

Toronto 'The Green'



Mid-term Environmental Report Card 2008



Toronto Environmental Alliance



Toronto Environmental Alliance

**The Mid-term Environmental Report Card 2008 was
prepared by the Toronto Environmental Alliance in March 2009**

We greatly acknowledge the assistance of Alex Stoutley
in the research and development of this report.

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Executive Summary

In 2006, TEA predicted that Toronto would elect the greenest City Council since amalgamation. Council's voting record over the last two years has proved us right. For the first time, we are awarding a majority of Councillors with "A" grades.

On the smog and climate change front, Toronto has shown significant progress in 2008 by earning a "B+" grade (up from a C+ in 2007), matching its best ever performance in 2004.

This term of Council also saw Mayor David Miller move the environmental agenda to center stage, hoping to place Toronto at the head of a global push by municipalities to take action on climate change.

Sadly, there is a fly in the ointment. Our research and tracking shows that environmental plans, programs, and policies passed by Council often falter once handed to the City's bureaucratic arm for implementation. We fear there is a growing gap between Council's environmental commitment and the Civil Service's ability to get it done.

Our Environmental Report Card presents a detailed account of how Council voted over the last two years, including interim grades for each Councillor. We continue our tradition of grading the city's actions to reduce smog and cure climate change by providing an abbreviated version of our annual Smog Report Card. This is followed by an in-depth analysis of the level of delay in the development and implementation of environmental programs. In order to gain insight into these delays and find possible solutions, we conducted interviews with key stakeholders and reviewed best practices used in other municipalities.

We also provide recommendations to improve how City Council's environmental commitments are implemented. These recommendations are focused on three key areas:

Getting two key programs, Toronto's Sustainable Energy Plan and the Green Economic Development Strategy, back on track.

Improving coordination and engendering environmental commitment across City departments and agencies.

Providing greater public transparency regarding when, how and to what effect environmental programs are implemented.

Council Votes for the Environment

Environmental Votes 2007-2008

We congratulate Mayor Miller and his Executive Committee team, as well as key Councillors such as Gord Perks and Adrian Heaps, for working to bring meaningful environmental initiatives and solutions to the floor of Council. This Council has debated and voted on more environmental initiatives in the last two years than it did during its whole previous term.

Voting records provide an objective read of City Council's commitment to an issue. Accordingly, we have used eight key City Council votes on environmental plans and programs to measure Council's support for an environmental agenda. Our results show that the Council elected in 2006 is the greenest since amalgamation. We are pleased to see that it is responding to overwhelming public support for local governments to take action on issues like air pollution and climate change.

Here is a summary of the **KEY VOTES** we used in grading Toronto's Councillors:

Support 70% Waste Diversion, June 2007

During the debate on Council's goal of achieving 70% waste diversion through recycling and green bin composting, Councillor Denzil Minnan-Wong moved that Council receive the staff report as information. If Council had passed this motion, new waste diversion measures would have died. In this column, we count as a YES Councillors who voted in favour of continuing debate on waste diversion.

Change is in the Air Plan, July 2007

City Council adopted an ambitious climate change, clean air, and sustainable energy action plan, including specific targets for smog and greenhouse gas emission reductions.

New Tax Revenues, October 2007

City Council adopted a land transfer tax and a personal vehicle ownership tax. These taxes are necessary in order to finance Toronto's environmental initiatives.

Generate Renewable Energy, March 2008

City Council created a city-wide zoning bylaw to allow for the generation and distribution of renewable energy.

Council Votes for the Environment

Taking down the Gardiner, July 2008

City Council approved an environmental assessment to study the impact of removing the Gardiner Expressway between Jarvis and the Don Valley Parkway, and replacing it with a waterfront boulevard.

Mayor's Tower Renewal Initiative, September 2008

City Council approved the Mayor's Tower Renewal plan which will increase energy efficiency in over 1,000 high-rise residential concrete frame buildings in Toronto.

Community Right to Know Bylaw, December 2008

During the debate on a community right to know bylaw that would capture information on specific toxics being emitted into Toronto's environment, Councillor John Parker moved that the report be referred back to the Board of Health and be delayed for another year. In this column, we count as a YES vote Councillors who opposed referral of the report and wanted to vote on the bylaw.

Reduce Packaging, December 2008

In support of its 70% waste diversion goal, Council adopted measures to reduce in-store packaging by reducing plastic bag use, plastic water bottle sales at city facilities, and plastic take out food container use.

Level of Support

All but one of these initiatives (new tax revenues) was supported by over 2/3rds of Council. This level of support is not surprising for some initiatives such as adoption of *Change is in the Air* which provides "support in principle" for recommendations with little direct action. Mayor Mel Lastman's City Council unanimously adopted the recommendations presented in the City's "Clean, Green and Healthy" environmental plan in 2000 but went on to have heated debate and limited success when adopting actual programs. We see a real difference in this Council with votes on weightier or controversial initiatives, like the Community Right to Know Bylaw, fees for plastic bags and green bin pick up for apartment buildings, all of which would have faced much closer votes in past Councils.

COUNCIL VOTE COUNT REPORT

WARD	MAYOR/ COUNCILLOR	GARDINER	NEW TAXES	RENEW ENERGY	70% WD OPPOSE RECEIPT	TOWER RE- NEWAL	CLIMATE CHANGE PLAN	CRTK OPPOSE REFER- RAL	PACK- AGING	Y/N/ ABSENT	SCORE	GRADE
	Miller, David	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Scarborough East	Ainslie, Paul	Y	N	Y	N	Y	A	Y	Y	5/2/1	68.75	C+
Scarborough Southwest	Ashton, Brian	Y	N	Y	Y	Y	A	Y	Y	6/1/1	81.25	A
York Centre	Augimeri, Maria	Y	Y	Y	N	Y	Y	Y	Y	7/1/0	87.5	A
Beaches East York	Bussin, Sandra	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Don Valley East	Carroll, Shelley	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Scarborough Rouge	Cho, Raymond	Y	Y	A	Y	Y	Y	Y	Y	7/0/1	93.75	A+
Beaches East York	Davis, Janet	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Scarborough Centre	De Baeremaeker, Glenn	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Scarborough Agincourt	Del Grande, Mike	A	N	Y	N	Y	Y	Y	Y	5/2/1	68.75	C+
York South Weston	Di Giorgio, Frank	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
York Centre	Feldman, Michael	Y	N	Y	N	Y	Y	A	N	4/3/1	56.25	D
Willowdale	Filion, John	Y	Y	Y	Y	A	Y	Y	Y	7/0/1	93.75	A+
Broadveiw Greenwood	Fletcher, Paula	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Etobicoke North	Ford, Rob	N	N	Y	N	A	Y	N	N	2/5/1	31.25	F
Davenport	Giambrone, Adam	Y	Y	Y	Y	Y	A	Y	Y	7/0/1	93.75	A+
Etobicoke Lakeshore	Grimes, Mark	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Etobicoke North	Hall, Suzan	Y	Y	Y	N	Y	Y	Y	Y	7/1/0	87.5	A
Scarborough Southwest	Heaps, Adrian	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Etobicoke Centre	Holyday, Doug	N	N	Y	N	N	Y	N	N	2/6/0	25	F
Don Valley West	Jenkins, Clifford	N	N	Y	N	Y	Y	Y	N	4/4/0	50	D-
Scarborough Agincourt	Kelly, Norman	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Scarborough Rouge	Lee, Chin	N	N	Y	Y	Y	Y	Y	Y	6/2/0	75	B

Each vote is equally weighted.

