



Toronto and Region  
**Conservation**  
Authority

**Regional Watershed Alliance**

**Agenda**

#1/17

November 15, 2017

6:30 P.M.

Waterfront Room, Head Office

**Pages**

1.	CALL TO ORDER	
2.	WELCOME AND INTRODUCTIONS	
2.1	OPENING REMARKS FROM TORONTO AND REGION CONSERVATION AUTHORITY CEO, JOHN MACKENZIE	
3.	DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF	
4.	PRESENTATIONS	
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5.	CORRESPONDENCE	
6.	ITEMS FOR ALLIANCE ACTION	
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**7. PROJECT TEAMS AND SUBCOMMITTEE VERBAL UPDATES**

**8. FACILITATED DISCUSSION**

**8.1 What motivates you to be a part of the Regional Watershed Alliance?**

**8.2 If you could select one regional sustainability related theme that the Regional Watershed Alliance would focus on, what would it be and why?**

**9. ITEMS FOR ALLIANCE INFORMATION**

**9.1 ONLINE ENGAGEMENT PLATFORM**

**10. NEW BUSINESS**

**11. ADJOURNMENT**

**NEXT MEETING OF THE REGIONAL WATERSHED ALLIANCE, TO BE CONFIRMED  
AT 6:30 P.M. AT HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN**

**Chandra Sharma, Director, Watershed Strategies**

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## Section III – Items for the Information of the Regional Watershed Alliance

**TO:** Chair and Members of the Regional Watershed Alliance  
Meeting #1/17, Wednesday, November 15, 2017

**FROM:** Chandra Sharma, Director, Watershed Strategies

**RE:** **TRCA COMMUNITY ENGAGEMENT STRATEGY**

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### KEY ISSUE

Overview of TRCA's Community Engagement Strategy (2017 - 2027).

### RECOMMENDATION

**THAT the staff report on TRCA's Community Engagement Strategy be received;**  
**AND FURTHER THAT Regional Watershed Alliance members consider integrating the recommendations and actions from the Community Engagement Strategy, as appropriate, in their work for the duration of their term.**

### BACKGROUND

At Authority Meeting #5/17, held on June 23, 2017, Resolution #A102/17 was approved, in part, as follows:

*"THAT the draft 2017-2027 Toronto and Region Conservation Authority Community Engagement Strategy be approved"*

Since the 1980s, Toronto and Region Conservation Authority's (TRCA) watershed and waterfront committees and task forces have been instrumental in supporting the development and implementation of TRCA's watershed management activities. The Rouge Comprehensive Basin Management Strategy (1988) was TRCA's first initiative supported by a citizen based "public committee." The 1989 Greenspace Strategy committed to a program of watershed strategy development for each of TRCA's watersheds in cooperation with a public advisory committee for each watershed. Over the past two decades, the Duffins-Carruthers Watershed Resource Group, Rouge Park Alliance, Don Watershed Regeneration Council, Humber Watershed Alliance and Etobicoke-Mimico Watersheds Coalition have played a significant role in building community stewardship capacity to help TRCA deliver on priorities of watersheds and waterfront. Watershed and waterfront residents and stakeholders are also engaged through Conservation Lands stewardship committees and integrated/multi-objective or sector-based programs such as Sustainable Neighbourhood Retrofit Action Plans (SNAP) and Partners in Project Green: A Pearson Eco-Business Zone (PPG).

TRCA's 2013 - 2022 Strategic Plan highlights regional sustainability challenges of increasing scope and scale - such as preparing for the impacts of climate change, transitioning to a low carbon economy, managing urbanization and growth pressures. The Plan also calls for regional engagement of a broad cross-section of the population at both local and regional scales within TRCA's jurisdiction. As such, in 2015, upon the completion of the existing terms for the Don, Humber and Etobicoke-Mimico watershed committees, the Authority directed staff to update TRCA's community-focused engagement model in light of new trends and opportunities in civic engagement and to facilitate the implementation of the Strategic Plan.

## Item 6.1

### Community Engagement Strategy

In 2015 TRCA launched the process of developing the Community Engagement Strategy (CES). This process provided staff the opportunity to not only look at new approaches to citizen governance, but also undertake a comprehensive review of its current community engagement activities while examining new trends in community engagement which will guide future directions in community engagement at TRCA. To clearly understand TRCA's current market and trends in best practices, the CES was completed in two phases: Phase 1 consisted of developing a background Community Engagement Assessment Report (CEAR) and Phase 2 included development of CES.

