

PRESENT

Paul Ainslie, Chair  
Navjit Kaur Brar  
Mike Colle  
Stephen Dasko  
Paula Fletcher  
Chris Fonseca  
Linda Jackson  
Maria Kelleher (*arrived at 10:21 a.m.*)  
Hugo Kroon  
Amber Morley  
Basudeb Mukherjee  
Jamaal Myers  
Steve Pellegrini  
Rowena Santos  
Don Sinclair  
David West

ABSENT

Dave Barton, Vice Chair  
Kevin Ashe  
Jon Burnside  
Shelley Carroll  
Joanne Dies  
Xiao Han  
Joe Li  
Josh Matlow  
Anthony Perruzza  
Mario Russo  
Dianne Saxe  
Connie Tang

**1. CALL TO ORDER**

Board of Directors Meeting #4/23 was held via videoconference, on Friday, April 28, 2023. The Chair Paul Ainslie, called the meeting to order at 9:41 a.m.

**2. ACKNOWLEDGEMENT OF INDIGENOUS TERRITORY**

The Chair recited the Acknowledgement of Indigenous Territory.

**3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

None.



**4. MINUTES OF THE TRCA BOARD OF DIRECTORS MEETING #3/23, HELD ON MARCH 24, 2023**

**RES.#A 61/23**

Moved By: Jamaal Myers

Seconded By: Stephen Dasko

**THAT the Minutes of the Board of Directors Meeting #3/23, held on March 24, 2023, be approved.**

**Carried**

**5. DELEGATIONS**

None.

**6. PRESENTATIONS**

None.

**7. CORRESPONDENCE**

None.

**8. SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION**

**8.1 2023 TRCA BUDGET**

**RES.#A 62/23**

Moved By: Amber Morley

Seconded By: Navjit Kaur Brar

**THAT the 2023 TRCA Budget, and all projects and programs therein, be adopted;**

**THAT TRCA staff be authorized to amend the 2023 Budget, to reflect actual 2022 provincial transfer payment allocations to set the amount of matching levy required by the Conservation Authorities Act;**

**THAT the cost of property taxes imposed by municipalities be included as additional levy to the participating municipalities where the lands are located, excluding the cost of property taxes which are passed on to a third party under a lease or similar agreement;**

**THAT, except where statutory or regulatory requirements provide otherwise, TRCA staff be authorized to enter into agreements with private sector organizations, non- governmental organizations or governments and their agencies for the undertaking of projects which are of benefit to TRCA and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved TRCA budget;**



**AND FURTHER THAT authorized TRCA officials be directed to take such action as may be necessary to implement the foregoing, including obtaining approvals and the signing and execution of documents.**

**Carried Unanimously.**

**8.2 RFT - SUPPLY AND DELIVERY OF COBBLE STONE TO ASHBRIDGES BAY TREATMENT PLANT LANDFORM PROJECT – BEACHES 3 AND 4**

**RES.#A 63/23**

Moved By: Linda Jackson

Seconded By: Don Sinclair

**WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires supply and delivery of cobble stone;**

**AND WHEREAS TRCA solicited tenders through a publicly advertised process;**

**THEREFORE, IT IS RECOMMENDED THAT Request for Tender (RFT) No. 10038955 for Ashbridge's Bay Treatment Plant Landform Project be awarded to Glenn Windrem Trucking at a total cost not to exceed \$2,020,837, plus applicable taxes, to be expended as authorized by TRCA staff;**

**THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$202,084 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;**

**THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;**

**AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.**

**Carried**



**8.3 REQUEST FOR TENDERS FOR CONSERVATION PARKS AND LANDS  
ASPHALT RESURFACING IMPROVEMENTS**

**RES.#A 64/23**

Moved By: Linda Jackson

Seconded By: Steve Pellegrini

**WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires contract services for asphalt resurfacing works;**

**AND WHEREAS TRCA solicited tenders through a publicly advertised process;**

**THEREFORE BE IT RESOLVED THAT RFT No.10038154 for Heart Lake Conservation Park Asphalt Resurfacing be awarded to Melrose Paving Co. Ltd. at a total cost not to exceed \$564,881, plus applicable taxes, to be expended as authorized by TRCA staff;**

**THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$84,732 (approximately 15% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;**

**THAT RFT No.10038155 for Indian Line Campground Asphalt Resurfacing be awarded to Ashland Construction Group at a total cost not to exceed \$641,830, plus applicable taxes, to be expended as authorized by TRCA staff;**

**THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$96,274 (approximately 15% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;**

**THAT RFT No.10038156 for Boyd Conservation Area Asphalt Resurfacing be awarded to Ashland Construction Group at a total cost not to exceed \$1,221,958, plus applicable taxes, to be expended as authorized by TRCA staff;**

**THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$122,196 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;**

**THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;**

**AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the**



obtaining of necessary approvals and the signing and execution of any documents.