Absentee votes receive a half the score of a positive votes.

All positive votes have been translated into "yes" votes.

Y (YES) = 1
N (NO) = 0
A (ABSENT) = 0.5

Grading Scale		
A+	90-100	20
A	80-89	4
B	73-76	5
C+	67-69	4
C	62.5-66	1
D	53-56	3
D-	50-52	2
F	0-49	6
Total		45

COUNCIL VOTE COUNT REPORT

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Etobicoke Centre	Lindsay- Luby, Gloria	N	Y	Y	A	Y	Y	A	Y	5/1/2	75	B
York West	Mammoliti, Giorgio	A	Y	A	Y	A	A	A	Y	3/0/5	68.75	C+
Toronto Centre Rosedale	McConnell, Pam	Y	Y	Y	Y	A	Y	Y	Y	7/0/1	93.75	A+
St. Paul's	Mihevc, Joe	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Etobicoke Lakeshore	Milczyn, Peter	Y	N	Y	Y	Y	Y	Y	N	6/2/0	75	B
Don Valley East	Minnan-Wong, Denzil	A	N	A	N	N	Y	N	N	1/5/2	25	F
Scarborough East	Moeser, Ron	Y	N	Y	Y	Y	Y	A	Y	6/1/1	81.25	A
Eglinton Lawrence	Moscoe, Howard	Y	Y	A	Y	Y	Y	Y	Y	7/0/1	93.75	A+
York South Weston	Nunziata, Frances	N	N	Y	N	Y	Y	Y	N	4/4/0	50	D-
Broadview Greenwood	Ootes, Case	N	N	Y	N	Y	A	N	N	2/5/1	31.25	F
Davenport	Palacio, Cesar	Y	N	Y	Y	Y	Y	N	A	5/2/1	68.75	C+
Trinity Spadina	Pantalone, Joe	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Don Valley West	Parker, John	N	N	Y	N	Y	A	N	N	2/5/1	31.25	F
Parkdale High Park	Perks, Gord	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
York West	Peruzza, Anthony	A	Y	Y	Y	Y	A	Y	N	5/1/2	75	B
Toronto Centre Rosedale	Rae, Kyle	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
Parkdale High Park	Saundercook, Bill	Y	Y	Y	Y	A	Y	N	A	5/1/2	75	B
Willowdale	Shiner, David	N	N	Y	N	Y	A	A	N	2/4/2	37.5	F
Eglinton Lawrence	Stintz, Karen	Y	N	Y	N	Y	Y	A	N	4/3/1	56.25	D
Scarborough Centre	Thompson, Michael	N	N	Y	Y	Y	Y	A	N	4/3/1	56.25	D
Trinity Spadina	Vaughan, Adam	Y	Y	Y	Y	Y	Y	Y	Y	8/0/0	100	A+
St. Paul's	Walker, Michael	N	N	Y	Y	N	Y	Y	Y	5/3/0	62.5	C

Each vote is equally weighted.

An absentee vote receives half the score of a positive vote.

All positive votes have been translated into "yes" votes.

Y (YES) = 1
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A (ABSENT) = 0.5

Grading Scale		
A+	90-100	20
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B	73-76	5
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D	53-56	3
D-	50-52	2
F	0-49	6
Total		45

Council Votes for the Environment

The Grades: Council Majority Gets Top Marks

TEA has been grading Councillors on their performance for over ten years and for the first time we have the pleasure of awarding "A" grades to a majority of Council. Including the Mayor, twenty-four Councillors received the top mark while five received a "D" and six were given failing grades. In contrast, in 2000 TEA awarded a majority of Councillors failing grades due to their support of the Adams Mine Landfill proposal.

Three Councillors deserve special attention for their grades:

Frank Di Giorgio A+ Change of Heart!



In 2006 we gave Councillor Di Giorgio an F for his poor performance. His perfect attendance and voting record in the last two years makes him the most improved grade on Council.

Congratulations Councillor Di Giorgio!

Case Ootes F Head in the Sand?



Councillor Ootes represents Toronto-Danforth, a community that clearly has green on its mind, yet he has received a failing grade from us almost every time.

Ward 29 deserves better!

Giorgio Mammoliti C+ Truant!



Councillor Mammoliti votes green... when he's there.

He missed over half of the votes we included!

Key Votes to Come

The next 20 months of Council will be filled with opportunities for Councillors to retain or improve their grades. TEA will be monitoring key votes that do the following:

- Buy and build green power.
- Ban two-stroke leaf blowers.
- Support a sustainable transportation agenda, such as implementing the Bike Plan & Transit City.

Most importantly, Council's voting record for the remainder of the term must reflect our need to stimulate Toronto's green economy. There is no better medicine for these tough economic times.

Toronto must pair its aggressive environmental agenda with the proper economic development strategies that ensure the money we spend - through purchasing green power and green products, building more transit, and reducing industrial air pollution - results in local jobs and sustainable industries.

Smog Report Card 2008

In July 2007, Toronto City Council unanimously adopted *Change is in the Air*, the most comprehensive smog and climate change action plan the city has ever considered. More than 18 months later, Torontonians have good reason to celebrate the City's achievements.

Implementing *Change is in the Air* is no small feat. It contains about 70 action items. As we noted in our 2007 Smog Report Card, plan implementation got off to a rocky start after Council put it on hold while a four month debate on new revenue tools was completed. Since then the City has made progress on many key recommendations. However, some recommendations still wallow without any action and others have been met with significant delay. In fact a recent staff report shows that 38% percent of the recommendations are completed and 62% are still outstanding.* Most notable is continuing delays in developing a plan to build green energy in Toronto.

