



STAFF REPORT ACTION REQUIRED

Mandate of the Toronto Environment Office

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| Date: | October 1, 2007 |
| To: | Parks and Environment Committee |
| From: | Richard Butts, Deputy City Manager, Cluster B |
| Wards: | All Wards |
| Reference Number: | P:\2007\Cluster B\PPFA\TEO\PE07011 |

SUMMARY

This report provides a description of the mandate, organizational structure, development plans, and collaborative partnership building orientation of the City of Toronto's Environment Office ("TEO").

RECOMMENDATIONS

It is recommended that the Deputy City Manager, Cluster B:

1. report back to Parks and Environment Committee in January of 2008 and identify the Toronto Environment Office's achievables for 2008 and associated performance measures.

Financial Impact

There are no financial impacts in 2007 beyond what has already been approved in the current year's budget that result from this report. Additional staff positions will be deferred for consideration during the 2008 Operating Budgeting process. The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

A staff report titled “Organizational Structure of the Toronto Environment Office”, dated April 20, 2007, was submitted to the Parks and Environment Committee and reviewed at the Committee’s meeting of June 6, 2007. At that time the Committee requested a further report that addressed the following concerns of the Committee, in addition to structure:

- expertise needed within the office;
- location within the organization including an organization chart;
- co-ordination with Agencies, Boards, Commissions and Departments; and
- partnership with other governments and non-governmental organizations.

This report addresses the Committee’s concerns and discusses the mandate of the TEO and its role within the City’s administrative structure.

ISSUE BACKGROUND

The City of Toronto’s current administrative structure was implemented in 2005. At that time the Deputy City Manager, Cluster B, was assigned responsibility for the environment.

Following a review of environmental activities and responsibilities across the City in 2006, a need was recognized for a staff unit that would focus on the development of environmental policy matters and co-ordinate on a corporate level policy directives provided by City Council. This subsequently led to the formation of the TEO with staff resources provided from the former Environmental Services unit of Works and Emergency Services’ Technical Services Division.

The former Environmental Services unit had a substantially broader mandate than the current TEO and associated staff complement. Its mandate encompassed: environmental planning and support; public consultation; energy efficiency; air quality improvement; and soil/water quality improvement.

Upon its creation in 2006, the TEO was housed as a unit within the Policy, Planning, Finance and Administration Division. Following recent adjustments in reporting relationships, the TEO now reports directly to the Deputy City Manager, Cluster B.

Prior to drafting this report, the Director of the TEO held interviews with all members of Parks and Environment Committee to gain their perspectives on the development of the TEO. An interview was also held with the Director of the City’s Affordable Housing Office to gain insight on the mandate and organization of that unit, which members of the Committee have suggested could be a role model for the TEO.

COMMENTS

Toronto Environment Office Mandate and Vision Statement

Staff of the TEO have recently been engaged in the development of vision and mission statements as part of a budget related reporting and accountability exercise. As part of the development process the statements have been reviewed and commented on by the members of the City's internal Executive Environment Team. The statements are presented here to provide Committee members with a concise statement of vision and mission for the TEO.

Vision Statement

“The Toronto Environment Office works to be a recognized centre of environmental excellence for the City, providing the leadership and building the partnerships to ensure a clean, green and sustainable future for all.”

Mission Statement

“The Toronto Environment Office serves the community and the corporation as a centre of environmental expertise and leadership by co-ordinating and implementing action across the corporation and the Toronto community on substantive environmental issues and concerns through research, collaborative planning, program development and sound public policy recommendations that emphasize sustainable development.”

Definition of “Environment”

The TEO defines “environment” in a comprehensive context that encompasses the natural environment (i.e. air, land, water and associated eco-systems), built environment (i.e. buildings, transportation modes, public works, energy production) and organizational environment (i.e. social, cultural and economic spheres) and their inter-action.

Structure:

The TEO is currently undergoing a re-organization. The objective is to design a management and reporting structure that will provide the means to achieve the mission statement and work towards the vision statement. The newly structured TEO will be positioned to provide research, policy development, program development and outreach. The three management positions reporting to the Director have been oriented with expectations in mind. They are:

- Manager of Partnerships and Innovations;
- Manager of Implementation and Support; and
- Manager of Research and Policy Development.

TEO Position in City Bureaucracy

The Director of the TEO reports directly to the Deputy City Manager, Cluster B. This is an adjustment in the reporting structure arising from the delegation of responsibility for the environment to the Deputy City Manager, Cluster B, and the associated necessity to stream-line the communications and reporting structure of the TEO to assist the Deputy City Manager carry out Council's comprehensive direction regarding environmental policies and associated programs such as the City's Climate Change, Clean Air and Sustainable Energy Action Plan. Prior to this adjustment in mid-summer of 2007, the TEO reported to the Executive Director of Policy, Planning, Finance and Administration.

Attached in Appendix A is a high-level organization chart showing the relative position of the TEO in the corporate reporting structure.

Expertise Needed within the TEO

The current staff complement in the TEO is a highly motivated team that is dedicated to a vision of Toronto that provides a healthier environment and sound economy based on sustainable development policies and programs. In order to successfully attain its mission and work towards its vision statement, the TEO will require additional staff resources with a mix of expertise in community outreach and animation, policy and program development and research skills, such as computer modelling and statistical analysis.