Carried

**8.4 VENDOR OF RECORD ARRANGEMENT FOR THE SUPPLY AND DELIVERY OF VARIOUS PLANT MATERIALS 2023-2026 PLANTING SEASONS**

**RES.#A 65/23**

Moved By: Linda Jackson  
Seconded By: Steve Pellegrini

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs/projects that require native trees and shrubs;

**AND WHEREAS** TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria outlined in this report;

**THEREFORE IT IS RECOMMENDED THAT** TRCA staff be directed to establish a Vendor of Record arrangement with Grow Wild! Native Plant Nursery, Hortico Nurseries Inc., NVK Nurseries Inc., Verbinnen's Nursery Ltd., Hillen Nursery Ltd., Dutchmaster Nurseries Ltd., Pine Needle Farms Inc., and AVK Nursery Holdings Inc. for the supply of various plant materials for a period of three (3) years from August 1, 2023 to July 31, 2026;

**AND FURTHER THAT** authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

Carried

**8.5 VENDOR OF RECORD ARRANGEMENT FOR RENTAL OF CONSTRUCTION EQUIPMENT – CONTRACT EXTENSION**

**RES.#A 66/23**

Moved By: Linda Jackson  
Seconded By: Steve Pellegrini

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs/projects that require the use of rented construction equipment;

**WHEREAS** TRCA solicited proposals through a publicly advertised process and awarded Contract No. 10037819 through delegated authority to Atlas Dewatering Corporation, Battlefield Equipment Rentals, Cooper Equipment



Rentals Ltd., Herc Rentals, Sunbelt Rentals of Canada Inc., and United Rentals of Canada Inc. on August 1, 2022;

AND WHEREAS TRCA staff are satisfied with the goods and services provided to date under the current contract;

THEREFORE IT IS RECOMMENDED THAT TRCA staff be directed to exercise their contractual right to extend the VOR arrangement with Atlas Dewatering Corporation, Battlefield Equipment Rentals, Cooper Equipment Rentals Ltd., Herc Rentals, Sunbelt Rentals of Canada Inc., and United Rentals of Canada Inc. for an additional one (1) year, to August 1, 2024;

AND THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

AND THAT TRCA staff shall only order equipment under this contract that is manufactured in 2008 or later, unless such equipment is not available by any Vendor, in which case, an older piece of equipment may be used;

AND FURTHER THAT TRCA staff will include a requirement for Vendors to have equipment that is manufactured in 2008 or later for all future iterations of the construction equipment rental Vendor of Record contracts.

Carried

#### **8.6 AWARD OF CONTRACT 10039040 REQUEST FOR PROPOSAL FOR SUPPLY AND DELIVERY OF AGRICULTURAL UTILITY TRACTORS**

##### **RES.#A 67/23**

Moved By: Linda Jackson

Seconded By: Steve Pellegrini

WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in programs and work that requires the supply and delivery of agricultural utility tractors for the replacement of existing TRCA fleet assets which have reached the end of serviceable life;

AND WHEREAS TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria;

THEREFORE, LET IT BE RESOLVED THAT RFP No. 10039040 for Supply and Delivery of Agricultural Utility Tractors be awarded to Ed Stewart's Garage and Equipment Ltd. at a total cost not to exceed \$ 315,471 plus applicable taxes, to be expended as authorized by TRCA staff;

THAT TRCA staff be authorized to approve additional expenditures to a maximum of \$ 31,547 approximately 10% of the project cost, plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;



**THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted proposals, beginning with the next highest ranked Proponent meeting TRCA specifications;**

**AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.**

**Carried**

## **8.7 ACQUISITION FROM FOURTEEN ESTATES LIMITED**

### **RES.#A 68/23**

Moved By: Linda Jackson

Seconded By: Steve Pellegrini

**IT IS RECOMMENDED THAT 0.156 hectares (0.3854 acres), more or less, of vacant land, located east of Church Street and north of Rossland Road, said land being Part of Lot 14, Concession 2, being part 2 on draft Plan by J.D. Barnes, reference no. 20-25-864-02; Restrictive Covenants for conservation purposes over parts 16 to 20; an access easement on parts 9, 10, 18 and 19; and Restrictive Covenants for erosion control purposes on parts 1 and 3 to 22 on said draft plan, municipally known as 520 Rossland Road, in the Town of Ajax, Regional Municipality of Durham, be purchased from Fourteen Estates Limited;**

**THAT the purchase price be \$2.00;**

**THAT Toronto and Region Conservation Authority (TRCA) receive conveyance of the land free from encumbrances to the satisfaction of TRCA, subject to existing service easements;**

**THAT the transaction be completed at the earliest possible date and all reasonable expenses incurred incidental to the closing for land transfer tax, legal costs, and disbursements are to be paid by TRCA;**

**AND FURTHER THAT authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.**

**Carried**



**8.8 PROPOSED RENAMING OF BLACK CREEK PIONEER VILLAGE TO THE VILLAGE AT BLACK CREEK**

**RES.#A 69/23**

Moved By: David West

Seconded By: Jamaal Myers

**WHEREAS TORONTO AND REGION CONSERVATION AUTHORITY (TRCA), in partnership with the Government of Ontario, City of Toronto and local municipalities, established Black Creek Pioneer Village in 1960 to preserve, protect and share the built and cultural history of Ontario and the GTA through the form of a living history museum;**

**AND WHEREAS Black Creek Pioneer Village consists of one of Ontario's largest collections of historic buildings with local, provincial and national significance from the pre- and post-confederation period;**

**AND WHEREAS TRCA has undertaken efforts to modernize and improve programming and service offerings at Black Creek Pioneer Village to reflect both the diverse history of the GTA from the indigenous pre-colonial era through to the current multicultural metropolis of Toronto and surrounding regions;**

**AND WHEREAS the word "Pioneer" has been identified as a barrier to efforts related to reconciliation and engagement in this important cultural attraction for indigenous and multi-cultural communities;**

**THEREFORE LET IT BE RESOLVED THAT BLACK CREEK PIONEER VILLAGE be renamed The Village at Black Creek;**

**THAT TRCA staff undertake necessary steps to update all appropriate branding, marketing and signage as required;**

**AND FURTHER THAT Toronto Transit Commission (TTC) be notified of the name change as it relates to the Line 1 (Yonge-University) Pioneer Village Subway Station.**