Below we provide an abbreviated version of our usual Smog Report Card, evaluating and grading the city's progress on reducing smog and combating climate change.

Successes

We have already detailed some high profile initiatives that are underway as part of *Change is in the Air* in our analysis of Council's voting record. These include the Mayor's Toronto Renewal Initiative, the Renewable Energy Bylaw and the Community Right to Know Bylaw. In addition to these, Toronto has:

- **Adopted Phase 2 of the Green Fleet Transition Plan** to replace vehicles with fuel efficient alternatives and move towards using more environmentally friendly fuels, expected to reduce greenhouse gas emissions from the city fleet by 15,000 tonnes.
- **Established Live Green Toronto.** Program development began in Spring 2008 to provide Torontonians with the information tools and funding they need to reduce greenhouse gas and smog emissions in their homes and neighbourhoods. \$700,000 in grants has been awarded thus far.
- **Continued loans for sustainable and renewable energy projects.** The City is on track to invest \$64 million in zero-interest loans over five years for energy efficiency retrofits and renewable energy projects on municipal, school, hospital and broader not-for-profit sector properties.

*City of Toronto. Jan. 19, 2009. "Implementing the Climate Change, Clean Air and Sustainable Energy Action Plan". Staff Report to the Executive Committee of Toronto City Council.

Smog Report Card 2008

- **Adopted a local food procurement policy.** In October, City Council adopted a local food procurement strategy with a target of 50% buy local as soon as possible. An implementation plan is due Spring 2009.
- **Adopted Bike Plan Completion by 2012.** In December, City Council approved the necessary funds to finish a 1,000 km bikeway network by 2012.

Our 2007 Smog Report Card identified other priority actions the city should take to further aid implementation of the plan. To date, the City has moved on the following requests:

- **Adopt a moratorium on further TTC fare increases until the end of this Council term.** We were pleased with the Mayor's comments that there would be no TTC fare increase as part of the 2009 Operating Budget. While this fell short of a promise of no more fare increases until after the November 2010 election, it is a promising start.
- **Ensure planned service improvements for the TTC for 2008, addressing overcrowding and implementing the Ridership Growth Strategy (RGS).** The improvements happened as scheduled.

Endangered by Delay

While much has happened in 18 months, other key commitments have seen little action. Our analysis suggests that over 30% of the *Change is in the Air* plan recommendations have been delayed, which we discuss in more detail later in this report. Our greatest concern is the lack of coordinated planning and movement to achieve Toronto's renewable and sustainable energy goals. Specifically:

- **No plan for how city facilities will reach the 25% renewable power target.** In 2000, the City committed to obtain 25% of its electricity needs for city facilities from green sources. *Change is in the Air* directed the Chief Corporate Officer to report back on how this could be done starting in 2008. This report has yet to be presented. If City Hall hopes to enlist Torontonians to meet its aggressive and necessary GHG reduction targets, it has to first practice what it preaches by switching to green electricity.
- **No Implementation Plan for Sustainable Energy.** The City has aggressive greenhouse gas reduction targets and has put forward a comprehensive sustainable energy plan to help achieve these targets. However, there is no implementation strategy that sets out how the city would make the reduction targets a reality. A report was to be tabled in November 2008 but was withdrawn at the last minute. This delay involves 5 recommendations from *Change is in the Air*, having a significant impact on the success of the overall plan.

Smog Report Card 2008

Missing in Action

Missing in action are the following recommendations from our 2007 Smog Report Card:

- **Sign a long term contract with Toronto Hydro Energy Services Inc. by October 2008 to purchase 50-100 MW of green power.**

Purchasing green power would get Toronto on the path towards its green power targets and is especially important considering the delay in putting forward a comprehensive sustainable energy plan.

- **Publish an annual “State of Toronto’s Air” report.** This report should provide Torontonians with a summary of actions taken by the City on reducing smog over the past twelve months including:
 - status of city targets related to smog reduction;
 - how air quality has been affected by these actions;
 - money invested in improving air quality.

Recently, staff did a report on the status of *Change is in the Air* recommendations however, the report provides little overview of how actions taken are helping Toronto’s air and is written in very bureaucratic language. The report was buried in a Committee Agenda and was received without discussion. In conclusion, the report and its contents were inaccessible to the general public.

Smog and Climate Change Grade for 2008

SUBJECT	COMMENTS	GRADE
Sustainable Energy	<ul style="list-style-type: none"> Good progress on energy efficiency, renewable energy bylaw and Mayor's Tower Renewal Initiative <p>But...</p> <ul style="list-style-type: none"> No action on developing larger renewable power projects No action on purchasing green electricity No plan to stimulate local economy with sustainable energy actions 	20/30
Sustainable Transportation	<ul style="list-style-type: none"> Excellent progress on Transit City, Bike Plan and Green Fleet Plan No transit fare increase 	27/30
Community Engagement	<ul style="list-style-type: none"> Adopted Community Right to Know Bylaw Good progress with Live Green Toronto 	24/30
Targets, Monitoring and Reporting	<ul style="list-style-type: none"> Key reporting dates missed Status report late 	6/10
**Final Grade = 77 or B+		

2008 marks the city's second B+ grade - the first was awarded in 2004. This grade could have easily been an "A" had the Sustainable Energy Plan and other key recommendations of *Change is In the Air* not been delayed. The voting record shows that City Hall's political commitment to combating smog and climate change is at an all time high. The delays are largely bureaucratic and systemic in nature. In our next chapter, we explore the costs of and reasons behind the delays that plague many environmental programs.

**Breakdown of Final Grade

Category	Creating the Right Policies	Providing Adequate Funding	Implementing the Policies	Score
Sustainable Energy	7/10	8/10	5/10	20/30
Sustainable Transportation	9/10	9/10	9/10	27/30
Community Engagement	8/10	8/10	8/10	24/30
Targets, Monitoring and Reporting	n/a	n/a	6/10	6/10
Total	24/30 A	25/30 A	28/40 B-	77/100

The Cost of Delay

Toronto has vaulted itself to leadership status on climate change both in commitment and action. Mayor Miller now chairs the C40, an impressive group of municipal leaders from around the world who are stepping up to act on climate change, often in the face of their nation states' inaction, by making aggressive strides in carbon reduction. This has put Toronto in both the national and international spotlight. Too often Toronto's progress on environmental initiatives is slowed due to delays in policy development and program implementation. These delays threaten Toronto's reputation as a world leader on climate change, as well as the tangible benefits that come from action, such as cleaner air and greener jobs for our local communities.

A quick review of delays (past and present) clearly shows what is at stake. We provide a more detailed review of key delayed programs and recommendations under *Change is in the Air* in Appendix A.

