Board Meeting #3/04

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

**June 11, 2004
9:00 A.M.**

SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

AGENDA

| | |
|---|---------------------|
| 1. MINUTES OF MEETING #2/04 (Enclosed herewith on Yellow) | <u>Pages</u> |
| 2. BUSINESS ARISING FROM THE MINUTES | |
| 3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF | |
| 4. DELEGATIONS | |
| 5. PRESENTATIONS | |
| 6. CORRESPONDENCE | |
| 7. SECTION I - ITEMS FOR AUTHORITY ACTION | |
| 7.1 GREENWOOD CONSERVATION AREA MANAGEMENT PLAN | 3-9 |
| 7.2 BRUCE'S MILL CONSERVATION AREA MASTER PLAN | 10-13 |
| 7.3 2004 CAPITAL DEVELOPMENT PROJECTS | 14-15 |

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| 7.4 | EMPLOYEE EXPENSES POLICY | 16-20 |
| 7.5 | CODE OF CONDUCT | 21-22 |
| 7.6 | TORONTO AND REGION CONSERVATION AUTHORITY CREDIT AND BILLING PROCEDURES | 23-25 |
| 8. | SECTION IV - ITEMS FOR THE INFORMATION OF ANOTHER BOARD | |
| 8.1 | ACCOUNTS RECEIVABLE STATUS REPORT May 17, 2004 | 26-28 |
| 9. | NEW BUSINESS | |

NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #4/04,
TO BE HELD ON FRIDAY, SEPTEMBER 17, 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 #3/04, June 11, 2004

FROM: Adele Freeman, Acting Director, Watershed Management Division

RE: GREENWOOD CONSERVATION AREA MANAGEMENT PLAN

KEY ISSUE

Approval of Greenwood Conservation Area Management Plan.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Greenwood Conservation Area Management Plan, dated May 2004, as attached, be approved;

THAT staff circulate the Greenwood Conservation Area Management Plan to the Town of Ajax, the City of Pickering and Durham Region for endorsement;

THAT staff send a letter of thanks to the members of the Greenwood Conservation Area Management Plan Advisory Committee for their dedicated assistance with the preparation of the management plan;

THAT the Greenwood Conservation Area Management Plan be circulated to members of the advisory committee, the Town of Ajax, the City of Pickering and other appropriate agencies, groups and individuals;

THAT staff prepare a report in the fall of 2004 on management plan implementation and stewardship, including the integration with a Watershed Plan for Duffins Creek and Carruthers Creek;

AND FURTHER THAT the Toronto and Region Conservation Authority (TRCA) and Town of Ajax staff be directed to utilize the Management Plan (Strategy) for Public Use on Conservation Authority Lands (1995) when considering new public uses in the Greenwood Conservation Area (CA).

BACKGROUND

The Greenwood CA comprises approximately 287 hectares of greenspace on Duffins Creek, which is located in the Town of Ajax and the City of Pickering in the Regional Municipality of Durham. TRCA and the Town of Ajax reached agreement on the management of approximately 222 hectares of the Greenwood CA effective May 1, 1999. The agreement period was established for one year with an option to renew by mutual consent. Starting in 1999, the Town of Ajax immediately opened the CA for public access seven days a week and provided a significant staff presence to maintain and improve the area. TRCA continues to manage the remaining 61 hectares, located in the City of Pickering.

Greenwood CA's strategic location in the southern portion of the Duffins Creek watershed, close to urban centres, makes it an important area for the provision of greenspace and natural ecosystem processes within the surrounding urbanizing environment. As a node within the Duffins Creek watershed, Greenwood CA provides habitat in the form of mixed upland forests, cedar swamps, wetlands, meadows, riparian habitat and a vibrant fishery.

The property hosts a number of land uses, including recreation in the form of group picnics and group camping, hiking and soccer fields, among others, as well as conservation, former aggregate extraction sites and forest management programs. Each of these land uses affects the character and ecological functioning of the CA, and must be carefully considered to ensure the long-term sustainability of the area's natural, resource and cultural features.

In the portion of the Greenwood CA located within the Town of Ajax, the lands to the east of the Duffins Creek are largely dedicated to low impact public uses and access, including picnic areas, soccer pitches infrastructure and parking, and other facilities and amenities. This area is home to summer YMCA camps and other group camp sites. There also exists a loop trail whose access point is situated close to the parking lot and an access road. Thus, this portion of the property is more developed in terms of public uses than the lands to the west of the creek.

To the west of the creek, there is a large tract of healthy, diverse forest which provides the habitat requirements for many species of flora and fauna, including many species of concern. Also in this section of the CA, there exist several softwood plantations which are managed by TRCA's Managed Forest Program. In addition, there are a variety of hiking trails which dissect this large forested area providing access to this scenic landscape.

The Town of Ajax manages this property, under management agreement with the TRCA, and as such manages the day-to-day operation and the maintenance and upkeep of trails, facilities and infrastructure. Town staff also develop and coordinate programs, activities and events, such as the yearly fall festival "Pumpkinville" and Winterfest.

The Rodar property, located in the City of Pickering, and managed by TRCA is less developed, containing a small parking area, a trail system, successional meadows, plantation forests and mature forests. This portion of the CA offers opportunities for passive public use, including interpretive trail systems and associated programs. Once actively managed by the TRCA, the area provided group camping opportunities for scout and guide groups in the now regenerating meadows situated on the tablelands west of the Duffins Creek. Due to financial constraints, this portion of the Greenwood CA property is no longer managed as an active site. As a result, any public uses occurring at the site will be restricted to passive uses such as access to the Trans-Canada trail and other local trails.