**Carried**

**8.9 DEVELOPING A SUSTAINABLE FUNDING MODEL FOR BLACK CREEK PIONEER VILLAGE**

**RES.#A 70/23**

Moved By: Linda Jackson

Seconded By: Steve Pellegrini

**WHEREAS TRCA, in partnership with the Government of Ontario and local municipalities, established Black Creek Pioneer Village in 1960 to preserve**



and share the built and cultural history of Ontario and the Greater Toronto Area (GTA) through the form of a living history museum;

AND WHEREAS BLACK CREEK PIONEER VILLAGE consists of one of Ontario's largest collections of historic buildings with local, provincial and national significance from the pre- and post-confederation period;

AND WHEREAS TRCA has undertaken efforts to modernize and improve programming and service offerings at BLACK CREEK PIONEER VILLAGE to reflect both the diverse history of the GTA from the Indigenous pre-colonial era through to the current multicultural metropolis of Toronto and surrounding regions;

AND WHEREAS BLACK CREEK PIONEER VILLAGE is the only museum or cultural institution of its size, scope and scale that does not have a dedicated source of funding to sustain collections management or cultural programming from any level of government;

AND WHEREAS changes to the Conservation Authorities Act limit TRCA's ability to allocate municipal operating levy to support museum programming or operations;

THEREFORE LET IT BE RESOLVED THAT a formal budget request to support program, service and operational revitalization and transformation at Black Creek Pioneer Village be made to the City of Toronto;

THAT TRCA'S BOARD OF DIRECTORS continue to advocate for enhanced municipal, provincial and federal funding for Black Creek Pioneer Village;

AND FURTHER THAT staff report back in November 2023 on progress related to financial support for Black Creek Pioneer Village.

Carried

## **8.10 SECTION 28 REGULATION MAPPING**

### **RES.#A 71/23**

Moved By: Linda Jackson

Seconded By: Steve Pellegrini

WHEREAS in 2019, TRCA staff undertook the first jurisdiction-wide update to TRCA's Section 28 Regulation mapping update since 2006 in consultation with member municipalities, the public, and the building industry;

WHEREAS at TRCA Board of Directors Meeting #6/19, held on Friday, June 21, 2019, Resolution #A116/19 was approved, stating that staff continue to make updates to the Regulation mapping on an annual basis;



**WHEREAS** staff have now updated the Section 28 Regulation mapping to reflect the most currently available information;

**THEREFORE LET IT BE RESOLVED THAT** the 2022 updates to TRCA's regulation mapping be endorsed by the TRCA Board of Directors for internal use, for municipal staff screening purposes, and for public viewing on TRCA's website;

**AND FURTHER THAT** the Clerk and Manager, Policy so advise the Ministry of Natural Resources and Forestry, TRCA municipal partners, Conservation Ontario, and the TRCA-BILD Working Group.

Carried

**8.11 APPLICATION FOR PERMIT PURSUANT TO S.28.0.1 OF THE CONSERVATION AUTHORITIES ACT (MINISTER'S ZONING ORDER, ONTARIO REGULATION 169/21, AS AMENDED)**

**RES.#A 72/23**

Moved By: Linda Jackson  
Seconded By: Steve Pellegrini

**WHEREAS** the Minister of Municipal Affairs and Housing (MMAH) issued a revised MZO for the subject property on February 24, 2023, as Ontario Regulation 169/21, as amended;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires the Authority to issue permission for a development project that has been authorized by an MZO issued under the Planning Act, and where the lands in question are not located within a Greenbelt Area as identified through Section 2 of the Greenbelt Act;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires that the Authority shall not refuse to grant permission for a development project that has been authorized by an MZO, outside of the Greenbelt despite, (a) anything in Section 28 or in a regulation made under Section 28, and (b) anything in subsection 3(5) of the Planning Act;

**WHEREAS** Section 28.0.1(6), of the Conservation Authorities Act, permits the Authority to attach conditions to the permission, including conditions to mitigate any effects the development may have on the control of flooding, erosion, dynamic beaches, or unstable soil or bedrock and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property;

**WHEREAS** Section 28.0.1(24), of the Conservation Authorities Act, provides that where a permit is to be issued pursuant to Ontario Regulation 166/06, the applicant is required to enter into an agreement with the Conservation Authority;



**AND WHEREAS TRCA staff, in the absence of an approved MZO, would normally issue a Permit for the commercial development where it has been demonstrated there will no impact on the control of flooding, erosion, dynamic beaches, unstable soil and bedrock, or jeopardize the health or safety of persons or result in the damage or destruction of property;**

**THEREFORE, LET IT BE RESOLVED THAT the Mon Sheong Foundation be granted permission to make alterations within a Regulated Area to facilitate the development of an 8-storey “life lease” mixed-use building (assisted living centre) at 36 Apple Creek Boulevard in the City of Markham, Regional Municipality of York;**

**AND FURTHER THAT the Board of Directors authorize the entering into of the required agreement related to the Permit for the site works.**

**Carried**

**9. SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD**

**9.1 2023 FLOOD INFRASTRUCTURE STATE OF REPAIR REPORT**

**RES.#A 73/23**

Moved By: Rowena Santos  
Seconded By: Jamaal Myers

**IT IS RECOMMENDED THAT the 2023 TRCA Flood Infrastructure State of Repair Report, be received.**

**Carried**

**10. MATERIAL FROM EXECUTIVE COMMITTEE MEETING**

**10.1 SECTION I - ITEMS FOR BOARD OF DIRECTORS ACTION**

**10.1.1 RFT - SUPPLY AND DELIVERY OF COBBLE STONE TO ASHBRIDGES BAY LANDFORM PROJECT - BEACHES 3 AND 4**

**RES.#A 74/23**

Moved By: David West  
Seconded By: Amber Morley

**BE IT RESOLVED THAT the Executive Committee defer Request for Tender (RFT) No. 10038955 for Ashbrige's Bay Treatment Plant Landform Project to the April 28, 2023 Board of Directors meeting.**

