

Senior Management Team

CEO Update

Presented by: John MacKenzie, CEO

September 24, 2020

CEO – Priorities

- COVID-19 recovery efforts to ensure staff and community health & safety while achieving service excellence
- Advocating for retaining and strengthening Provincial regulations under the CA Act and other Acts and Plans (e.g., PPS)
- Employee Engagement Action Planning
- Obtaining sustainable funding and any infrastructure stimulus funding from partners and senior levels of government
- Engaging TRCA Board of Directors on the MOU/SLA process to advance objectives with partners
- Meeting with all TRCA municipal partners before the end of the year to advance MOU discussions at Committees and Councils

Update on MOUs/SLAs Process with Partner Municipalities

Purpose

The purpose of developing and executing MOUs/SLAs with partner municipalities is to:

- Good governance/business practice for both Conservation Authorities and partner municipalities, to clearly outline roles and responsibilities and all potential services that TRCA is permitted to provide/deliver.
- Support partner municipalities in their needs and desired outcomes while aligning strategic priorities.
- Identify ongoing funding for TRCA's programs, projects and services for 2021 and beyond.
- Adhere to amendments made to the CA Act to improve consistency, accountability, and transparency around the work of conservation authorities funded by municipalities

Conservation Authority Act Amendments

The CA Act amendments received Royal Assent on June 6, 2019. Many of the provisions of the amended CA Act are still subject to enabling regulations. These regulations will, among other things, dictate funding arrangements for mandatory services funded by upper-tier municipalities. Mandatory programs are defined as:

- Programs and services related to the risk of natural hazards.
- Programs and services related to the conservation and management of lands owned or controlled by the authority, including any interests in land registered on title.
- Programs and services related to the authority's duties, functions and responsibilities as a source protection authority under the *Clean Water Act, 2006*.
- Programs and services related to the authority's duties, functions and responsibilities under an Act prescribed by the regulations (i.e. the *Planning Act*).

Types of Agreements (New and Updated)

Memorandum of Understanding (MOU)

- Establishes principles for **collaboration and partnership** with municipalities, an MOU will be used to set out the relationship, roles and responsibilities when **no funding** is being exchanged.
- MOUs may provide for the possibility of future fee-for-service or other agreements to implement objectives of the MOU.
- Typically, MOUs will be the first type of overarching agreement established with a municipality as part of this process.

Service Level Agreement (SLA)

- The SLA is intended to provide the **overarching framework** for TRCA and the municipality to work together to **deliver *municipal programs and services***.
- The SLA will address **services** that the municipality will provide explicit funding for and which are considered **non-mandatory** under the amended CA Act.
- The SLA will include a schedule that lists the **type of services** that the municipality may engage TRCA in providing.
- It is proposed that an SLA will be developed initially, with Letter Agreements that encompass either **existing or new projects/programs** being subsequently developed.

Types of Partner Agreements (New and Updated)