The TRCA initiated the preparation of a comprehensive management plan for the Greenwood CA in the spring of 2002. At Authority Meeting #6/02, held on June 21, 2002, the TRCA approved Resolution #A155/02 for the process for preparing a management plan for the Greenwood CA as follows:

THAT staff be direct to assist the Town of Ajax with the development of a Greenwood Conservation Area Management Plan;

THAT staff be directed to establish an Advisory Committee, which would include members of the public, interested community groups, the Town of Ajax and the City of Pickering to assist with the development of the plan and facilitate the opportunity for public input;

THAT the management agreement with the Town of Ajax for the Greenwood Conservation Area be renewed for one year;

AND FURTHER THAT Authority staff work with municipal staff towards consolidating these lands and other suitable green space lands under a comprehensive management agreement with the Town of Ajax.

The purpose of completing the Greenwood Conservation Area Management Plan was to examine the lands in detail and establish an appropriate type and level of management to ensure environmental sustainability of these lands into the future.

The plan was undertaken in three phases. Phases one and two focused on project start-up, background reports, general management zone development and detailed plan and recommendation development. The final phase included plan integration, finalization and approval.

At the start of the management plan process, TRCA worked with the Town of Ajax to establish an advisory committee consisting of representatives from the community and from stakeholder groups. Members from the following groups participated:

- Town of Ajax
- Ajax Recreational Advisory Committee
- Ajax Environmental Advisory Committee
- Heritage Ajax
- Duffins Creek Watershed Task Force
- TRCA

The advisory committee assisted TRCA staff in finalizing the project Terms of Reference, determining the management zones and management recommendations, and in developing the Trail Plan. The committee also provided technical input and assisted with the public consultation program regarding the management plan.

The public consultation program for this project consisted of four public meetings where the vision statement, proposed management zones, management guidelines and recommendations were presented. In addition, newsletters, questionnaires and comment sheets were provided to describe the project and invite public input.

Plan Vision, Goal, Objectives and Management Principles

The vision statement, goal, objectives and management principles were developed by the advisory committee to be consistent and integrated with a Watershed Plan for Duffins Creek and Carruthers Creek.

Vision:

The Greenwood Conservation Area, with its unique natural features, including environmentally significant areas, spectacular vistas, healthy and diverse forests, regenerating areas, and a vibrant fishery, will become a model for public land stewardship. The property will be carefully managed and monitored, using an approach which balances the ecological, social and economic needs of the natural and human communities of the area. This approach will protect, conserve and regenerate the ecological integrity of the area, while ensuring the long-term sustainability of the outstanding environmental features and natural systems. Human activities and appropriate public uses will occur in harmony with the ecosystems of the property.

Goal:

To protect and manage Greenwood Conservation Area with an ecosystem approach and in consultation with the community, ensuring sustainability of the natural and cultural heritage resources, while also encouraging a diversity of outdoor recreational and educational experiences that are compatible with healthy watersheds, respect the unique character of the area and which are sustainable in environmental, physical and economic terms.

Objectives:

Natural Heritage - To protect, restore and regenerate the natural ecosystems by ensuring the health and diversity of native species, habitats, landscapes and ecological processes. Maximize linkages and connectivity of the natural heritage features to one another and to adjacent areas;

Cultural Heritage - To identify, protect and conserve the cultural heritage features for their inherent value and depiction of the long-term human use and occupancy of the area;

Land Use - To ensure protection of the ecological integrity and cultural values of the land through innovative planning, management and appropriate conservation, recreation and other land uses;

Management - To manage the Greenwood CA in a manner that will ensure the achievement of all objectives and to provide for ongoing public involvement in the management process;

Education - To promote knowledge and understanding of the natural and cultural values of the land and water, their protection and management requirements, as well as their significance, sensitivities and interrelationships;

Stewardship - To promote and facilitate the ongoing public involvement towards partnerships that will foster sustainable living and will accomplish watershed management objectives, as well as implement Management Plan recommendations;

Recreation - To provide recreational opportunities which are consistent with all other objectives.

Management Principles

1. Conserve, protect and regenerate the ecological integrity of the area.
2. Ensure natural and cultural heritage sustainability with a cost effective approach.
3. Promote and monitor the use and enjoyment of the land ensuring minimal impact to the natural environment by striving for a balance between natural heritage and appropriate public uses.
4. Promote cooperation and develop awareness between all stakeholders and form partnerships that will enhance stewardship and provide protection of the lands.
5. Promote active community involvement and develop community stewardship that will foster an integrated approach to land use planning and implementation strategies.
6. Recognize, integrate, promote and enhance linkages between the Greenwood CA, the Duffins Creek watershed and other natural and cultural features.
7. Utilize flexible management approaches and continually evaluate management options to ensure the operations and existing infrastructure are both effective and appropriate.
8. Restore and naturalize Area of Concerns (AOC)s on the Greenwood property.
9. Utilize best practices in regards to erosion and forest management.
10. Expand public land holdings through acquisition, conservation easements, donations and planning incentives.
11. Effectively manage public use safety issues.
12. Promote accessibility to the Greenwood CA and its various facilities, wherever possible.

Plan Description

The Greenwood Conservation Area Management Plan was based on the management zoning approach that TRCA has used since 1997, starting with the Claireville Conservation Area Management Plan. The management plan was developed by using an ecosystem approach which identified and ranked the natural and cultural heritage resources for the entire property. All of the resource information was integrated to define the management zones and determine their boundaries and potential for public use.

A maximum total of eight management zones, which identify appropriate resource uses within each zone, were determined for the property. The zones included Nature Reserve, Natural Environment, Primary Restoration, Secondary Restoration, Public Use - recreation, Public Use - lease, Public Use - park operation and Special Management Zone. Approximately 93 percent (268 ha) of the property has been designated as Natural Reserve, Natural Environment, Primary Restoration and Secondary Restoration Zones. Permitted resource uses in these zones will range from no formal active use to low intensity trail and nature appreciation uses. The final routing of all trails will be field checked to ensure environmental suitability. The designated Public use - recreation zones were established to provide safe public access, parking where appropriate, staging areas and trail head information as well as picnicking areas.