**Carried**



#### **10.1.2 2023 UNFUNDED PRIORITIES**

##### **RES.#A 75/23**

Moved By: David West

Seconded By: Hugo Kroon

**THAT the 2023 Unfunded Priorities list, and all projects and programs therein, be adopted and be communicated to TRCA's partner municipalities and senior levels of government;**

**AND THAT TRCA staff report back to TRCA Board of Directors if amendments to the 2023 Unfunded Priorities are required.**

**Carried**

#### **10.1.3 UPDATE ON THE FINANCE AGREEMENT FOR THE NEW ADMINISTRATIVE OFFICE BUILDING PROJECT**

##### **RES.#A 76/23**

Moved By: David West

Seconded By: Hugo Kroon

**IT IS RECOMMENDED THAT the Chief Executive Officer be authorized to renegotiate the updated finance agreement for the new administrative office building project;**

**AND THAT the update to the finance agreement for the new administrative office building, be received.**

**Carried**

#### **10.1.4 INVESTMENT STATEMENT OF POLICY AND PROCEDURES UPDATE**

##### **RES.#A 77/23**

Moved By: David West

Seconded By: Hugo Kroon

**THAT updates to TRCA's Investment Statement of Policy and Procedures be approved;**

**AND THAT staff report back on TRCA's future investing and banking strategies.**

**Carried**



## **10.2 SECTION II - ITEMS FOR EXECUTIVE COMMITTEE ACTION**

### **10.2.1 APPLICATION FOR PERMIT PURSUANT TO S.28.0.1 OF THE CONSERVATION AUTHORITIES ACT (MINISTER'S ZONING ORDER, ONTARIO REGULATION 698/20)**

#### **RES.#A 78/23**

Moved By: Amber Morley

Seconded By: Rowena Santos

**WHEREAS** the Minister of Municipal Affairs and Housing has issued a Minister's Zoning Order (MZO) for the subject properties on December 2, 2020, as Ontario Regulation 698/20;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires the Authority to issue permission for a development project that has been authorized by a MZO issued under the Planning Act, and where the lands in question are not located within a Greenbelt Area as identified through Section 2 of the Greenbelt Act;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires that the Authority shall not refuse to grant permission for a development project that has been authorized by a MZO, outside of the Greenbelt, under subsection (3) despite, (a) anything in Section 28 or in a regulation made under Section 28, and (b) anything in subsection 3(5) of the Planning Act;

**WHEREAS** Section 28.0.1(6), of the Conservation Authorities Act, permits the Authority to attach conditions to the permission, including conditions to mitigate any effects the development may have on the control of flooding, erosion, dynamic beaches, or unstable soil or bedrock and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property;

**WHEREAS** Section 28.0.1(24), of the Conservation Authorities Act, provides that where a permit is to be issued pursuant to Ontario Regulation 166/06, the applicant is required to enter into an agreement with the Conservation Authority;

**AND WHEREAS** TRCA staff, in the absence of an approved MZO, would normally issue a Section 28 Permit for the construction of stormwater management infrastructure, if it has been demonstrated there will be no impact on the control of flooding, erosion, dynamic beaches, pollution, the conservation of land, and new tests of unstable soils or bedrock, or jeopardize the health or safety of persons or result in the damage or destruction of property;

**THEREFORE, LET IT BE RESOLVED THAT** Montagna Capital Incorporated in the City of Richmond Hill be granted permission through a Permit to construct stormwater outfalls and associated outfall channels within a valley corridor in preparation of residential development within 1577 to



**1621 Major Mackenzie Drive East, in the City of Richmond Hill, Region of York;**

**THAT TRCA staff seek full cost recovery in accordance with TRCA's Administrative Fee Schedule;**

**AND FURTHER THAT the Executive Committee authorize entering into an agreement related to the Permit for the site works as required by the Conservation Authorities Act.**

**Carried**

### **10.3 SECTION III - ITEMS FOR THE INFORMATION OF THE BOARD**

#### **10.3.1 2023-2026 INFORMATION TECHNOLOGY STRATEGY AND ROADMAP**

##### **RES.#A 79/23**

Moved By: Basudeb Mukherjee

Seconded By: Paula Fletcher

**IT IS RECOMMENDED THAT the 2023-2026 Information and Technology Strategy and Roadmap, be received.**

**Carried**

#### **10.3.2 2022 YEAR END FINANCIAL VARIANCE REPORT**

##### **RES.#A 80/23**

Moved By: Basudeb Mukherjee

Seconded By: Paula Fletcher

**IT IS RECOMMENDED THAT the 2022 Year End Variance Report for the year ended December 31, be received.**

**Carried**



### **10.3.3 SUMMARY OF SENIOR STAFF EXPENSES FOR 2022**

#### **RES.#A 81/23**

Moved By: Basudeb Mukherjee

Seconded By: Paula Fletcher

**IT IS RECOMMENDED THAT the summary of senior staff expenses for TRCA Chief Executive Officer, Chief Financial and Operating Officer, Chief Human Resources Officer and Divisional Directors for the year ended December 31, 2022, be received.**

**Carried**

### **10.3.4 2022 SUMMARY OF PROCUREMENTS**

#### **RES.#A 82/23**

Moved By: Basudeb Mukherjee

Seconded By: Paula Fletcher

**THAT the 2022 Summary of Procurements Report of the Toronto and Region Conservation Authority (TRCA) for approved procurements in excess of \$10,000, be received.**