Community Right to Know Bylaw

Toronto's Community Right to Know (CRTK) Bylaw, which took nine years to develop, sits at the most extreme end of the delay spectrum. First recommended by Council in 2000 and then again in 2002, CRTK wallowed in the Chief Administrative Officer's hands until taken over by the Toronto Board of Health in 2005. Development was further delayed under the Medical Officer of Health and his highly skilled Environmental Protection Office when reports showed up, months late, calling for more reports. A draft bylaw and program finally reached Council in late 2008. Council finally had the reports necessary to adopt the bylaw *nine years* after they first committed to it. The public will have to wait until 2011 to receive meaningful information about who is polluting in their neighbourhood.

A major part of the delay was due to a lack of effective coordination between various agencies to get the work done. Bureaucratic divisions between Toronto Public Health, a quasi-independent agency, and other departments involved in environmental matters made collaboration slow and difficult. Some staff simply did not believe the program was a good idea, regardless of Council's decisions, and opposed its development.

Local Food Procurement Policy

On the other end of the spectrum is the Local Food Procurement Policy, which was delayed by 10 months. The City's cost containment measures in the fall of 2007 led to reduced capacity to put this program together. Development also suffered from a lack of coordination between city departments that were going to have to implement the purchasing policy. Both resulted in a controversial report coming to Committee in May 2008 with vocal opposition from some staff. The report was deferred and a new report did not come back to the Council Committee until October 2008. As a result, Markham, not Toronto, became the first GTA municipality with a local food procurement policy.

The Cost of Delay

Table 2—Record of Delays in Developing and Implementing Environmental Programs

Program	Proposed Timeline	Status	Impact
PAST			
Community Right to Know Bylaw to disclose and reduce toxic pollution	Staff to report to City Council in 2003 on options.	Report came to Council in December 2008, resulting in adoption of the bylaw.	Public's access to information and supports for industrial toxic use reduction delayed by potentially five years.
Local Food Procurement Policy	Staff slated to provide report and recommendations in late 2007.	No report until May 2008, which was sent back for more work. Final report and City Council adoption occurred in October 2008.	Markham leaped ahead of Toronto and became the first GTA municipality to adopt local food procurement policy.
CURRENT			
Sustainable Energy Plan	4 key implementation reports were expected in 2007 or early 2008	Reports are expected at Executive Committee in April 2009.	There is no blue print of how Toronto will build renewable energy to meet its climate change commitments.
Green Power Procurement	City Council in July 2007 directed the Chief Corporate Officer to develop a plan to achieve the City's target of obtaining 25 percent of the City's electricity needs from green energy sources over a four year phase-in period starting in 2008.	Report is expected at Executive Committee April 2009.	Implementation will be delayed by at least 2 years, threatening Toronto's ability to meet its target.**
Green Economic Development Strategy	Manufacturing Action Team was to be formed and report to Committee in December 2007 on initial strategy.	Report is still outstanding.	As the economy falters, Toronto is not moving to attract and support green manufacturers.
Banning two-stroke engine leaf blowers	Staff directed to report back in 2008 on plan to ban use in 2010.	Report delayed until fall 2009	Unlikely ban will be ready for City Council's target of 2010.

** It is assumed that no meaningful implementation will be able to take place without budget allocation, which is unavailable until 2010.

The Cost of Delay

Looking at the past gives us good reason for concern about current programs that are delayed. Almost one quarter (24%) of the *Change is in the Air* recommendations have been delayed by over six months and many by over a year (see Appendix A). Those dealing with Green Power Procurement and the Sustainable Energy Plan are the most worrisome. Both of these programs are essential to the City's ability to meet its greenhouse gas reduction targets. Key implementation reports for both of these programs are delayed by over a year.

Toronto is also falling behind on its commitment to a green economy. In July 2007, City Council adopted the Green Economic Sector Development Strategy Work Plan. The strategy recommended that the City create a Green Manufacturing Action Team and that it report in December 2007 on initial steps to revitalize Toronto's manufacturing through green initiatives. That report never came and the team has not met in a year. The strategy also promised workforce development and training programs, energy retrofits for homes and buildings, local procurement policies, and assistance for small businesses. Some of these programs have been adopted in other forms by City Council, through Live Green Toronto and local food procurement. The 2008 Capital Budget committed \$75,000 to the Green Economic Sector Development Strategy, but there has been no report as to how the funds have been used for implementation. Delay in implementing the strategy is largely due to lack of capacity and leadership in the Economic Development department, which has had very high turn over in its senior staff over the last two years.

Now that Toronto is among the world leaders on climate change, we can no longer accept delays that traditionally plague many City environmental initiatives. If we want to be, as Mayor Miller promises, the greenest city in North America, we need to set a new standard for getting work done. It is not just about keeping Toronto in the environmental winner's circle; it is about ensuring that Toronto can meet its stated long-term commitments to clean up our air, land and water, and make Toronto more prosperous in the process.

The Cost of Delay

Identifying the Challenges and Solutions of Delay

We interviewed a number of stakeholders, both inside and outside City Hall, about why programs get delayed. Almost every one of them highlighted lack of coordination and collaboration between departments as the biggest cause of delay.

The **Toronto Environmental Office (TEO)** is mandated to coordinate development and implementation of environmental programs across the corporation and in the community. However, TEO regularly faces challenges in meeting this mandate, especially when programs involve departments and agencies outside the “cluster” of departments where the TEO is housed. Toronto's City departments and agencies are divided into three clusters or ‘silos’ that are managed independently by Deputy City Managers, who report to the City Manager.

TEO's cluster includes most of the hard services such as water, waste, and transportation. However, economic development, parks, real estate management and fleet services function outside TEO's cluster and manage significant environmental programs. Agencies such as Toronto Public Health, Toronto Hydro, Toronto Community Housing Corporation and the TTC are even more removed from the TEO and some stakeholders note that these agencies, which undertake significant environmental programming, have received few benefits from TEO's coordinative role.

The Executive Environmental Team, a group of senior staff who meet monthly, was also established to increase collaboration and coordination at a senior management level. Most internal stakeholders we talked to felt that the EET was not realizing its potential. Although a useful space for reporting what each department is doing on environmental initiatives, the EET is under-utilized for the collaborative interdepartmental discussions and decision-making needed to implement City Council's aggressive agenda.

Often noted in our interviews was the belief that some senior level bureaucrats have not adopted City Council's passion for the environment. In other instances, some think capacity is an issue, as is clearly seen with Toronto's economic development department and its delayed implementation of the Green Economic Development strategy. Most often, stakeholders thought that greater accountability within the corporation and to the public would help solve these challenges.