Through research, analysis and consultation, detailed management recommendations and trail plans were developed and are included in the plan. At the final meeting of the Greenwood Conservation Area Advisory Committee, held on June 8, 2004, the committee recommended that the management plan be sent to the TRCA for approval.

Copies of the Management Plan and a colour map of the management zones will be available at the meeting.

RATIONALE

A management plan for the Greenwood CA was needed for the following reasons:

- Provide a framework and guidelines for the active management of the Ajax portion of the property by the Town of Ajax;
- Integrate Duffins Creek watershed planning with land management activities and requirements;
- Provide a framework for determining the ecological appropriateness of any proposed active use to ensure that the integrity, diversity and sustainability of the property be maintained;
- Provide an integrated trail plan that would ensure appropriate and safe active use while reducing negative impacts on the environment;
- Prepare for various land use changes in the surrounding area and increased demand on publicly accessible greenspace;
- Provide the Town of Ajax with a guiding document on how to manage the property over the long term.

TRCA and Town of Ajax staff have led the development of the management plan with the advisory committee providing input and direction into the vision, goal, objectives, management principles, management zones, management recommendations and trail plan. The advisory committee fully supports the management plan, and in particular the proposed trail plan and the recommendation for the creation of a community stewardship committee to be involved with the implementation of the plan.

The proposed management plan guidelines and recommendations have been integrated with a Watershed Plan for the Duffins Creek and Carruthers Creek and are consistent with the TRCA's Valley and Stream Corridor Management Program, the Strategy for Public Use of Conservation Authority Lands, the Terrestrial Natural Heritage System Strategy, as well as the The Living City Vision.

Individuals who have responded at the public meetings, through letters and questionnaires, also support the proposed management plan in order to protect the significant greenspace and only allow appropriate active use of the property. They also requested that any alterations to the plan must be subject to a public process.

The proposed eight management zones outlined in the management plan are intended to preserve, protect and enhance the natural, cultural and heritage resources of the area, while directing the kinds of compatible and appropriate uses that may occur within them. The management plan also recommends the establishment of a community stewardship committee to undertake implementation actions with TRCA support. Significant community appreciation, enjoyment, stewardship and sustainability of the Greenwood CA can be achieved through the proposed management plan.

DETAILS OF WORK TO BE DONE

- Establish a longer term lease agreement with the Town of Ajax for the management of Greenwood CA;
- TRCA and the Town will work on implementing the policy for the provision of a Dogs off Leash area within the Greenwood CA, and will finalize a concept plan for the area with public input;
- TRCA and the town of Ajax will establish a stewardship committee to assist with the implementation of the management plan, future planning and specific actions to achieve the objectives of the plan, including the Trail Plan;
- TRCA, the Town of Ajax and the stewardship committee will utilize the management plan to assist with private land stewardship, and to respond to land use planning documents;
- TRCA, the Town of Ajax and Durham Region will Investigate opportunities for property acquisition as outlined in the plan;
- TRCA will send copies of the management plan, along with a thank you letter to the members of the advisory committee. Copies of the management plan will also be sent to the Town of Ajax, City of Pickering and Durham Region for endorsement and request that the document be used in land use planning and other watershed management decisions.

FINANCIAL DETAILS

TRCA will investigate capital funding opportunities with Durham Region for land management issues which have been identified in the management plan, including the following restoration work:

- Forest management;
- Plantings; and,
- Special Management Zone (invasive species research and management).

Implementation initiatives in the town of Ajax portion of the Greenwood CA will be supported mainly by the Town, with TRCA undertaking restoration work and Trans-Canada Trail routing through the Rodar property. Provision for restoration work and development of the Trans-Canada trail in the Rodar portion of Greenwood CA has been included in the TRCA's 2004 budget under account numbers 109-15 and 109-16.

Report prepared by: Lisa Roberti, extension 5661

For Information contact: Lisa Roberti, extension 5661 or Mike Bender, extension 5287

Date: April 29, 2004

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

FROM: Adele Freeman, Acting Director, Watershed Management Division

RE: BRUCE'S MILL CONSERVATION AREA MASTER PLAN

KEY ISSUE

Master Plan for Bruce's Mill Conservation Area (CA)

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be directed to develop a Master Plan for Bruce's Mill Conservation Area (CA);

THAT an advisory committee be established, which would include one member each from the Rouge Park staff and the Rouge Park Alliance, interested community groups, business representatives, community residents, agency staff, municipal staff and local and regional councillors to assist with the development of the master plan and to facilitate the opportunity for public input;

AND FURTHER THAT the final master plan be brought to the Toronto and Region Conservation Authority (TRCA) for approval.

BACKGROUND

Bruce's Mill Conservation Area (BMCA) is located in the upper reaches of the Rouge River in the Town of Whitchurch-Stouffville, Regional Municipality of York. The Bruce's Mill study area is approximately 118 hectares in size with 89.5 ha of natural cover comprising 52 ha of forest, 2.5 ha of wetland (1.2% of watershed total for forest and wetland combined) and 35 ha of meadow/successional habitat.

BMCA hosts a variety of passive and active public use activities including hiking and picnicking. There are also several lease agreements for activities occurring on BMCA lands, including soccer, a driving range and agricultural uses. Additionally, the conservation area hosts a yearly Maple Syrup festival and an annual Children's Water Festival in partnership with York Region.

The TRCA has also entered into a long term lease arrangement with the Regional Municipality of York (Community Safety Village of York Region) for lands situated within the Bruce's Mill Conservation Area. The area subject to this lease consists of approximately 2 hectares of land, all of which is table land. Access is provided via the Bruce's Mill main entrance road. The parking lot located adjacent to the south of the leased lands will be shared by both parties. The safety village will provide a learning centre for students from York Region, and will create opportunities for students to participate in Bruce's Mill programs and activities, as well as ongoing promotion of the Bruce's Mill CA.