**Carried**

### **10.3.5 Q1 2023 COMMUNICATIONS, MARKETING AND EVENTS SUMMARY (JANUARY 1 - MARCH 31, 2023)**

#### **RES.#A 83/23**

Moved By: Basudeb Mukherjee

Seconded By: Paula Fletcher

**THAT the Q1 Communications, Marketing and Events Report Summary for January 1 - March 31, 2023, be received.**

**Carried**



#### **10.4 SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED**

##### **10.4.1 CITY OF MISSISSAUGA**

###### **RES.#A 84/23**

Moved By: Navjit Kaur Brar  
Seconded By: Steve Pellegrini

**THAT permits be granted in accordance with Ontario Regulation 166/06, as amended, for City of Mississauga - Derry Road from west of Highway 410 to west of Fir Tree Drive.**

**Carried**

##### **10.4.2 STANDARD DELEGATED PERMITS FOR RECEIPT - STAFF APPROVED AND ISSUED**

###### **RES.#A 85/23**

Moved By: Navjit Kaur Brar  
Seconded By: Steve Pellegrini

**THAT standard delegated permits, permission for routine infrastructure works, minor works letters of approval, and permits after the fact / resolution of violations granted by Toronto and Region Conservation Authority staff, in accordance with Ontario Regulation 166/06, as amended, which are listed below, be received.**

**Carried**

#### **10.5 APRIL 14, 2023 EXECUTIVE MEETING CLOSED SESSION ITEMS**

##### **10.5.1 VERBAL UPDATE REGARDING FOOD SERVICES AGREEMENT**

###### **RES.#A 86/23**

Moved By: Paula Fletcher  
Seconded By: Jamaal Myers

**IT IS RECOMMENDED THAT the Board of Directors receive the verbal update regarding Food Services Agreement, for information.**

**Carried**



## **10.5.2 VERBAL UPDATE REGARDING THE MID HUMBER GAP TRAIL**

### **RES.#A 87/23**

Moved By: Linda Jackson  
Seconded By: Steve Pellegrini

**IT IS RECOMMENDED THAT the Board of Directors receive the verbal update regarding the Mid Humber Gap Trail, for information.**

**Carried**

## **11. CLOSED SESSION**

### **RES.#A 88/23**

Moved By: Navjit Kaur Brar  
Seconded By: Maria Kelleher

**THAT the Board of Directors move into closed session pursuant to Section C.4.(2)(g) of TRCA's Board of Directors Administrative By-Law, for Item 10.5.1 as the subject matter includes advice that is subject to solicitor-client privilege; Section C.4.(2)(e) for Item 10.5.2 as the subject matter consists of litigation or potential litigation, affecting TRCA; and Section C.4.(2)(a) for Item 11.1 as the subject matter consists of the security of the property of TRCA.**

**Carried**

### **RES.#A 89/23**

Moved By: David West  
Seconded By: Mike Colle

**THAT the Board of Directors rise and report from closed session at 11:08 a.m.**

**Carried**

## **11.1 VERBAL UPDATE ON TRCA-OWNED PROPERTY**

### **RES.#A 90/23**

Moved By: Amber Morley  
Seconded By: Paula Fletcher

**IT IS RECOMMENDED THAT the Board of Directors receive the verbal update on TRCA-owned property, for information.**

**Carried**



## 11.2 TRCA BENEFITS UPDATE

### RES.#A 91/23

Moved By: David West  
Seconded By: Mike Colle

**IT IS RECOMMENDED THAT the Board of Directors receive the confidential information provided in the TRCA benefits update, be received;**

**AND THAT staff be directed to proceed with the recommendations as listed within the confidential report.**

**Carried**

## 12. NEW BUSINESS

Chair Ainslie, on behalf of the Board of Directors and staff, sends deepest condolences to the family of TRCA Board Member and Ajax Regional Ward 3 Councillor, Joanne Dies, who's husband, Gary William Dies, passed away on April 16, 2023. Our thoughts are with Joanne and her family during this difficult time.

Chair Ainslie recognized TRCA's work in partnership with Hydro One Networks Inc (HONI), receiving the [2023 Environmental Excellence Award from the Electricity Distributors Association](#) for the design and construction of a unique wetland habitat adjacent to high voltage transmission lines and infrastructure on Hydro One owned lands at the Kleinburg Transfer Station.

Chair Ainslie congratulated Dave Hatton, Manager Soil Management on his retirement from Toronto and Region Conservation Authority after 35 years of service. Dave was a part of the original team that developed and implemented the Lakefill Quality Control Program (LQCP) in 1988 at Leslie Street Spit (Tommy Thompson Park).

John MacKenzie, Chief Executive Officer, and Johanna Kyte, Senior Manager, Government & Community Relations were thanked for attending the City of Toronto - Scarborough-Guildwood Virtual Town Hall on Thursday April 27, 2023.

## 13. ADJOURNMENT

ON MOTION from Steve Pellegrini, the meeting was adjourned at 11:42 a.m.

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Paul Ainslie,  
Chair

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John MacKenzie,  
Secretary-Treasurer



## Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Michael Tolensky, Chief Financial and Operating Officer

**RE:** **2023 TRCA BUDGET**

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### KEY ISSUE

Approval of Toronto and Region Conservation Authority's (TRCA) 2023 Budget, including municipal general (operating), capital levies, grants, donations, contract services, application fees, user fees and other revenues.