Best Practices from other Municipalities

TEA looked at how other North American municipalities leading on environment issues organize themselves to get things done. Of special interest were the ways in which these cities increased coordination and accountability. We found some common themes and practices that Toronto can learn from.

TOP LEVEL BUREAUCRATS

Cities like New York, Chicago, Vancouver, and Seattle have a top level bureaucrat/department whose job it is to manage and coordinate environmental initiatives. They report directly to either the Mayor or City Manager. In the case of Vancouver, the Sustainability Manager consults with a Steering Committee of General Managers and reports to the City Manager. Toronto, by contrast has a director and a department in a secondary reporting relationship to the City Manager - the TEO reports to a Deputy City Manager, who then reports to the City Manager.

COMMISSIONS AND REVIEW BODIES

Some cities use high level expert panels to recommend and evaluate action. Chicago established a Green Ribbon Committee in order to maintain the momentum created by their Climate Action Plan. Los Angeles' Environmental Affairs Commission is made up of five experts who hold monthly public meetings and provide advice to the Mayor, City Council, and General Manager on environmental matters. San Francisco's Commission on the Environment has the power to review and make recommendations on any policy proposed for adoption by any City agency. Right now Toronto has no arms length review body to aid in its implementation of environmental goals.

ANNUAL REPORTS ON CITY'S ENVIRONMENTAL ACHIEVEMENTS

Annual reports can provide an overview of the City's achievements in environmental policy. Seattle and San Francisco provide excellent examples of how to provide detailed status reports that are written in plain language with clear information on existing programs and how they fulfill stated goals. Seattle's SeaCAP Progress Report comes in two forms: one is a full-colour PDF available for download from their website *** and the other is a chart that details exactly what actions were recommended in the original plan, how these actions achieve the plan's stated goals, and the current status of the action. San Francisco publishes a Sustainability Report Card that includes all of its previously published goals and objectives, and defines what actions have been taken and the project's status.

Chicago's Green Ribbon Committee, which is made up of business and community leaders, reviews performance and recommends revisions, adjustments, and improvements. In many ways, this acts as an internal audit on the City's Department of Environment. The Green Ribbon Committee releases annual reports and holds an annual summit.

As mentioned previously, staff's recent status report on the *Change is in the Air* plan did not clearly link actions to achieving stated goals and the information was presented in a way that was generally inaccessible to the public.

***[http://www.seattle.gov/climate/docs/SeaCAP%20Progress%](http://www.seattle.gov/climate/docs/SeaCAP%20Progress%20Report.pdf)

Best Practices from other Municipalities

WEB PORTAL

The internet has become a key place for the public to engage with their municipalities around improving the environment. San Francisco (sfenvironment.org) and Chicago (ChicagoClimateAction.org) both have websites that provide viewers with clear, easy-to-understand information written in plain language. The interface is user-friendly and attractive.

City priorities and taking action are central themes on both sites, giving viewers a great sense of what is happening and what they can do to help. Both sites feature current news and press releases on the main page. A viewer can find out what the City is doing through its policies and programs, and what it plans to do in a few simple clicks.

The City of Toronto's environmental website, the Toronto Environmental Portal, (www.toronto.ca/environment/index.htm) is lacking in almost all respects in comparison to these sites. This is most evident on the main page, which has over 50 individual links and little sense of priority in the information provided.

The newer Live Green Toronto site (www.toronto.ca/livegreen/index.html) is a much better attempt at providing a more engaging and informative format for viewers but is narrowly focused on one particular program, and depends heavily on linking to the Environmental Portal for detailed information.

Toronto can learn a lot from cities like Vancouver, Seattle, Chicago and San Francisco, from hiring top level bureaucrats to increasing public accountability and communication through websites and annual reports. We don't expect all of the best practices presented above to be adopted by Toronto; some in fact may not be realistic or advantageous when studied more closely. But the City must recognize that its current way of developing and implementing environmental programs is inadequate and surely some of these practices can help. Our recommendations suggest some ways to start now in adopting a better way of working on key programs, and set out a process for discussing more systemic changes.

Recommendations

The City needs to step up action on key components of the *Change is in the Air* smog and climate change plan. Most importantly, the Sustainable Energy Plan needs to be paired with the Green Economic Development Strategy to develop synergy between Toronto's renewable energy and green job goals. Imagine Toronto installing windmills and solar panels built inside our own city boundaries.

Both of these plans have undergone serious delay and suffer from Toronto's siloed bureaucracy. We recommend that:

- Oversight of the Sustainable Energy Plan be moved to the City Manager's Office, with a designated staff person who coordinates between various departments to ensure synergy between this plan and other plans, such as the Green Economic Development Strategy.
- The General Manager of Economic Development review and report on how to restart the Green Economic Development Strategy and the Green Manufacturing Action Team, as well as how economic development can complement current and future environmental activities happening in other departments.
- The City Manager report to the Executive Committee by Fall 2009 on how the city can maximize green job creation from the implementation of the Sustainable Energy Plan.

The current structure for implementation of Toronto's environmental agenda is flawed. It lacks interdepartmental coordination and commitment. Therefore, we further recommend that:

- The City Manager review how interdepartmental environmental initiatives are handled and report to the Executive Committee no later than Fall 2009 on opportunities to improve interdepartmental coordination and commitment.

Recommendations

Public transparency and accountability helps drive action and evaluate success. We repeat our recommendation from our last Smog Report Card to:

Publish an annual “State of Toronto’s Air” report. This report should provide Torontonians with a summary of actions taken by the City on reducing smog over the past twelve months including:

- status of City targets related to smog reduction;
- how air quality has been affected by these actions;
- money invested in improving air quality

We also recommend that:

- The City Manager present the Executive Committee with options for auditing Toronto’s progress on environmental initiatives by the end of 2009.

City Hall has come far in its commitment to greening our city and help the planet. Toronto is a leader in diverting waste, transit, increasing energy efficiency and reducing toxic chemicals.

To remain leaders, City Hall’s politicians and bureaucrats must constantly look for ways to improve what they do and how they do it. Political commitment to environmental issues is at an all time high in Toronto, backed by a groundswell of public support for the City to take action. The bureaucratic arm presently lacks the ability to keep pace both with the politicians and the public.

Toronto’s new City Manager has a great opportunity to put things right. A few simple improvements could make a big difference.

Appendix A
Key Delayed Recommendations from the *Change is in the Air Plan*

Note: All information, with the exception of the "Estimated Length of Delay" and "Delay Details," is directly taken from a January 19, 2009 staff report to the Executive Committee called "Implementing the Climate Change, Clean Air and Sustainable Energy Action Plan."