Bruce's Mill Conservation Area functions as a significant greenspace area for local residents and the broader region. Portions of Bruce's Mill CA have experienced an intensification of uses, including trail use and the development of soccer fields and a driving range. There is currently also agricultural use occurring on the Bruce's Mill CA lands, in the north-west corner of the property. While portions of the BMCA lands may be undergoing intensification, other areas are being actively regenerated and enhanced through changes in public use activities and environmental practices. This includes the discontinuation of swimming, the decommissioning of the dam and the increase in naturalizing areas and native plantings.

RATIONALE

It is an appropriate time to complete a master plan for BMCA, as there currently exists no comprehensive plan encompassing the current and future uses for the area. Land uses within and surrounding the park have changed significantly over the past twenty years. As a result, a master plan is needed to provide direction for the BMCA to ensure that it can respond to the changes in the availability of public funds and evolving concepts in conservation and sustainability, and move the TRCA towards its goal for The Living City.

A master plan will evaluate the public uses and facilities, the proposed changes to the site and determine appropriate management actions to ensure the long-term environmental and economic sustainability of the area. Furthermore, a master plan will evaluate the compatibility of these various public uses and make recommendations for the future.

Furthermore, BMCA is located in the headwaters of the Rouge River and within the boundary of the Rouge Park. The TRCA, in partnership with the Rouge Park, are currently developing a watershed plan for the Rouge watershed. It is therefore important to develop a master plan for BMCA which is well integrated and aligned with the overall watershed plan.

Additionally, the town of Whitchurch-Stouffville has prepared a Recreation Plan to guide public uses within the Town, and to address growing recreational needs as a result of increases in population growth. The plan points to a shortage in the availability of recreational space within the municipality. A master plan for BMCA can help address and compliment some of these municipal open space needs. This provides an opportunity to develop a partnership with the Town of Whitchurch-Stouffville, which municipal staff have acknowledged.

The master plan for BMCA will thus aim to address property management and public safety issues, respond to future demands and growth in the region, integrate and implement Rouge watershed plan management strategies, establish appropriate environmental protection and restoration techniques, receive public input regarding appropriate use, development and management of lands and create a sense of stewardship among users and adjacent land owners.

The master plan will complement a number of TRCA initiatives, including:

- TRCA's vision for the Living City and Strategic Plan;
- The Rouge Watershed Plan (in progress); and,
- TRCA's draft Terrestrial Natural Heritage System Strategy.

The goal of the BMCA Master Plan process will be to protect, conserve and manage the property within an ecosystem framework, and in consultation with the community ensuring watershed health, public enjoyment and environmental sustainability.

For the master plan process, staff will modify the TRCA model for developing a management plan that has been successfully used at Claireville, Boyd North and Glassco Park, Cold Creek and Greenwood Conservation Area's. The master plan model will include a description and evaluation of the property. The plan will also identify specific management zones within which a certain type of activity may be undertaken. In addition, a detailed site development and environmental restoration plan will be included along with design guidelines, public use market analysis, user impact analysis and an implementation strategy.

Staff have recommended the establishment of an advisory committee to provide an integrated approach to the development of the master plan. The committee will assist with determining management zones and management recommendations, and provide direction and comment on the public use development and restoration plans.

The TRCA will select and invite agency and community representatives to be members of the advisory committee for the duration of the project. Suggested advisory committee representatives could include:

- TRCA - Authority members and staff;
- Town of Whitchurch-Stouffville Councillors and staff;
- Town of Markham staff;
- York Region staff;
- York Region Tourism representative;
- Rouge Watershed Task Force members;
- Rouge Park staff representative;
- Rouge Park Alliance representative;
- Safety Village representative;
- Community residents;
- Local Business representatives; and,
- Public Interest Group representatives.

DETAILS OF WORK TO BE DONE

A project Terms of Reference will be developed by staff and it will include the scope of work responsibilities and projected timelines. Staff will also establish an advisory committee and compile all relevant background material on the subject lands into a background report that will be distributed to the advisory committee.

Following the establishment of management zones, TRCA staff will hire a consultant to undertake a public use market analysis, user impact analysis, 'green' design guidelines and an implementation strategy.

It is anticipated that the master plan will be completed by December 2005.

FINANCIAL DETAILS

Provision for the development of the Bruce's Mill Conservation Area Master Plan has been included in TRCA's 2004 Capital Budget under account 408-48.

Report prepared by: Lisa Roberti, extension 5661

For Information contact: Lisa Roberti, extension 5661

Date: April 29, 2004

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

FROM: Adele Freeman, Acting Director, Watershed Management Division

RE: **2004 CAPITAL DEVELOPMENT PROJECTS**

KEY ISSUE

Approval of the 2004 Capital Development Projects for Public Use Infrastructure.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be directed to implement the 2004 Capital Development Projects for Public Use Infrastructure.

BACKGROUND

At Authority Meeting #1/03, held on Friday, February 21, 2003, Resolution #A5/03 was approved as follows:

THAT the Authority approve the projects for 2003 and 2004 as presented.

The projects for 2004 have been revised based on urgency and business growth. Attachment 1 identifies the specific projects by location and estimated costs.

The Peel Washroom Upgrades proposal was approved by the Region of Peel for funding in 2004 for washroom renovations for Albion Hills Conservation Area and Heart Lake Conservation Area.

FINANCIAL DETAILS

Funding for these projects was approved in the 2004 Budget - Operating and Capital at Authority Meeting #4/04, April 30, 2004. The 2004 Public Use Infrastructure capital budget totals \$351,600 which includes \$300,000 from the 2004 capital development budget plus \$51,600 deferral from the 2003 capital development budget. Funding for the Peel Washroom Upgrades totals \$100,000 from the Public Use Retrofit capital budget.