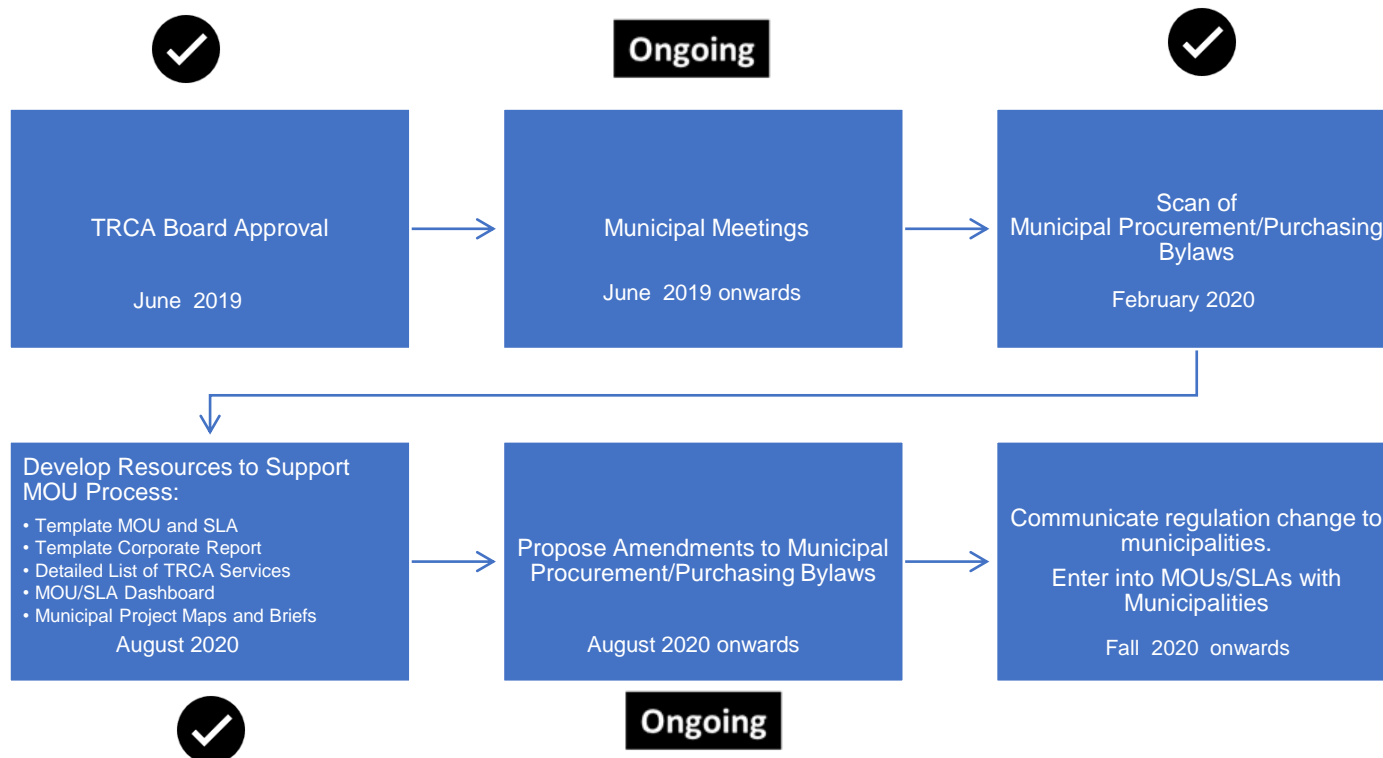
Letter Agreements

- A Letter Agreement will be prepared for each **project, program, initiative or type of service** that the municipality engages TRCA to deliver.
- A Letter Agreement will include, but not be limited to, project scope, deliverable and associated timelines, relevant key performance indicators, and funds to be provided in exchange for the services.

Individual Agreements for Complex Municipal Projects

- Some projects that TRCA carries out for municipalities, such as **significant** construction projects, will still require a **full agreement** that is separate from, and not based on, a Letter Agreement template.

MOU Development Process



Overview of Status - Peel

of Formal MOU meetings - 8

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Brampton	✓	✓	✓
Mississauga	✓	✓	✓
Caledon	✓	✓	✓
Peel	✓		

Overview of Status – Simcoe and Dufferin

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Adjala-Tosorontio	Scheduled		

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Mono	Scheduled		

Overview of Status - York

of Formal MOU meetings - 6

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Vaughan	✓	✓	✓
Markham	✓	✓	✓
Whitchurch - Stouffville	✓	✓	✓
King	✓	✓	✓
Richmond Hill	✓		
York	* Will be engaged as part of budget process		

Overview of Status – Toronto

of Formal MOU meetings – 8

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Parks Forestry and Recreation and Transportation	✓	✓	✓
Toronto Water	✓	✓	✓
Waste Management	✓		✓
CreateTO	✓		✓
Toronto Botanical Gardens	✓		✓

Overview of Status – Durham

of Formal MOU meetings - 8

Municipality	Engaged in MOU/SLA Discussions	Corporate Reports Prepared	MOU Templates Shared
Pickering	✓	✓	✓
Ajax	✓	✓	✓
Uxbridge	Scheduled		
Durham	✓	✓	

CEO – Challenges

- Ensuring staff understand and adhere to Communication protocols (e.g. Councillor requests, advance notice when engaging elected officials)
- Upholding Customer Service Standards
- Addressing stakeholder interests in major projects and securing associated approvals (funding/permitting) by Councils and government agencies
- Timing and uncertainty around draft CA Act Regulations
- Uncertainty around Infrastructure Ontario and Ministry of Infrastructure funding intake details
- Delivering on funding commitments (e.g., DMAF and NDMP projects) in the most efficient way possible

CEO – Required Cooperation

- Ensure Communication, Marketing and Events & Government and Community Relations Teams are apprised of planned events and municipal or political representative requests early
- MOU / SLA's will require input from, and coordination with, other divisions to refine template MOU and list of TRCA services for each municipality and to deliver successful programs and projects
- Keep Nancy and Victoria updated on any agreements for any Fee-for-Service work
- Continue to revise Detailed List of Services TRCA can provide as new opportunities arise
- Providing timely support/reviews of major infrastructure proposals, MZO's to ensure TRCA's issues/mandate upheld

CEO – Heads Up

- 2021 Budget process is currently underway
- 2021 Divisional priority setting will begin in October. Start thinking about year end performance by documenting examples – Situation Behavior Impact
- Encourage virtual year-end staff appreciation events recognizing in-person events such as TRCA Children's Holiday Party and Pancake Breakfast will be cancelled due to COVID-19
- Enthusiastically support Employee Engagement Action Plans once they are finalized
- Lead by example



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