DELAYED RECOMMENDATIONS THAT SUPPORT SUSTAINABLE ENERGY

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
5 (2e)	direct the Chief Corporate Officer to develop a plan to achieve the City's target of obtaining 25 percent of the City's electricity needs from green energy sources over a four year phase-in period starting in 2008;	In Progress	<p>At the Executive Committee meeting of November 10, 2008 a report was presented entitled, "Sustainable Energy Action Plan, Phase II". The report was referred back to City Staff and a follow-up report is scheduled for the April 2009 meeting of Executive Committee. Included in that report is recommended actions which address this recommendation.</p> <p>A copy of the November 2008 report can be found at: http://www.toronto.ca/legdocs/2008/agendas/ex.htm.</p> <p>The TTC has developed a RFP to purchase 5% of its electricity needs from green energy sources. At its March 31 – April 1, 2008 meeting to review the operating budget City Council committed to meeting the electrical needs of City Hall from green energy sources, starting July 2008.</p>	2 years +	<p>Delay Consequences:</p> <p>HIGH</p> <ul style="list-style-type: none"> City must lead by example. Unlikely that funds will be found prior to the 2010 operating budget
(65) 14e	direct the Chief Corporate Officer to report on progress in moving the City to a state of energy sustainability, and update Toronto's Sustainable Energy Plan annually, subject to the terms of the <i>Energy Conservation Leadership Act, 2006</i> ; and	In progress	A report entitled, "Sustainable Energy Action Plan" is being prepared for early 2009 and this report will outline recommended actions for reducing energy consumption in the heating, lighting and cooling of buildings.	6 months+	<p>Delay Consequences:</p> <p>HIGH</p> <ul style="list-style-type: none"> Sustainable energy development is key to meeting city's ghg and smog targets. The Sustainable Energy Plan has been available since July 2007. An implementation

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
					plan should not take almost 2 years to develop.
27 (7b)	direct the Chief Corporate Officer in collaboration with the Toronto Atmospheric Fund and Toronto Public Health, to develop a pilot program for residential solar hot water heating, and report in 2007 on the resources required to implement this program;	Completed	The Toronto Solar Neighbourhoods Initiative pilot program was launched on May 30, 2008 in the South Riverdale neighbourhood. A report will be presented in mid-2009 evaluating the pilot and making recommendations for potential expansion of the program city-wide. More information about the pilot program can be viewed at http://www.solarneighbourhoods.ca/	5 months	Delay Consequences: Minor
28 (7c)	direct the Chief Corporate Officer to develop a pilot solar heating program for privately owned swimming pools, and report back in early 2008 on the resources required to implement this program;	In progress	Opportunities for this program will be reported on as part of the report being prepared under recommendation 7b	15 months	Delay Consequences: Minor.
29 (7d)	direct the Chief Planner to prepare in 2007 a Renewable Energy By-law (Phase I) that will permit renewable energy generation as-of-right on all residential properties, setting appropriate restrictions on height, size and placement of structures and including changes required to waive building permit fees for residential PV solar energy installation;	Completed	At its meeting of March 3 & 4, 2008 City Council adopted a zoning bylaw amendment allowing the installation of renewable energy systems on residential properties. A copy of that report can be viewed at: http://www.toronto.ca/legdocs/mmis/2008/pg/bgrd/backgroundfile-10467.pdf .	4 months	Delay Consequences: Minor
31 (7f, 7g, 7h)	direct the Deputy City Manager to form an interdivisional and inter-agency steering committee to prepare in 2007 an interim report that addresses technical, financial, and service delivery options: <ul style="list-style-type: none"> to expand the existing deep 	In Progress	Preliminary discussions have started and City Council has approved \$100,000 towards the hiring of external expertise to assist in this evaluation.	13 months+	Delay Consequences: HIGH. This is a very simple way to increase Toronto's renewable energy portfolio by building on past

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	<p>lake water cooling capacity by 20 percent; and</p> <ul style="list-style-type: none"> to establish a long-term plan with the goal of doubling the existing capacity of deep lake water cooling; <p>authorize the Deputy City Manager to take all expedient steps, including a modified procurement process involving consideration of a minimum of three candidates identified by the Director, Toronto Environment Office, in order to hire a consultant to conduct a technical feasibility study on Deep Lake Water Cooling with a budget of approximately \$75,000, inclusive of all charges and taxes (funds in the amount of \$75,000 have been included in the 2007 Operating Budget of the Toronto Environment Office (WT0038-4100) as approved by City Council), on terms and conditions satisfactory to the Deputy City Manager and in a form satisfactory to the City Solicitor;</p> <p>direct the Deputy City Manager to include in the scope of the steering committee on expanding Deep Lake Water Cooling capacity, the identification of opportunities on an inter-agency basis for the introduction of new renewable energy technologies;</p>				<p>successes. We shouldn't have to wait to move on this.</p>
32 (7i)	city staff report back in 2007 on higher early targets for the installation pace of solar PV and solar thermal technology and build	In Progress	Many of the issues will be addressed through the preparation of the Sustainable Energy Plan – see recommendation 14e below.	14 months +	Delay Consequences: HIGH

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	polices that support more aggressive installation (for example, strengthening incentive programs for early adopters);				The City needs to start helping Torontonians who want to support and develop renewable power.
33 (7j)	City staff report back in 2007 with an assessment of geo-thermal options for Toronto and include a kit for potential residential, institutional and industrial adopters. Such reports also include an analysis of the future possible applications of hydrogen cell technology.	In Progress	City Staff has initiated a stakeholder consultation process that will ascertain the means that the City can employ to facilitate and promote geo exchange implementation. Included is the use of publicly owned lands such as road allowance, parks and parking lots.	14 months +	Delay Consequences: HIGH Toronto needs to start helping Torontonians who want to support and develop renewable power.