Report prepared by: Derek Edwards, extension 5672
For Information contact: Derek Edwards, extension 5672
Date: May 21, 2004
Attachments: 1

Attachment 1

Proposed 2004 Capital Development Projects for Public Use Infrastructure

| LOCATION | DESCRIPTION | ESTIMATE |
|--|---|------------------|
| ALBION HILLS C.A. | | |
| Picnic Shelter | replace roof | 5,000 |
| Chalet Upgrades | installation of aluminum siding | 8,200 |
| Underground Storage Tank | removal of two UST to comply with regulation | 15,000 |
| Albion Hills Beach Centre Washroom Upgrades | upgrades include installation of energy efficient fixtures and lighting, non-slip flooring and painting | 24,250 |
| Albion Hills Sleepy Hollow Washroom Upgrades | upgrades include installation of energy efficient fixtures and lighting, non-slip flooring, roof repairs and painting | 24,250 |
| ALBION HILLS F.C. | boiler / fire code improvements | 10,000 |
| PETTICOAT CREEK C.A. | | |
| Pool Washroom Renovations | replace shower floor tiles and paint washroom | 3,000 |
| Picnic Area Washroom | upgrades to washroom interior | 3,000 |
| Pool Upgrades | pool deck and pump repairs | 15,000 |
| Picnic Shelter Roof | replace roof on two picnic shelters | 10,000 |
| Consultants Report | conduct audit of pool infrastructure | 10,000 |
| LAKE ST. GEORGE F.C. | | |
| Dorm 2 - Girls Washroom | renovate washrooms | 12,610 |
| Dorm 2 - Boys Washroom | renovate washrooms | 12,610 |
| BOYD C.A. | | |
| Refreshment Booth Roof | replace roof | 8,000 |
| Underground Storage Tank | remove two UST to comply with regulation | 9,300 |
| BRUCES MILL C.A. | | |
| Chalet Siding | installation of aluminum siding | 24,000 |
| Chalet Upgrades | upgrades to utilities and equipment | 5,800 |
| Clevis Washroom | repair retaining wall | 5,000 |
| Washroom Upgrades | install handwash unit in existing washroom | 2,000 |
| CLAREMONT F.C. | | |
| Kitchen/Dining Room Floors | resurface floors | 4,850 |
| KORTRIGHT | roof repairs for visitor centre and barn | 3,000 |
| LAKE ST. GEORGE F.C. | fire code improvements | 3,100 |
| BOYD FIELD OFFICE | water system upgrade to municipal service | 67,900 |
| GENERAL PROJECTS | 200 picnic tables - frames and material | 34,435 |
| CA PLANNING | Conservation Area Master Plans | 63,771 |
| HEART LAKE C.A. | Beach Centre washroom upgrades include installation of energy efficient fixtures, windows and lighting, replacement of partitions, roof repairs, non-slip flooring and painting | 48,500 |
| Contingency Fund | | 19,024 |
| TOTAL | | \$451,600 |

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

FROM: Catherine MacEwen, Manager, Human Resources and Safety

RE: EMPLOYEE EXPENSES POLICY

KEY ISSUE

Approval of the Employee Expense Policy for Toronto and Region Conservation Authority (TRCA) that consolidates current practices and is consistent with municipal standards in TRCA's jurisdiction.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Employee Expense Policy as described in the following report dated May 25, 2004, be approved to be effective July 1, 2004.

BACKGROUND

There are several employee expense policies which have been in place at TRCA for some time. This new policy was developed to address the need for greater clarity in our expense policies and to ensure that there is sufficient detail in the application of these proposed policies to allow consistency across all employees and all situations. As a result of this review, staff are recommending approval of the Employee Expense Policy as outlined in Attachment 1.

Report prepared by: Catherine MacEwen, extension 5219

For Information contact: Catherine MacEwen, extension 5219

Date: May 25, 2004

Attachments: 1

Attachment 1

Employee Expense Policy

Application

The employee expense policy applies to business related expenses whether expenses are incurred personally or by use of a corporate VISA card or other transaction. The policy sets limits on the amounts that staff may claim or spend for expenses and guidelines for non-eligible expenses. This policy applies to all TRCA employees and volunteers. Member's expenses are covered under their respective municipality rules.

Receipts or other “proof of purchase” in a form acceptable to the Controller must accompany all corporate VISA transactions or requests for reimbursement of personal expenses.

1.0 Meals

- Employees may pay reasonable costs for meals for business purposes as long as the cost per meal does not exceed the day \$40 per person limit. When submitting the expense, the employee must identify the individuals involved and the purpose of the meeting.
- Meal expenses involving only TRCA employees in occasional working meetings must be approved in advance by the employee's Manager or Director, whenever possible.
- Alcoholic beverages shall not be purchased or reimbursed by TRCA for any reason.
- Receipts must clearly indicate the name and address of the establishment.

2.0 Personal Purchases

- No personal purchases using TRCA credit cards or credit facilities are permitted.

3.0 Vehicle Travel

- Employees shall use alternative travel replacements like conference calling and public transit whenever possible especially when traveling to locations in Toronto. When alternatives are not available:
 - Employees shall make every effort to use TRCA vehicles when traveling on TRCA business; when using fleet vehicles all policies and procedures must be observed including exclusive use of ARI credit cards for fleet servicing and fuel.
 - Reimbursement for use of personal vehicles shall be in accordance with the TRCA policy and rates as approved by the Authority
 - Fees for parking while on TRCA business shall be reimbursed.
 - Employees who use an Authority vehicle for personal use outside of TRCA's area of jurisdiction must pay the established per kilometer rate for that personal use.
 - Employees who use their personal vehicle for business use are responsible for ensuring that their vehicle insurance is adequate for business use.
 - TRCA staff are responsible for observing all parking and traffic laws; TRCA shall not reimburse or pay for any fines for violation of any traffic or parking laws; employees who are charged with a traffic offense or parking violation while using a TRCA vehicle shall advise the fleet coordinator and/or Manager, Property/Asset Management immediately. Employees must personally pay any fines or other court costs incurred.

