



STAFF REPORT INFORMATION ONLY

Organizational Structure of the Toronto Environment Office

Date:	April 20, 2007
To:	Parks and Environment Committee
From:	Richard Butts, Deputy City Manager
Wards:	All
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SUMMARY

This document responds to the request of the Parks and Environment Committee to report on a review of staff and policy coordination structures of the Toronto Environment Office to ensure better focus and coordination of City initiatives and one-stop shopping for the public.

The City of Toronto's new administrative structure that was implemented in 2005 assigned responsibility for the environment to the Deputy City Manager, Cluster B. An informal review of environmental activities and responsibilities across the City was undertaken in 2006, resulting in the establishment of the Toronto Environment Office.

The Toronto Environment Office's mandate is the management, coordination and integration of environmental issues across the City of Toronto, as well as enterprise-wide environmental planning and policy development. The Toronto Environment Office will be a central point of contact for City Councillors or the public for environmental issues or questions. Other coordinating mechanisms are the Executive Environment Team, project-based staff coordinating teams and the staff review of upcoming committee reports.

Financial Impact

There are no financial implications associated with this report.

DECISION HISTORY

At its meeting of January 23, 2007, the Parks and Environment Committee requested that the Deputy City Manager report to the Parks and Environment Committee on a review of staff and policy coordination structures of the Toronto Environment Office in light of the success of the Affordable Housing Office model to ensure better focus and coordination of City initiatives and one-stop shopping for the public. This report responds to that request.

ISSUE BACKGROUND

In late 2004, a new administrative structure was announced for the City of Toronto. One of the key features of the new structure was the creation of two Deputy City Manager positions that are responsible for a group of citizen-focused divisions. The Deputy City Manager for “Cluster B” Divisions was assigned responsibility for leadership on environmental issues. Within the Cluster, responsibility for environmental issues was delegated to the Executive Director, Policy, Planning, Finance and Administration (PPFA), who reviewed the existing organizational structure for environmental issues and make any necessary changes.

COMMENTS

The Toronto Environment Office

As a part of their regular responsibilities, division heads review and reorganize their divisional structures to meet changing operational needs as required. Accordingly, as requested by the Deputy City Manager, an informal review was undertaken by the Executive Director, PPFA, to assess the various environmental activities and initiatives underway in the City and determine how best to structure an environment office in “Cluster B” to be a central point of contact for environmental issues.

Expertise in various environmental areas appropriately resides in many City divisions, agencies, boards and commissions, related to their ongoing mandates. As an example, the Energy and Waste Management Office is part of the Facilities & Real Estate Division, where staff can apply their expertise to coordinate the City’s energy retrofit projects. As another example, water efficiency programs are delivered from within Toronto Water, where the necessary expertise exists. Appendix 1 shows some City Divisions and their major environmental initiatives. Some of the initiatives listed relate to the development of specific environmental policy, while others are operational in nature.

The Toronto Environment Office was established in September 2006 through a transfer of staff positions and budget from the Technical Services Division. Its mandate is the management, coordination and integration of environmental issues across the City of Toronto, as well as enterprise-wide environmental planning and policy development. The Toronto Environment Office will be a central resource for City Councillors or the public for environmental issues or questions.

The Toronto Environment Office will be comprised of three main units: Environmental Policy and Planning; Air Quality and Climate Change; and Corporate Environmental Support. The following paragraph provides information about the main responsibilities of each unit.

The Environmental Policy and Planning unit will coordinate the update of the City's Environment Plan in 2007, identify and monitor existing and emerging environmental issues and coordinate ongoing reporting on Environment Plan initiatives. The Corporate Environmental Support unit will provide support for the Executive Environment Team and will develop and execute various educational and outreach initiatives such as the Green Toronto Awards and the Green Toronto Festival. The third unit, Air Quality and Climate Change, will have the primary responsibility for the development of the next phases of the City's Climate Change and Clean Air Action Plan and the coordination of its implementation, monitoring and reporting.

Coordinating Mechanisms for Environmental Initiatives

The Toronto Environment Office has been established as a coordinating body for environmental initiatives, but there are also a number of other mechanisms in place to ensure the coordination of environmental initiatives.

1) Executive Environment Team

The Executive Environment Team (EET) was created in August 2005. Led by the Deputy City Manager, EET membership includes all divisions with significant ongoing environmental responsibilities and has representation at the Division Head or Director level. The purpose of the EET is: to provide strategic leadership and management oversight of environmental, environmental health and sustainability issues; to recommend and guide the implementation of corporate and city-wide environmental goals, priorities and policy initiatives; to facilitate a coordinated approach to environmental policy development across the corporation; and to promote collaboration and innovation on the environment. The EET will meet approximately 10 times during 2007.

2) Project-based Work Teams

Many environmental initiatives require input from multiple stakeholders in various City divisions. One major example is the update of the City's Environment Plan that is

scheduled for 2007. The original Environmental Plan, completed in 2000, contained sixty-six recommendations that spanned land, water, air, transportation, sustainable energy use, green economic development, education and awareness, governance, measuring and reporting and implementation issues. Similarly, the 2007 Environmental Plan will build on previous work in these areas to identify strategic priorities for future action. A team comprised of staff from many City divisions and ABCs was established in 2006 to start work on the update, under the guidance of the Executive Environment Team.

3) Agenda forecasting and review

Another area where the coordination of environmental initiatives happens is during the senior staff review of upcoming committee agendas and reports. Reports on environmental initiatives are identified early in the process so consultation and coordination can occur.

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ATTACHMENT

Appendix 1 Major Environmental Responsibilities of City Divisions

Appendix 1

Division	Major Environmental Initiatives
1. City Planning	Official Plan, Toronto Green Development Standard, Integrated Transportation Strategy, Smart Commute Program
2. Economic Development, Culture & Tourism	Green Economic Development Strategy
3. Facilities & Real Estate	Energy Plan, 90 Megawatt Program, Toronto Energy Retrofit Program, Better Buildings Partnership
4. Fleet Services	Green Fleet Transition Plan
5. Parks, Forestry & Recreation	Tree planting, Ravine Control By-law, Tree By-law
6. Solid Waste Management Services	Waste Diversion, Landfill Gas Utilization Project
7. Toronto Building	Green Roof Strategy, Green Development Standard
8. Toronto Public Health	Smog Alert Response Plan, 20/20 the Way to Clean Air, Access to Environmental Information, Pesticide By-law
9. Toronto Water	Water Efficiency Plan, Wet Weather Flow Master Plan
10. Transportation Services	Toronto Bike Plan, Pedestrian initiatives, Clean Roads to Clean Air, Light Emitting Diode (LED) Traffic Signals, Road Salt Management, Integrated Transportation Strategy