DELAYED RECOMMENDATIONS THAT SUPPORT ENERGY EFFICIENCY

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
10 (4c)	direct the Deputy City Manager to report in 2007 on the results of the research completed in partnership with E.R.A. Architects, the University of Toronto and the Canadian Mortgage and Housing Corporation of a step-by- step implementation framework to maximize the potential greenhouse gas reductions, community revitalization, social justice and economic development benefits of the renewal of Toronto's concrete high rise residential building stock;	In Progress	<p>The Mayor provided a report to City Council in September 2008, which was endorsed. The City Manager is to establish a project office and report back by March 2009 on actions taken to implement four pilot projects.</p> <p>A copy of the report presented by the Mayor can be found at: http://www.toronto.ca/legdocs/mmis/2008/ex/bgrd/bac kgroundfile-14989.pdf </p>	9 months	Delay Consequences: HIGH The Action Plan for the pilot projects is being developed. Full project implementation is still potentially years away: this significantly compromises the ability of the city to reduce ghg emissions and meet its targets

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
34 (7k)	City staff report back in 2007 on possible City strategies to promote energy efficient appliances;	In Progress	<p>This is being integrated into the Live Green Toronto program.</p> <p>Note: the Province currently provides a financial incentive for the purchase of energy efficient appliances.</p>	14 months	<p>Delay Consequences:</p> <p>Moderate</p> <p>No reason the city can't simply expand on existing provincial program.</p>

DELAYED RECOMMENDATIONS THAT SUPPORT SMOG REDUCTION

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
16 (4j & 4k)	<p>direct the Executive Director of Municipal Licensing and Standards, in consultation with the Medical Officer of Health to report back in 2008 on a plan to potentially ban the use of two stroke engines in powering home and garden equipment by 2010;</p> <p>direct the General Manager, Parks, Forestry & Recreation to report to Council, on how the change to two-stroke engines and leaf blowers can be phased in to address both the lawn service companies and residents;</p>	In Progress	An external consultant was retained in October 2008 and will prepare a report summarizing options and issues by January 2009. City Staff will then engage the community and relevant businesses in a discussion on issues and options and will report to Council in September or October, 2009. This report is being coordinated with the response to recommendation 9i	10 months +	<p>Delay Consequences:</p> <p>Moderate</p> <p>Inaction affects meeting our smog reduction targets</p>
23 (5.1)	the Executive Director, Municipal Licensing and Services, in consultation with the City Solicitor, submit a report to the Licensing and Standards Committee, on or before the Committee's scheduled meeting	In Progress	City Staff are currently exploring options and approaches and will report to City Council in mid-2009	21 months	<p>Delay Consequences :</p> <p>Moderate.</p> <p>It's unclear why there has been an almost 2</p>

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	of Oct 5, 2007, that identifies potential legal strategies and mechanisms, including a potential regulatory bylaw, to address the environmentally-regressive practice of a growing number of retail establishments running air-conditioners while keeping their storefront doors and/or windows open;				year delay. Either the city has the legal power or doesn't.

DELAYED RECOMMENDATIONS THAT SUPPORT SUSTAINABLE TRANSPORTATION

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
39 (8d)	direct the Director of the Toronto Environment Office working with the Director of Fleet Services to create In 2007, a Greening Commercial Fleets Enviro-Action Working Group consisting of representatives of the National Association of Fleet Administrators and operators of large fleets in the areas of phone, cable, utilities, retail and courier providers to work together to identify and implement actions that green these fleets and achieve a reduction in emissions city-wide;	In Progress	Interest in establishing this working group was explored but was limited. Further discussions being scheduled for 2009.	14 months+	Delay Consequences: MODERATE. Roughly 25% of smog deaths in the city are due to vehicle emissions. Greening commercial fleets is an easy way cut down on smog pollutants.
45 (9e &9k)	complete in 2007, Phase II of the Green Fleet Transition Plan, which will build upon the successful Phase I plan that resulted in an estimated 23% reduction in greenhouse gas emissions from the City's almost 4,000 vehicles; direct that all future contracts that	Completed	At its meeting of March, 2008 City Council approved Phase II of the Green Fleet Plan. At that time it was reported that implementation of Phase I has resulted in a reduction of approximately 5,000 tonnes in greenhouse gas emissions. More information about the City's Green Fleet Plan can be found at http://www.toronto.ca/fleet/gfp_08_11.htm . Note: The Idle Free campaign targeting City Staff	3 months	Delay Consequence: Minor

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	require a proponent to provide and make extensive use of heavy and light duty vehicles, contain components that outline fuel efficiency and green fleet requirements for those vehicles and that direction is provided concerning no idling;		operating city vehicles was launched in late 2007 and continues today.		
46 (9f & 15ii)	<p>direct the Executive Fleet Steering Committee to develop by mid-2008 a consolidated Green Fleet Plan for the TTC, Emergency Medical Services, Toronto Fire, Toronto Police and other Agencies, Boards, and Commissions for fleets not included in the Phase I Green Fleet Transition Plan and include in that plan actions to eliminate unnecessary idling of City vehicles through the City's Anti-Idling Campaign;</p> <p>report on the specific plans and actions in progress in greening the fleet in all Agencies, Board, Commissions and Divisions;</p>	Completed	<p>At its meeting of October 29 & 30, 2008 City Council adopted a Green Fleet Plan which included TTC, Emergency Medical Services, Toronto Fire Services and Toronto Police Services. The report can be viewed at</p> <p>http://www.toronto.ca/legdocs/mmis/2008/ex/bgrd/bac/kgroundfile-15920.pdf.</p>	3 months	<p>Delay Consequence:</p> <p>Minor</p>

DELAYED RECOMMENDATIONS THAT SUPPORT COMMUNITY ENGAGEMENT

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
20 (5c)	and establish in 2007 an Enviro-Business Working Group, with appropriate partners, or small businesses to create a comprehensive environmental efficiency and improvement	In Progress	Initial steps taken to establish a multi-stakeholder 'Green Manufacturing Team'.	14 Months+	<p>Delay Consequences:</p> <p>HIGH.</p> <p>Torontonians continue missing out on the local</p>

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	program that offers comprehensive pollution prevention and water / energy efficiency support;				economic benefits of green procurement
21 (5d)	establish in 2007 an Enviro-Food Working Group to develop and implement actions to promote local food production, review City procurement policies <i>and upcoming contracts</i> , increase community gardens and identify ways to remove barriers to the expansion of local markets that sell locally produced food;	In Progress	<p>In July 2008 the Board of Health initiated work on a ‘<i>Food Strategy</i>’ for the city and this initiative is being led by a multi-stakeholder steering committee and a report to the Board of Health will be made in 2009.</p> <p>Utilizing school board lands as a case study, the City in partnership with York University and the Toronto District School Board will complete in January 2009 a proposal for establishing small scale urban farms on school board lands.</p> <p>In September 2008 an internal staff working was established to identify and present recommendations for addressing the regulatory and policy barriers and issues associated with expanding food production within City boundaries. On February 5, 2009 the Parks and Environment Committee will hear expert presentations on this issue. A staff report will be presented to City Council in mid-2009.</p> <p>The City has already established the Black Creek Urban Farm, which serves as a model for urban farming activities.</p> <p>The “Enviro-Food Working Group” will not be established because it has been superseded by the following: The Food Strategy initiative which addresses the program content of the working group; the process started by the Parks & Environment Committee to look at food production issues; and City Council has adopted a Local Food Procurement Policy see recommendation 5(d) below.</p>	14 months+	<p>Delay Consequences:</p> <p>Moderate.</p> <p>Delay means that land that could be used for growing local food is lost to other uses</p>
(22) 5d(i) and 5d(ii)	immediately review upcoming food service contracts with the intent of a minimum of 10% locally grown	In progress	At its meeting of October 29 & 30, 2008 City Council adopted a Local Food Procurement Policy, directed City Staff to utilize Children’s Services as the case	5 months +	<p>Delay Consequences:</p> <p>Moderate</p>