- TRCA staff are responsible for recording kilometres traveled using their personal vehicle, while on TRCA business and may seek reimbursement based on the approved Kilometre rate. Only travel from one business location to another is eligible for reimbursement unless the travel is from home to work during non traditional working hours and with the approval of the director or CAO.
- Toll charges for highway 407 when using a personal vehicle on TRCA business will be reimbursed. A written 407 invoice is required for reimbursement. All TRCA employees are expected to use the most cost effective route when traveling on TRCA business and only use the 407 when other routes are not reasonably available. Employees will not be reimbursed for 407 travel to and from home except when traveling for business purposes on non traditional working days. The costs of transponders will not be reimbursed.

4.0 Use of Authority Vehicle for Personal Use

- The policies on the use of Authority Vehicles for Personal Use are contained in the TRCA Policies and Procedures Manual found in the Lotus Notes database.

5.0 Conferences/Training Courses and Travel

- When attending an approved TRCA function including a conference or training course, and if meals are not included as part of the program, an employee may charge up to \$40 per day for actual cost of personal meals per person (receipts required); meal costs in excess of the maximum must be approved by the Chief administrative Officer.
- Expenses relating to conferences must be pre-approved by the employee's manager or Director.
- Expenses relating to training courses must be pre-approved by the Manager, Human Resources.
- Accommodation shall be based on best available economy room rates or conference rates. (Employees must ask for the "government rate" to determine if it is the best rate available)
- Travel arrangements for air, rail or bus transportation are subject to pre-approval by the employee's Manager or Director; air/rail/bus travel shall be based on best available economy fares; travel by other than economy class must be approved by the Chief Administrative Officer or a Director.
- When traveling on TRCA business, reasonable costs for ground transportation, taxis, transfers, parking, gratuities etc. will be reimbursed/paid subject to approval by the employee's manager
- Any travel outside Canada must be approved by the Executive Committee.
- When the Chief Administrative Officer/Secretary Treasurer has been authorized to travel by the Chair, his or her expense shall be submitted to the Chair or designate for approval.
- For conference and travel expense that is \$3,500 or less, the approval of the CAO is required. For expenses over \$3,500, the approval of the Executive Committee is required.

6.0 Corporate Credit Cards

- Corporate Credit Cards are provided to senior TRCA managers and selected staff with the approval of the CAO. Corporate Credit Cards must be used for TRCA business only and no personal expenses shall be charged to the Corporate Credit Cards.

7.0 Telephone Charges

- Personal long distance calling expenses are not permitted to be charged to TRCA credit cards or telephone facilities, both land lines and cellular.
- Reasonable personal use local telephone services (land lines) is permitted, at the sole discretion of the employee's supervisor.
- Reasonable personal use of cellular telephone services for local calls shall be permitted, subject to employee reimbursement for the cost of such calls.
- When attending functions outside of the TRCA local calling areas, only business related long distance calls shall be reimbursed.

8.0 Clothing/Safety Equipment

- Employees shall be reimbursed/paid for clothing and safety equipment in accordance with the Clothing/Safety Equipment policy (see the Uniform Policy in the Personnel Manual in Lotus Notes database for further information).

9.0 Memberships

- Reimbursement/payment of memberships in any organization must be approved by the Director and such membership must be of direct assistance to the employees' performance of their duties.
- TRCA shall not pay for professional memberships of employees who are required as a condition of employment to maintain a professional designation by way of membership in a professional organization.

10.0 Tuition

- Tuition for approved courses/programs shall be paid/reimbursed in accordance with the Human Resources policies; all such payments shall be pre-approved by the employee's manager and the Manager of Human Resources.

11.0 Fund-raising/Charitable/Advocacy Activities

- Expenses in support of fund-raising or advocacy, in line with The Living City objectives, must be pre-approved by the Chief Administrative Officer.

12.0 Expenses Not Allowed

- In suite hotel services including movies, mini bar or other non-essential hotel services.
- Medical travel insurance beyond that covered using TRCA benefits packages.
- Extended hotel costs when the employee has extended their travel time to incorporate personal travel time (e.g. An employee travels outside of the GTA to a conference. The conference ends on Friday but the employee stays for 2 more days of sightseeing. The costs of the hotel and meals for Friday night and the weekend are at the employee's own costs).
- Personal effects including purchase of personal items, loss of luggage, personal services like laundry or personal entertainment.
- Costs incurred by members of the employee's family while traveling with the employee.

13.0 Other Expenses

- Expenses for items not covered in the foregoing categories and/or not covered specifically by TRCA Purchasing Policies must be pre-approved by a Director or the Chief Administrative Officer

14.0 Signing Authority

- For the purposes of this policy, the Signing Authority will be:

| Individual Incurring the Expense | Signing Authority |
|---|------------------------------|
| Staff Member | Immediate Manager/Supervisor |
| Supervisor | Immediate Manager |
| Manager | Immediate Director |
| Director | Chief Administrative Officer |
| Chief Administration Officer | Chair |

15.0 Employee Use of Other TRCA Resources

- Employees shall not use TRCA resources for personal purposes except with the consent of a Director or CAO. This includes employee personal use of conference rooms, equipment or other TRCA facilities.