Staff from across TRCA participated in the development of the CES, along with an external working group comprised of members of past TRCA watershed committees and other TRCA citizen and hosted committees. Additionally, municipal staff and interested board members have also been consulted on various components of the CES. Consultation with municipalities will be ongoing as TRCA staff implement recommendations from the CES. The firm of Hardy Stevenson Associates helped staff with the development of the CES.

The purpose of TRCA's CES is "to align and guide TRCA's approaches to civic engagement over the next ten years so that TRCA supports broader and deeper community mobilization and maximizes collective impact in pursuit of TRCA's vision for The Living City." There are eighteen recommendations and forty five associated actions included in the CES Strategy categorized by four areas of focus:

- a) Who to engage?;
- b) How to engage?;
- c) How to support?; and
- d) How to evaluate?

A complete list of recommendations and associated actions from the CES can be found in Attachment 1.

For more information on the CES please visit:

[https://trca.ca/wp-content/uploads/2016/09/05-17-Report-Package-Authority\\_Jun23\\_20172.pdf](https://trca.ca/wp-content/uploads/2016/09/05-17-Report-Package-Authority_Jun23_20172.pdf)

Limited hard copies will be available at the first meeting of the Regional Watershed Alliance.

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**Date: November 9, 2017**

**Attachments: 1**

## **TRCA Community Engagement Strategy Recommendations and Actions**

### Recommendation 1:

#### **Ensure ongoing engagement of the general public.**

Action 1.1 Ensure that existing and new engagement programs that broadly target the general public engage a wide range of population segments across the watersheds and waterfront.

### Recommendation 2:

#### **Maximize engagement of the appropriate age group(s).**

Action 2.1 Build the capacity of youth by building their skills and awareness (e.g. TRCA's proposed community engagement centres).

Action 2.2 Expand engagement programs to engage older adults and seniors.

Action 2.3 Include pre-school children in engagement activities.

### Recommendation 3:

#### **Enhance existing relationships with non-governmental organizations (NGOs), thought-leaders and special interest groups.**

Action 3.1 To accelerate collective action towards common goals, engage NGOs, thought-leaders, and special interest groups in the proposed Citizen Governance Model.

Action 3.2 To mobilize grassroots action, build capacity within local NGOs through shared learning, shared resources, and access to information.

### Recommendation 4:

#### **Enhance relationships and engagement with the Indigenous communities**

Action 4.1 To hire an Indigenous Relationship Officer at the senior level.

Action 4.2 Develop an Indigenous engagement policy through engagement and partnership with Indigenous people.

Action 4.3 Update the existing Engagement Guidelines (June 2015) for Indigenous engagement as per the Indigenous engagement policy through engagement and partnership with Indigenous people.

Action 4.4 Provide training to TRCA staff on Indigenous engagement, knowledge and culture.

Action 4.5 Provide education and training opportunities for Indigenous communities and TRCA staff to promote mutual learning that help shape land use decision and enhance benefits for use of the land and water for spiritual purposes.

Recommendation 5:

**Enhance relationships with ethnically diverse communities.**

- Action 5.1 Extend TRCA's outreach and engagement programming to community hubs and similar entities within municipalities in TRCA's jurisdiction.
- Action 5.2 Build the capacity of a wide range of ethnic groups and new immigrants by building their skills and awareness.
- Action 5.3 Build new relationships and strengthen existing relationships with ethnic or faith-based organizations and community leaders.
- Action 5.4 Offer verbal and/or written communications in languages other than English, as appropriate.

Recommendation 6:

**Establish an effective and inclusive citizen-based governance model.**

- Action 6.1 Establish a Regional Watershed Alliance, Watershed/Waterfront Working Groups, an Indigenous Liaison Committee and a Youth Council to advance engagement between TRCA and its stakeholders.
- Action 6.2 Build capacity of Regional Watershed Alliance and Youth Council to act as a community resource to the Authority, TRCA staff and The Living City Foundation, advocate for and advise on local watershed priorities and regional sustainability issues, and to maximize impact through collective action.
- Action 6.3 In consultation with municipal partners, establish a clear line of communication and alignment approach with municipal environmental advisory committees and other committees as required.