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	food purchase; the Enviro-Food WG immediately begin to develop a plan with Children's Services for including locally grown food in all Cityowned daycare centres;		study and directed City Staff to report on an implementation plan for all City operations prior to the 2010 budget process. A copy of that report can be viewed at http://www.toronto.ca/legdocs/mmis/2008/gm/bgrd/ba ckgroundfile-16137.pdf . The report on an implementation plan will be presented in May 2009.		<p>The only opposition to a locally grown food procurement policy came from within city divisions.</p> <p>It does not bode well for other city-instigated procurement policies</p>
57 (11b i&ii)	<p>direct the Executive Director of Facilities and Real Estate to approach Toronto's universities, colleges and other interested organizations, to discuss forming research partnerships on energy-related issues of mutual interest, and report back on the progress of this initiative in early 2008;</p> <p>direct the DCM and the DCM/CFO, with a partnership group comprised of Toronto area post-secondary educational institutions, business and labour and related parties, to participate in and assist with the preparation and submission of a Letter of Intent by August 20 '07 to The Federal Grants Program for Centres of Excellence for Commercialization and Research expressing the City's desire to have and support for a Centre of Excellence fro Commercialization and Research based in Toronto. That they further be directed to: ensure the submission of a formal proposal in Oct '07 include in operating budget submission implications arising out of this proposal; and report back to</p>	In Progress	Stakeholder meeting held to discuss the development of "VE2NUS – The Virtual Environmental and Energy Nexus for Urban Sustainability". This will focus on bringing research and business communities together to stimulate technology commercialization.	12 months +	<p>Delay Consequences:</p> <p>Minor.</p>

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	Executive Committee on the outcome;				
61 (13a & 13b)	<p>direct the Director of the Toronto Environment Office, in consultation with the Medical Officer of Health, to complete in 2007 a process that engages all relevant City Divisions and Agency, Boards, Commissions and Corporations and community partners in order to prepare a report to the Executive Committee that:</p> <ul style="list-style-type: none"> identifies the components of a climate change adaptation strategy for City operations and the community; includes the actions steps required to develop a climate change adaptation strategy including project budget costs; ensures the strategy will incorporate the response mechanisms required to meet identified environmental changes including health related impacts, such as the heat alert response program; identifies the requirements for data collection and management and modelling; and incorporates stakeholders input; <p>authorize the Deputy City Manager to retain the Clean Air Partnership to provide assistance and technical expertise in the development of the City's adaptation strategy, on a sole source basis to a maximum of \$40,000 inclusive of all charges</p>	Completed	<p>At its meeting of July, 2008 City Council adopted unanimously the proposed approach to developing a Climate Change Adaptation Strategy and the report entitled, 'Ahead of the Storm'. A copy of the staff report can be viewed at: http://www.toronto.ca/legdocs/mmis/2008/pe/bgrd/bac/kgroundfile-12950.pdf, while a copy of Ahead of the Storm can be viewed at: http://www.toronto.ca/teo/pdf/ahead_of_the_storm_highlights.pdf.</p> <p>Related Work: At its meeting of September, 2008 City Council adopted an approach to addressing basement flooding in 31 priority areas and the allocation of over \$100 million in the five year capital budget for this initiative. A copy of the staff report can be viewed at: http://www.toronto.ca/legdocs/mmis/2008/ex/bgrd/bac/kgroundfile-15074.pdf.</p> <p>A vulnerability assessment for heat is being undertaken - Phase one will identify suitable data and methods that could be applied for a Toronto specific heat-related vulnerability assessment. A heat-related vulnerability assessment will identify who is most vulnerable, where vulnerable people live, what physical locations will be hottest, and where the effects of these factors overlap. The findings will identify areas in the City where people are especially at risk from heat, and will improve the city's ability to effectively deliver scarce resources.</p>	7 months	<p>Delay Consequences:</p> <p>Minor</p>

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	and taxes (funds in the amount of \$40,000 have been included in the 2007 Operating Budget of the Toronto Environment Office (WT0038-4100) as approved by City Council), on terms and conditions satisfactory to the Deputy City Manager and in a form satisfactory to the City Solicitor;				

OTHER DELAYED RECOMMENDATIONS

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
50 (9j)	direct the Director of Purchasing and Materials Management, in consultation with appropriate City divisions, to review the City's Environmental Purchasing Policy, and report back to the Executive Committee in 2007 on any recommended changes to the policy;	In Progress	Work was initiated in 2008 and a report will be presented to City Council by May 2009.	18 months	Delay Consequences: HIGH. The City can use its purchasing power to help promote local green jobs and a green economy. An Environmental Purchasing Policy that promotes local production of green products would go a long way towards ensuring Change is in the Air also benefits the local economy.
(66) 14f	direct the Deputy City Manager, Cluster B, to report on air quality and greenhouse gas emissions, outcomes of policies, programs and activities in connection with the Climate Change and Clean Air Action Plan and recommend changes and new	In progress	This report is the first status report on the implementation of the Climate Change, Clean Air and Sustainable Energy Action Plan, Phase I. As identified in this report, a report outlining additional recommended actions will be prepared in 2009 and presented to City Council in late 2009 or early 2010.	5 months +	Delay Consequences: Moderate Staff report is generally inaccessible to the public

Action Plan Rec #	Recommendation	Status	Comments	Estimated Length of Delay	Delay Details
	actions as part of regular annual reporting on the state of Toronto's natural environment and outcomes of policies, programs and activities		Related Reports: Report being prepared for the April 2009 meeting of the Parks and Environment Committee highlighting outcomes of all climate change related work based on the presentations made by the City's Agencies, Boards, Commissions, Corporations and Divisions during 2008 to the Committee. A report entitled, "Sustainable Energy Action Plan" is being prepared for April 2009 and this report will outline recommended actions for reducing energy consumption in the heating, lighting and cooling of buildings. See recommendation 14e above.		