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

FROM: Catherine MacEwen, Manager, Human Resources and Safety

RE: CODE OF CONDUCT

KEY ISSUE

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

RECOMMENDATION

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

BACKGROUND

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

The current policy

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

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

1. An employee may accept entertainment usually associated with accepted business practices if:
 - It is infrequent
 - It serves a business purpose
 - It is appropriate for business responsibilities of the individuals involved.
 - It is not excessive or lavish
2. Employees should not give or receive gifts with more than a \$25 value without reporting the gift or favour to their immediate supervisor.
3. It is never acceptable or permissible to receive cash or cash equivalent of any amount (including stock or other marketable securities).

Proposed changes (highlighted in bold)

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

1. An employee may accept **restaurant meals** usually associated with accepted business practices if:
 - It is infrequent
 - It serves a business purpose
 - It is appropriate for business responsibilities of the individuals involved.
 - It is not excessive or lavish.
 - **It is approved by their Director or the CAO**
2. Employees should not give or receive gifts with more than a \$25 value.
3. It is never acceptable or permissible to receive cash or cash equivalent of any amount (including stock or other marketable securities).

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

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

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

**RE: TORONTO AND REGION CONSERVATION AUTHORITY CREDIT AND
BILLING PROCEDURES**

KEY ISSUE

Staff report on Toronto and Region Conservation Authority's (TRCA) customer credit and billing practices, as requested by the Business Excellence Advisory Board (BEAB) at Meeting #8/03.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Director, Finance and Business Development, be authorized to engage the services of a reputable collection agency as necessary to deal with specific problem accounts.

BACKGROUND

Actual TRCA revenue from admissions, program fees, retails sales, rentals, environmental planning and permitting fees and other forms of self-generated revenue amounted to just over \$11.0 million in 2003. The 2004 budget, which assumes substantial increases in planning and permitting fees and a recovery by Black Creek Pioneer Village (BCPV) and the campgrounds from the revenue shortfalls incurred in 2003, has a provision for TRCA generated revenue which is just over \$13.2 million. Although exact figures are not readily available, a substantial portion of this amount, exceeding several million dollars, is subject to credit terms. As requested by the BEAB at Meeting #8/03, held on January 16, 2004, this report examines TRCA's customer billing and credit practices.

RATIONALE

Guidelines and practices for billing and credit employed by TRCA are tailored to various programs and activities. The following is a summary of current guidelines and practices.

- *Special events, banquets and corporate functions:*
Weddings, banquets, enhanced picnics, workshops, corporate and similar functions held at various TRCA venues require payment in advance. Community groups attending conservation field centres are required to pay prior to the visit. Where advance payments are based on estimates, the difference is either refunded to the customer or invoiced, as needed.
- *Programs for schools and organized groups:*
Some programs require a deposit with the balance due upon arrival or invoiced after the event. Deposits may be non refundable. Picnics at conservation areas are invoiced after the fact. School groups attending conservation field centres risk forfeiting a \$500 deposit if cancellation occurs within six weeks of a visit.
- *Filming permits:*
Filming permits, including damage deposits, are collected in advance.

- *Industry standard commercial practices:*
In certain cases, 30 days' credit is extended in keeping with industry practices, such as with tour operators, landscape contractors, commercial firewood sales, etc..
- *Contracts work:*
Contracts, for construction work as an example, always include specified, enforceable payments terms.
- *Leases*
Residential rent payments, which are administered in accordance with lease agreements, are generally required at the beginning of the month or period. Commercial and farm leases specify payment terms, which may not necessarily require monthly payments or advance payments.
- *Government agreements:*
Amounts invoiced to other levels of government and public sector organizations generally reflect approved grant proposal terms. There are also occasions where TRCA will enter into a fee-for-service arrangement with public sector organizations. The risk of write-off is very low and the only issue is collecting payments in a timely manner.
- *Planning and permitting fees:*
Permits will not be issued unless payment has been received in full. Planning fees that have not been collected by the municipality or otherwise accompany the application are invoiced.
- *Credit checks:*
The majority of customers/clients to whom credit is extended are repeat and known to TRCA. Where customers are new to TRCA and not in the public sector, procedures provide for a credit application to be submitted and credit checks to be performed. A credit review not only looks at the credit worthiness of the applicant through contact with the applicant's bank and other references, but will also confirm the principals and the legal form of the business. Individual applicants under a residential lease are referred to Trans Union of Canada for a credit history.
- *Late payment interest charges:*
TRCA policies require interest penalties of 1.5% for each 30-day period an invoice remains outstanding. Between 2001 and 2003, inclusive, TRCA has collected about \$1,200 per year in finance charges, on average. TRCA, like many companies, uses interest charges as a tool to induce and negotiate payment of the original invoice amount, but is not always successful in collecting the penalty itself.

Summary

In general terms, the TRCA has had an excellent recovery rate on its accounts receivable. As previously reported to the BEAB, write-offs of uncollectible amounts have not been significant in either absolute amounts or as a percentage of total revenue. Between 2001 and 2003 inclusive, write-offs have averaged about \$1,700 per year. Elsewhere on the agenda, the report on accounts receivable identifies two accounts which will likely not be collectible. The larger doubtful amount (\$26,912) due from Choirs Ontario, occurred after a 9-year successful relationship with this group. These occurrences are rare and difficult to predict.

It is anticipated that in future write-offs of amounts due from developers in respect of environmental planning fees may be more prevalent. Effective December 2003, TRCA put in place substantial increases in planning fees, as well as new procedures which now require the TRCA to issue invoices directly to the developer or its agents, in contrast to the previous practices which relied solely on the municipality (in many cases unsuccessfully) to collect fees on behalf of the TRCA. These new procedures are proving effective as evidenced by a 220% increase in fee revenue for the first four months of 2004.

At a previous BEAB meeting, the members inquired about the use of collection agencies to help collect overdue accounts. Staff believe that under certain circumstances this could be a valid option, and seek direction to engage a suitable company or companies to determine if this is a cost effective solution.