Recommendation 7:

**Establish a Community Consultation Office to support both mandatory and mission-specific consultation.**

- Action 7.1 Establish an internal team of TRCA staff to develop and launch the Community Consultation Office based on objectives set out in the CES.
- Action 7.2 In consultation with TRCA's municipal partners, develop a partnership program to guide the relationship between the municipal partners and the Community Consultation Office.
- Action 7.3 Research paradigm shifts and ongoing benchmarking against best practices to deploy innovative approaches to consultation.

Recommendation 8:

**Maximize online engagement tools to strengthen the delivery of engagement programs through connecting external groups and organizations, facilitating discussions, and encouraging innovative and creative ideas.**

- Action 8.1 Develop an online engagement guide and update it regularly to incorporate up-to-date tools and relevant information.
- Action 8.2 Evaluate any deployed online engagement tools based on established objectives and expand it (e.g. geographically, by target audience, by program), as appropriate.

Recommendation 9:

**Develop a plan for and organize new large-scale public events to augment existing watershed events.**

- Action 9.1 Organize a watershed forum on an annual basis.
- Action 9.2 Organize regular large-scale event(s) focused on youth.

Recommendation 10:

**Deepen TRCA's reach by investing in established and new community-based engagement programs which build relationships, capacity and leadership among businesses, neighbourhoods, communities, schools and other special interest groups.**

- Action 10.1 Develop strategies and tools for use across TRCA's engagement activities that support the capacity of individuals and organizations from participants in TRCA's programs to partners and leaders of Living City actions.

Recommendation 11:

**Apply targeted approaches when developing new engagement programs that lead to future collaborations and/or partnerships with community leaders and groups.**

- Action 11.1 Facilitate collaborations between different groups (e.g. youth and older adults or seniors) to build a stronger knowledge base among the groups.
- Action 11.2 Encourage and support individuals and groups leading/hosting community-led initiatives through progressive transferring of knowledge and expertise.

Recommendation 12:

**Ensure that every engagement program or key initiative has an engagement plan aligned with the engagement goals in the CES.**

- Action 12.1 Develop engagement plans for all existing engagement programs or strengthen the existing plans.
- Action 12.2 Develop engagement plans for all new engagement programs at the beginning of program development.

Recommendation 13:

**Establish an effective approach for internal coordination on engagement.**

- Action 13.1 Establish an internal committee of TRCA staff from relevant departments to ensure cross collaboration on engagement programs.

Recommendation 14:

**Strengthen TRCA’s brand awareness and corporate-wide communications.**

Action 14.1 Develop a corporate marketing and communications strategy to support the CES.

Recommendation 15:

**Support implementation of the CES through reallocation of existing resources and new innovative funding mechanisms.**

Action 15.1 Develop a business plan and budget for new priority actions as these are scheduled for implementation.

Action 15.2 Collaborate with The Living City Foundation to generate funds to support the implementation of the recommendations in this CES, for other TRCA projects and community-led projects or initiatives.

Action 15.3 Cultivate the culture of philanthropy through crowd funding, and formal and informal fundraising events.

Recommendation 16:

**Ensure that every engagement program or key initiative has an evaluation plan.**

Action 16.1 Develop an evaluation plan for each new and existing program based on the monitoring, evaluation, and reporting framework.

Action 16.2 Evaluate the programs’ success based on the KPIs in the evaluation plan and determine whether the programs can be expanded or implemented at a broader scale.

Recommendation 17:

**Collect reliable, quality and up-to-date data (quantitative and qualitative) for effective program development and implementation, delivery, and monitoring and evaluation.**

Action 17.1 Collect data on the demographics of the jurisdiction at watershed and neighbourhood levels.

Action 17.2 Collect data on Indigenous communities within the jurisdiction in collaboration with the Indigenous people.

Action 17.3 Collect data on usage of ravines, municipal parks and waterfront trails.

Action 17.4 Collect necessary data that aligns with the KPIs in the respective evaluation plan to evaluate the success of programs or key initiatives.

Action 17.5 Implement a customer relationship management (CRM) (e.g. practices, strategies, and/or technologies) to document, analyze, and leverage interactions with residents and groups throughout the lifecycle of their relationships with TRCA (e.g. from an individual or a school group’s visit to TRCA’s park to that same individual or school group by organizing regular park cleanups).