### RECOMMENDATION:

**THAT the 2023 TRCA Budget, and all projects and programs therein, be adopted;**

**THAT TRCA staff be authorized to amend the 2023 Budget, to reflect actual 2022 provincial transfer payment allocations to set the amount of matching levy required by the Conservation Authorities Act;**

**THAT the cost of property taxes imposed by municipalities be included as additional levy to the participating municipalities where the lands are located, excluding the cost of property taxes which are passed on to a third party under a lease or similar agreement;**

**THAT, except where statutory or regulatory requirements provide otherwise, TRCA staff be authorized to enter into agreements with private sector organizations, non- governmental organizations or governments and their agencies for the undertaking of projects which are of benefit to TRCA and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved TRCA budget;**

**AND FURTHER THAT authorized TRCA officials be directed to take such action as may be necessary to implement the foregoing, including obtaining approvals and the signing and execution of documents.**

### BACKGROUND

TRCA's annual budget is partially funded by levies to the upper tier partner municipalities within our jurisdiction as permitted under the Conservation Authorities Act (CA Act) and as set out in regulation. The budget also includes funding from other revenue sources such as contract services, user fees, application fees, internal charge backs, grants from other levels of government and through fundraising or donations.



### **RATIONALE**

Enclosed in *Attachment 1* is the recommended 2023 Budget, which is composed of operating and capital projects and programs. As a note, the financials within the 2023 Budget are rounded to the nearest thousand, which leads to minor addition differences within the document.

#### Municipal Approvals

Preliminary budgets are prepared each year for submission to TRCA's partner municipalities. Staff meet with municipal staff throughout the year, as required by the budget processes in our partner upper tier municipalities and according to schedules that are set out by each participating municipality. Presentations are made to partner municipality staff and their respective committees and councils.

The funding identified in the recommended apportionment of the levies reflects the amounts that the partner municipalities have approved in their 2023 budgets. Contributions from the City of Toronto and the regional municipalities of Durham, Peel and York have received council approval. The Township of Adjala-Tosorontio and the Town of Mono have been advised of TRCA's levy request.

#### Notice of Meeting

As required by regulation, TRCA has provided 30 days' written notice to its partner municipalities of the date of the meeting at which the Board of Directors will consider the budget, which includes the approved municipal levies.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillar and Outcome set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 4 Service Excellence:**

4.4 Transparent decision making and accountable results

### **FINANCIAL DETAILS**

The 2023 budget is reflective of adapted business models which enabled TRCA to largely maintain service delivery. Staff are prepared to adapt the organization's programming and facilities in response to changing Provincial directives and will monitor actual revenue and expenditures throughout 2023.

The 2023 budget includes \$3.6 million for cost-of-living adjustment/step increases associated with the approved compensation review completed earlier this year. This financial impact is funded through project/program cost recoveries and revenues generated from operations. The budget also accommodates the four total rewards recommendations that were approved by the board in the report: (1) paid volunteer day, (2) improved benefit eligibility for contract staff, (3) management compensation credits and (4) paid sick days for contract employees.



## Item 8.1

Table 1 below provides a comparison of operating and capital budget details by service area in 2023 and 2022.

**Table 1: Operating and Capital Budget Details by Service Area**

Service Area (SA)	2023 Surplus / (Deficit) (\$)	2022 Surplus / (Deficit) (\$)	Explanation
1. Watershed Studies & Strategies	-	-	
2. Water Risk Management	74,000	144,000	This SA surplus is due to the structure of major construction projects mainly within the City of Toronto which cross SA 2 and 5.
3. Regional Biodiversity	14,000	(142,000)	This SA surplus is due to the structure of Watershed Planning and Ecosystem Science accounts which cross SA 3 and 8.
4. Greenspace Securement & Management	485,000	329,000	This SA surplus is due to the structure of the Conservation Lands which crosses SA 4 and 5.
5. Tourism & Recreation	(322,000)	344,000	This SA deficit is offset by Greenspace Management and Water Risk Management expenditures which are offset by SA 2 and 4.
6. Planning & Development	(373,000)	-	This SA deficit is due to expenditures related to the compensation project which are offset by cost recovery in SA 9.
7. Education & Outreach	(525,000)	(552,000)	This SA deficit is due to expenditures associated to Black Creek Pioneer Village which are offset through cost recovery in SA 9.
8. Sustainable Communities	(35,000)	-	This SA deficit is offset by SA 3 and 9.
9. Corporate Services	684,000	(117,000)	This SA surplus generated from cost recovery offsets expenditures associated to the compensation project within SA 6 and 8 as well as expenditures associated with Black Creek Pioneer Village in SA 5.
<b>Total</b>	<b>1,000</b>	<b>6,000</b>	

### DETAILS OF WORK TO BE DONE

Staff will continue to monitor the financial health of the organization and report to the Board of Directors and partner municipalities at a minimum, on a quarterly basis and more frequently, should circumstances be required.

Staff continue to work with partner municipalities to develop and/or update Memorandums of Understanding, Service Level Agreements and/or Fee-for-Service Agreements to ensure the seamless delivery of shared sustainability objectives.



## Item 8.1

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**Date: April 14, 2023**

**Attachments: 2**

Attachment 1: 2023 Operating and Capital Budget

Attachment 2: 2023 TRCA Final Budget Overview





## **2023 Budget Operating and Capital**

April 28, 2023



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Toronto and Region Conservation Authority  
2023 Operating and Capital Budget Revenue