In summary, staff continue to look for ways to stream line processes and to reduce the risk of uncollectible accounts. In recent years, the use of debit and credit cards has become more prevalent and has helped reduce the cost of handling cash and the need to extend credit. Hopefully, as "self serve" options which can be provided through the internet and other e-commerce solutions become more common place, the trend to lower costs and less risk will continue.

Report prepared by: Rocco Sgambelluri, extension 5232
For Information contact: Rocco Sgambelluri, extension 5232
Date: May 21, 2004

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #3/04, June 11, 2004

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

RE: ACCOUNTS RECEIVABLE STATUS REPORT
May 17, 2004

KEY ISSUE

Staff report on Accounts Receivable - May 17, 2004

RECOMMENDATION

IT IS RECOMMENDED THAT the report on accounts receivable of the Toronto and Region Conservation Authority, as of May 17, 2004, be received.

RATIONALE

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$9,979 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 May 17, 2004)

| | CURRENT | 31 TO 60 DAYS | 61 TO 90 DAYS | 90 PLUS DAYS | TOTAL | % |
|---|----------------|--------------------------|--------------------------|-------------------------|--------------|----------|
| SCHOOLS AND SCHOOL BOARDS | 115,755 | 6,161 | | 2,110 | 124,026 | 12.2% |
| GOVERNMENT | 125,230 | 251,097 | 77,583 | 68,255 | 522,165 | 51.3% |
| CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS | 232,096 | 53,203 | 27,558 | 59,140 | 371,997 | 36.5% |
| TOTAL | 473,081 | 310,461 | 105,141 | 129,505 | 1,018,188 | 100.0% |
| % OF TOTAL | 46.5% | 30.5% | 10.3% | 12.7% | 100.0% | |

Items in excess of \$1,000.00 included in the 90-plus-days column, are listed in the following chart:

| CLIENT NAME | AMOUNT \$ | ARREARS INTEREST \$ | AGE (DAYS) | NOTES |
|---------------------------------|------------------|----------------------------|-------------------|---|
| Choirs Ontario | 19,534.00 | 3,192.20 | 325 | Amounts owed re: summer music camps at Albion Hills and Lake St. George Field Centres. 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 | 895.33 | 262 | |
| City of Toronto | 51,184.06 | n\a | 138 | Contract for ravine restoration services with the city. |
| City of Toronto | 10,000.00 | n\a | 138 | Amount due under a contract for restoration services with the city. |
| Natural Resources Canada | 1,360.00 | n\a | 178 | Holdback amount due under contribution agreement. Will be released when TRCA provides final report in an acceptable format. |
| Sabourin, Kimble and Associates | 15,000 | 685.18 | 99 | Outstanding planning fees. The actual recipient of the services, Fairgate Homes, was contacted May 20. TRCA was advised that payment would be released. |
| Weston Consulting | 3,700.00 | 345.74 | 197 | Outstanding planning fees, one of many o\s invoices. Section manager has been in contact with the president of the company to negotiate a quicker turnaround time for payments |
| York University | 2,109.52 | 163.03 | 152 | The university claims administrative mix-up and will respond quickly. |
| Robertson Gaze Associates Inc. | 4,621.56 | 822.39 | 339 | For planting materials. Company has advised that it is insolvent and cannot make payment. |
| TOTALS | 114,587.24 | 6,103.87 | | |

The amount due from Robertson Gaze Associates Inc. of \$4,621.56 is very doubtful. The company has indicated, in writing, that it is insolvent and has discontinued operations. A search of the public record by Gardiner Roberts LLP indicates the company is not formally in bankruptcy. Staff have previously recommended this item be written off. However, once a contract with a collection agency is in place this will be one of the items referred to it.

With respect to the amount due from Choirs Ontario (a non-share Ontario corporation), \$26,962.10, it now appears that we are unlikely to collect on this account. Staff continues to be in contact with its volunteer board. It appears that paid staff have now been dismissed. TRCA staff was able to confirm with the Ontario Ministry of Culture the payment of the final grant installment, with the condition that the money be used for ongoing operations and not to pay down existing debt. Choirs has advised that any settlement of the current debt will only occur out of future fund raising efforts.

By way of background, 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 TRCA has had to wait for the company to receive its Culture grant before receiving payment in full.

All other amounts noted above are deemed collectible.

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

| DATE | Total \$ | 90-Plus \$ |
|--------------------|-----------------|-------------------|
| May 17, 2004 | 1,018,188 | 129,505 |
| February 17, 2004 | 1,386,809 | 178,370 |
| January 7, 2004 | 1,064,464 | 45,382 |
| November 2, 2003 | 951,999 | 101,194 |
| August 24, 2003 | 768,825 | 125,803 |
| May 25, 2003 | 445,116 | 168,327 |
| March 2, 2003 | 709,807 | 141,313 |
| October 20, 2002 | 774,831 | 46,237 |
| August 25, 2002 | 326,529 | 109,560 |
| May 26, 2002 | 658,514 | 201,158 |
| January 31, 2002 | 585,736 | 64,259 |
| December 30, 2001 | 1,078,071 | 38,666 |
| October 23, 2001 | 350,385 | 106,343 |
| August 27, 2001 | 371,985 | 17,153 |
| May 25, 2001 | 1,132,443 | 44,810 |
| March 26, 2001 | 621,560 | 167,094 |
| December 30, 2000 | 1,014,021 | 67,981 |
| September 06, 2000 | 596,536 | 47,728 |
| March 19, 2000 | 869,266 | 100,758 |
| February 15, 2000 | 1,007,850 | 42,952 |

Report prepared by: Rocco Sgambelluri, extension 5232
For Information contact: Rocco Sgambelluri, extension 5232
Date: May 21, 2004