Recommendation 18:

**Measure performance and report the results on an annual basis.**

- Action 18.1 Develop annual reports based on KPIs established in the CES as a knowledge management and guidance tool to evaluate performance.
- Action 18.2 Develop annual reports on the status of the engagement programs and key initiatives to the Authority.
- Action 18.3 Review and update CES every five years or as needed.

**Section I – Items for Regional Watershed Alliance Action**

**TO:** Chair and Members of the Regional Watershed Alliance  
Meeting #1/17, November 15, 2017

**FROM:** Chandra Sharma, Director, Watershed Strategies

**RE: ESTABLISHMENT OF SUBCOMMITTEES**

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**KEY ISSUE**

Establishment of Regional Watershed Alliance (Allience) Working Groups and Youth Council.

**RECOMMENDATION**

**WHEREAS THE Terms of Reference of the Regional Watershed Alliance proposes the establishment of Watershed/Working Groups, Youth Council, and Indigenous Liaison Committee;**

**THEREFORE LET IT BE RESOLVED THAT the following members of the Alliance work with staff to lead the establishment of Youth Council including development of terms of reference:**

a) \_\_\_\_\_; b) \_\_\_\_\_; c) \_\_\_\_\_; and d) \_\_\_\_\_.

**THAT the Watershed/Waterfront Working Groups be established by staff in consultation with members upon completion of a priority list of activities following the first meeting of the Alliance;**

**AND FURTHER THAT the establishment of the Indigenous Liaison Committee be put on hold until the Province has established clear guidance on this matter through the update to the Conservation Authorities Act.**

**BACKGROUND**

As per Regional Watershed Alliance Terms of Reference, the following committee structure is proposed:

**Watershed/Waterfront Working Groups**

The watershed/waterfront working groups are subcommittees of the RWA and formed as deemed appropriate by the Alliance. These committees may solicit local community representatives or experts to participate as needed. Mandate of these subcommittees can be watershed-wide or specifically focused around projects such as watershed plans.

To facilitate establishment of working groups, TRCA staff have identified a shortlist of high level priorities that align well with the mandate of the Alliance. A facilitated discussion will take place at the first meeting of the Alliance to seek members' input. Priority projects and scope of activities will be developed by staff following the first meeting of the Alliance.

### **Youth Council**

The Youth Council will be comprised of community youth champions, existing youth group representatives and new recruits. The Youth Council will report to the Alliance. The mission, mandate and goals, along with the Terms of Reference for the Youth Council, will be developed by TRCA and the Alliance in consultation with relevant stakeholders.

TRCA's Community Engagement Strategy (2017) recommends more focused engagement of youth to enhance the reach of TRCA programs and activities and prepare next generation of conservation leaders. Activities of Youth Council will build on existing engagement programs while deploying new tools and strategies to develop a strong network of youth driven to take active ownership of their local environment.

### **Indigenous Liaison Committee**

The Indigenous Liaison Committee will be comprised of members and experts from different Indigenous communities in TRCA's jurisdiction. The Committee will not have a reporting relationship with the Alliance or the Authority. They will liaise on Indigenous interests and help build stronger relationships between TRCA and the larger Indigenous population in the jurisdiction. This Committee will advise the Authority and staff on matters of community interest and liaise with the Alliance on mission-driven collective projects. The Alliance members may participate on this committee. This Committee will have opportunities to work with the Watershed/Waterfront Working Groups and Youth Council. TRCA staff and relevant stakeholders will collaborate on the development of a Terms of Reference for this Committee.

Enhancing relationships and engagement with the Indigenous communities' was identified as a key priority in the Engagement Strategy (2017). TRCA currently has strong relationships with many Indigenous communities and continues to engage them in various programs. Conservation Authority Act is currently under review by the province and anticipated to provide guidance on engagement of Indigenous communities. As a result, staff recommend delaying the establishment of Indigenous Liaison Committee until the Province has established clear guidance on this matter. Delaying the establishment of Indigenous Liaison Committee will not impact TRCA's ongoing engagement with Indigenous communities.