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	17,951,000	17,130,000	17,130,370	821,000	4.8%
Capital levy	89,722,000	69,232,000	62,588,008	20,490,000	29.6%
Contract services	49,299,000	80,335,000	42,301,840	(31,036,000)	-38.6%
Grants	877,000	1,029,000	535,716	(152,000)	-14.8%
Provincial/Federal					
Provincial	5,357,000	4,225,000	2,988,216	1,132,000	26.8%
Federal	11,596,000	18,608,000	6,717,605	(7,012,000)	-37.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	24,236,000	21,854,000	21,687,524	2,382,000	10.9%
Contract services					
Compensation agreements	9,073,000	2,227,000	1,804,206	6,846,000	307.4%
Corporate and other	7,580,000	2,947,000	4,959,801	4,633,000	157.2%
Rent and property interests	4,230,000	3,460,000	4,190,988	770,000	22.3%
Fundraising					
Donations	816,000	886,000	4,881	(70,000)	-7.9%
Toronto and Region Conservation Foundation	3,907,000	3,501,000	3,623,130	406,000	11.6%
Investment income	720,000	500,000	745,386	220,000	44.0%
Sundry	19,000	11,000	41,840	8,000	72.7%
<b>Total Revenue</b>	<b>225,383,000</b>	<b>225,945,000</b>	<b>169,319,511</b>	<b>(562,000)</b>	<b>-0.2%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget Expenditures

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,928,000	1,851,000	1,161,896	77,000	4.2%
Climate Science	575,000	563,000	501,679	12,000	2.1%
	<u>2,503,000</u>	<u>2,414,000</u>	<u>1,663,575</u>	<u>89,000</u>	<u>3.7%</u>
Water Risk Management					
Water Resource Science	5,413,000	2,756,000	2,457,354	2,657,000	96.4%
Erosion Management	65,973,000	90,429,000	45,896,797	(24,456,000)	-27.0%
Flood Management	5,082,000	5,329,000	4,561,343	(247,000)	-4.6%
	<u>76,468,000</u>	<u>98,514,000</u>	<u>52,915,494</u>	<u>(22,046,000)</u>	<u>-22.4%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,799,000	3,144,000	2,208,851	(345,000)	-11.0%
Ecosystem Management Research and Directions	3,010,000	1,429,000	2,254,736	1,581,000	110.6%
Forest Management	1,407,000	1,522,000	1,252,328	(115,000)	-7.6%
Restoration and Regeneration	26,803,000	18,663,000	13,123,605	8,140,000	43.6%
	<u>34,019,000</u>	<u>24,758,000</u>	<u>18,839,520</u>	<u>9,261,000</u>	<u>37.4%</u>
Greenspace Securement and Management					
Greenspace Securement	1,700,000	1,300,000	145,117	400,000	30.8%
Greenspace Management	11,096,000	4,782,000	3,950,026	6,314,000	132.0%
Rental Properties	1,697,000	1,491,000	1,131,403	206,000	13.8%
	<u>14,493,000</u>	<u>7,573,000</u>	<u>5,226,546</u>	<u>6,920,000</u>	<u>91.4%</u>
Tourism and Recreation					
Waterfront Parks	15,389,000	9,378,000	2,134,248	6,011,000	64.1%
Conservation Parks	6,605,000	5,993,000	5,635,777	612,000	10.2%
Trails	6,768,000	14,636,000	7,502,649	(7,868,000)	-53.8%
Bathurst Glen Golf Course	1,442,000	1,348,000	1,209,246	94,000	7.0%
Black Creek Pioneer Village	3,912,000	3,327,000	3,221,700	585,000	17.6%
Events and Festivals	575,000	325,000	285,806	250,000	76.9%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>34,691,000</u>	<u>35,007,000</u>	<u>19,989,426</u>	<u>(316,000)</u>	<u>-0.9%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	8,182,000	7,851,000	6,782,938	331,000	4.2%
Environmental Assessment Planning and Permitting	6,129,000	5,196,000	4,942,574	933,000	18.0%
Policy Development and Review	1,312,000	1,252,000	1,109,672	60,000	4.8%
	<u>15,623,000</u>	<u>14,299,000</u>	<u>12,835,184</u>	<u>1,324,000</u>	<u>9.3%</u>
Education and Outreach					
School Programs	12,119,000	9,728,000	6,330,403	2,391,000	24.6%
Newcomer Services	1,350,000	1,212,000	1,030,568	138,000	11.4%
Family and Community Programs	1,377,000	1,005,000	939,655	372,000	37.0%
	<u>14,846,000</u>	<u>11,945,000</u>	<u>8,300,626</u>	<u>2,901,000</u>	<u>24.3%</u>
Sustainable Communities					
Living City Transition Program	6,380,000	5,358,000	3,824,453	1,022,000	19.1%
Community Engagement	4,354,000	3,490,000	2,486,473	864,000	24.8%
Social Enterprise Development	-	-	-	-	0.0%
	<u>10,734,000</u>	<u>8,848,000</u>	<u>6,310,926</u>	<u>1,886,000</u>	<u>21.3%</u>
Corporate Services					
Financial Management	4,380,000	4,084,000	3,035,367	296,000	7.2%
Corporate Management and Governance	28,126,000	46,904,000	27,486,802	(18,778,000)	-40.0%
Human Resources	2,389,000	2,546,000	2,075,006	(157,000)	-6.2%
Corporate Communications	2,057,000	1,662,000	1,196,277	395,000	23.8%
Information Infrastructure and Management	3,192,000	3,618,000	3,066,531	(426,000)	-11.8%
Project Recoveries	(2,943,000)	(4,434,000)	(4,256,777)	1,491,000	-33.6%
Vehicles and Equipment	1,190,000	405,000	23,780	785,000	193.8%
	<u>38,391,000</u>	<u>54,785,000</u>	<u>32,626,986</u>	<u>(16,394,000)</u>	<u>-29.9%</u>
<b>Total Expenditures</b>	<u>241,768,000</u>	<u>258,143,000</u>	<u>158,708,283</u>	<u>(16,375,000)</u>	<u>-6.3%</u>
<b>Net Surplus (Deficit)</b>	<u>(16,383,000)</u>	<u>(32,198,000)</u>	<u>10,611,228</u>	<u>15,815,000</u>	<u>-49.1%</u>
Head Office Construction Loan/Reserves	<u>16,382,000</u>	<u>32,204,000</u>	<u>(1,989,024)</u>	<u>(15,822,000)</u>	<u>-49.1%</u>
<b>Net Budget</b>	<u>(1,000)</u>	<u>6,000</u>	<u>8,622,204</u>	<u>(7,000)</u>	<u>-116.7%</u>