Currently, the TEO is under hiring constraints resulting from cost containment measures, as the TEO's budget is drawn from the City's Operating budget. Additional staff positions will be built into the 2008 TEO budget and will be engaged as cost containment measures are relaxed or removed.

Co-ordination with ABC&D

Inherent in its mandate statement is TEO's role as a co-ordinating body across the City's ABC&D's. Current examples of this are the co-ordination of the City's Climate Change, Clean Air and Sustainable Energy Action Plan and the co-ordination of green policy and program updates to Parks and Environment Committee from across the corporate spectrum of ABC&D's.

Several examples of corporate working groups organized to address specific tasks follow. This form of policy and program development harnesses an inter-disciplinary project team with a wide-range of expertise, knowledge and experience.

Climate Change Adaptation Strategy

A specific example of co-ordination under the Climate Change, Clean Air and Sustainable Energy Action Plan is the development of a climate change adaptation strategy. Currently, the working group for this project is comprised of representatives from the following organizations:

- Parks, Forestry and Recreation
- Toronto Environment Office (Chair)
- Toronto Public Health
- Insurance & Risk Management
- Finance
- City Planning
- Toronto Region Conservation Authority
- Office of Emergency Management
- PPFA: Communications and Public Consultation
- Clean Air Partnership

Enviro-Food Procurement Working Group

Another example of co-ordination under the Climate Change, Clean Air and Sustainable Energy Action Plan is the Enviro-Food Procurement Working Group, tasked with the development of a program to address Council's direction to promote local food production, increase community gardens, identify ways to remove barriers to the expansion of local markets that sell locally produced food and review the City's food purchasing policies.

The Working Group is comprised of a number of internal bodies that are engaging several key external agencies. The following list contains the current participating ABC&D bodies and the external agencies that have or are in the process of being engaged:

- Facilities and Real Estate
- Shelter, Support and Housing
- Toronto Environment Office
- Children's Services
- Parks, Forestry and Recreation
- Homes for the Aged
- Toronto Food Policy Council
- Economic Development, Culture and Tourism
- Toronto Public Health
- Legal Services
- Purchasing and Materials Management
- Toronto Environment Alliance
- University of Toronto
- GTA Agriculture Action Committee

Renewable Energy Action Plan Working Group

An example of internal environmental policy co-ordination is the Renewable Energy Action Plan Working Group, which TEO co-chairs with the Energy Efficiency Office of Facilities and Real Estate. The mandate of this Working Group is to maximize the production and use of renewable energy, working in conjunction with ABC&D's and Toronto businesses and residents. The membership of this body is as follows:

- Economic Development, Culture and Tourism
- Toronto Environment Office
- Toronto Community Housing Corporation
- Transportation Services
- City Planning
- Toronto Public Health
- Toronto District School Board
- Solid Waste Management Services
- Toronto & Region Conservation Authority
- City Planning
- Exhibition Place
- Toronto Zoo
- Toronto Atmospheric Fund
- Energy Efficiency Office, Facilities and Real Estate
- Parks, Forestry and Recreation
- Toronto Hydro Corporation
- Toronto Parking Authority
- Toronto Building
- Toronto Transit Commission

Executive Environment Team

TEO is also responsible for, on behalf of the Deputy City Manager, Cluster B, the management and co-ordination of the City's Executive Environment Team, which is a regular monthly forum of senior management from all City Divisions, the Toronto Region Conservation Authority and the Toronto Transit Commission to discuss and coordinate environmental policy, programs and projects.

Partnerships with other Governments and Non-Governmental Organizations

On a regular basis the TEO interacts with other governments at the Municipal, Provincial, Federal and international levels. This can take the form of participation on the Greater Toronto Area Clean Air Council (Co-Chaired by the Clean Air Partnership and the City of Toronto), a presentation to the Ministry of the Environment on the City's Climate Change, Clean Air and Sustainable Energy Action Plan, a review of Federal research on climate change, a funding application to the Federation of Canadian Municipalities, and a conference call with staff from municipalities in the United States developing and implementing their own Climate Change policies and programs.

The TEO has in place some well developed mechanisms for engaging the community on environmental issues. These include the Green Toronto Festival, the Green Toronto Awards, maintenance of and a current update to the City's Website Environmental Portal and ongoing participation of staff in a range of community events and presentations.

As part of the Live Green Toronto program, which is currently being developed, TEO is establishing a community development approach for engaging the community and through this program put in place resources and tools that will help communities and neighbourhoods identify and build cooperative efforts to take action to address environmental issues of concern to them.

TEO Engagement of External Stakeholders

Engagement of external stakeholders is a cornerstone of the work undertaken by the TEO, working from the basis that public policy and associated programs will be more readily taken up by stakeholders if it has been developed with their input. TEO staff work very closely with staff of PPFA's Communications and Consultation unit in the design and delivery of public engagement events.

Reflecting Toronto's diverse multi-cultural population efforts are made to engage potential participants through ethnic media advertising, translated materials and press releases that encompass ethnic media outlets. Efforts are also made to provide translation at public meetings.

Other considerations that are addressed in public engagement are geographic distribution of meeting locations, varied meeting times (e.g. holding meetings during the day, evening and weekends) to accommodate participants at different times of availability and non-conflict with major religious holidays.

The engagement process is also multi-media in its orientation, offering participants the

opportunity to provide their ideas, concerns and advise through the internet, by phone, and in writing, in addition to direct participation at an engagement event.

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ATTACHMENT

Appendix A: TEO's Reporting Structure