### **NEXT STEPS**

- Staff will work with designated members of the Alliance to develop a Terms of Reference and establish a Youth Council;
- Outcomes of the brainstorming session at the first meeting of the Alliance will be used to establish priority working groups by staff and a report will be brought back at the next meeting of the Alliance.

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**Date: November 9, 2017**

## Section I – Items for Regional Watershed Alliance Action

**TO:** Chair and Members of the Regional Watershed Alliance  
Meeting # 1/17, Wednesday, November 15, 2017

**FROM:** Chandra Sharma, Director, Watershed Strategies

**RE:** **TRCA REGIONAL WATERSHED ALLIANCE TERMS OF REFERENCE  
(2017-2021)**

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### KEY ISSUE

Regional Watershed Alliance (Alliance) input on “Section 5 Compensation for Regional Watershed Alliance Members” of the Terms of Reference.

### RECOMMENDATION

**THAT the Alliance Terms of Reference, approved by the Authority at Meeting #8/17, held on October 27, 2017, be received;**

**AND FURTHER THAT the Alliance provide input on compensation of members (Section 5) for staff consideration.**

### BACKGROUND

Regional Watershed Alliance Terms of Reference (2017-2021) was approved by the TRCA board (Authority) at Meeting #8/17, held on October 27, 2017 by Resolution #A178/17. Section 5 of the Terms of Reference states that:

*“At regular Regional Watershed Alliance meetings, as well as Watershed/Waterfront Working Groups, members will be eligible for travel expenses and any other expenses approved in advance by TRCA’s Director, Watershed Strategies, according to TRCA policy, where these are not covered by their agency or other source. The TRCA policy on volunteers is also applicable and can be accessed at:  
<http://trca.on.ca/get-involved/volunteer/volunteers-and-interns.dot>.*

*Members shall not receive a per diem or honorarium for attendance at meetings and functions.”*

Concerns on member compensation was raised by board member Mike Mattos stating that the compensation clause in the Terms of Reference is limiting in that it will be a barrier in engaging members of the community with financial limitations. As a result the Authority Chair has directed staff to bring back a report to the Authority on suggested changes and associated policy and financial implications.

Current compensation is consistent with TRCA’s historical practice established for the watershed committees. Members of TRCA citizen committees are considered TRCA volunteers and are subject to TRCA’s Volunteer Policy approved by the Authority. Section 9 of the Volunteer Policy deals with compensation of volunteers. The Policy states:

*“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;*

## Item 6.3

- *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.”*

### **NEXT STEPS**

- TRCA staff to seek Alliance’s input and advice on the compensation issue.
- Staff to present recommendations on Section 5 for Authority consideration.
- Regional Watershed Alliance Terms of Reference be updated as needed following Authority decision.

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**Date: November 10, 2017**

## Section I – Items for the Regional Watershed Alliance

**TO:** Chair and Members of the Regional Watershed Alliance Meeting #1/17, Wednesday, November 15, 2017

**FROM:** Chandra Sharma, Director, Watershed Strategies

**RE:** **2018 Regional Watershed Alliance Meeting Schedule**

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### KEY ISSUE

A schedule of meeting dates is proposed for the Regional Watershed Alliance.

### RECOMMENDATION

**THAT** the meeting dates for the Regional Watershed Alliance scheduled for 6:30 p.m. on the following dates be approved;

**AND FURTHER THAT** the meetings be held at 101 Exchange Ave., Vaughan, ON, unless otherwise noted.

#### 2018 DATES

<b>#2/17</b>	<b>Wednesday, February 21, 2018</b>
<b>#1/18</b>	<b>Wednesday, May 23, 2018</b>
<b>#2/18</b>	<b>Wednesday, September 12, 2018</b>
<b>#3/18</b>	<b>Wednesday, November 21, 2018</b>

### RATIONALE

A schedule of meetings is proposed to assist the Regional Watershed Alliance members. TRCA staff did an examination of the dates of municipality meetings to avoid conflict with council meetings within the Toronto, Peel, Durham and York Regions.

TRCA will provide meeting space to the Regional Watershed Alliance on a regular basis at 101 Exchange Ave., Vaughan, ON. This location is central to all the watersheds and easily accessible; however, the Alliance is encouraged to have meetings at various locations throughout the watersheds. Suggestions for other meeting locations are welcome. Subcommittee meetings will be hosted locally within the Project Team areas.

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**Date: November 9, 2017**