Toronto and Region Conservation Authority  
2023 Operating Budget

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	17,951,000	17,130,000	17,130,370	821,000	4.8%
Capital levy	-	-	99,971	-	0.0%
Contract services	1,723,000	1,411,000	1,751,974	312,000	22.1%
Grants	102,000	288,000	45,712	(186,000)	-64.6%
Provincial/Federal					
Provincial	2,911,000	2,678,000	1,747,935	233,000	8.7%
Federal	1,081,000	651,000	1,387,699	430,000	66.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	23,787,000	21,632,000	21,458,355	2,155,000	10.0%
Contract services					
Compensation agreements	-	-	93,211	-	0.0%
Corporate and other	1,120,000	919,000	789,337	201,000	21.9%
Rent and property interests	2,713,000	2,344,000	2,988,716	369,000	15.7%
Fundraising					
Donations	-	-	394	-	0.0%
Toronto and Region Conservation Foundation	591,000	446,000	189,331	145,000	32.5%
Investment income	720,000	500,000	771,963	220,000	44.0%
Sundry	7,000	7,000	41,840	-	0.0%
<b>Total Revenue</b>	<b>52,706,000</b>	<b>48,006,000</b>	<b>48,496,808</b>	<b>4,700,000</b>	<b>9.8%</b>



Toronto and Region Conservation Authority  
2023 Operating Budget

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	448,000	440,000	435,935	8,000	1.8%
Climate Science	-	-	-	-	0.0%
	<u>448,000</u>	<u>440,000</u>	<u>435,935</u>	<u>8,000</u>	<u>1.8%</u>
Water Risk Management					
Water Resource Science	-	-	-	-	0.0%
Erosion Management	178,000	175,000	141,761	3,000	1.7%
Flood Management	1,307,000	1,217,000	1,162,801	90,000	7.4%
	<u>1,485,000</u>	<u>1,392,000</u>	<u>1,304,562</u>	<u>93,000</u>	<u>6.7%</u>
Regional Biodiversity					
Biodiversity Monitoring	-	-	-	-	0.0%
Ecosystem Management Research and Directions	-	-	-	-	0.0%
Forest Management	132,000	120,000	118,269	12,000	10.0%
Restoration and Regeneration	767,000	356,000	168,375	411,000	115.4%
	<u>899,000</u>	<u>476,000</u>	<u>286,644</u>	<u>423,000</u>	<u>88.9%</u>
Greenspace Securement and Management					
Greenspace Securement	-	-	-	-	0.0%
Greenspace Management	915,000	749,000	764,258	166,000	22.2%
Rental Properties	1,697,000	1,491,000	1,131,403	206,000	13.8%
	<u>2,612,000</u>	<u>2,240,000</u>	<u>1,895,661</u>	<u>372,000</u>	<u>16.6%</u>
Tourism and Recreation					
Waterfront Parks	-	-	-	-	0.0%
Conservation Parks	6,414,000	5,846,000	5,460,609	568,000	9.7%
Trails	-	-	-	-	0.0%
Bathurst Glen Golf Course	1,442,000	1,348,000	1,209,246	94,000	7.0%
Black Creek Pioneer Village	3,345,000	2,853,000	2,736,003	492,000	17.2%
Events and Festivals	575,000	325,000	285,806	250,000	76.9%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>11,776,000</u>	<u>10,372,000</u>	<u>9,691,664</u>	<u>1,404,000</u>	<u>13.5%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	8,182,000	7,851,000	6,782,938	331,000	4.2%
Environmental Assessment Planning and Permitting	5,915,000	5,011,000	4,735,872	904,000	18.0%
Policy Development and Review	609,000	583,000	643,244	26,000	4.5%
	<u>14,706,000</u>	<u>13,445,000</u>	<u>12,162,054</u>	<u>1,261,000</u>	<u>9.4%</u>
Education and Outreach					
School Programs	6,022,000	5,002,000	4,618,203	1,020,000	20.4%
Newcomer Services	1,125,000	1,032,000	879,985	93,000	9.0%
Family and Community Programs	1,300,000	916,000	816,252	384,000	41.9%
	<u>8,447,000</u>	<u>6,950,000</u>	<u>6,314,440</u>	<u>1,497,000</u>	<u>21.5%</u>
Sustainable Communities					
Living City Transition Program	-	-	-	-	0.0%
Community Engagement	81,000	251,000	73,729	(170,000)	-67.7%
Social Enterprise Development	-	-	-	-	0.0%
	<u>81,000</u>	<u>251,000</u>	<u>73,729</u>	<u>(170,000)</u>	<u>-67.7%</u>
Corporate Services					
Financial Management	3,829,000	3,657,000	2,938,404	172,000	4.7%
Corporate Management and Governance	4,395,000	6,211,000	5,618,571	(1,816,000)	-29.2%
Human Resources	2,348,000	2,511,000	2,064,613	(163,000)	-6.5%
Corporate Communications	2,057,000	1,662,000	1,196,277	395,000	23.8%
Information Infrastructure and Management	2,378,000	2,676,000	2,437,375	(298,000)	-11.1%
Project Recoveries	(2,943,000)	(4,434,000)	(4,261,490)	1,491,000	-33.6%
Vehicles and Equipment	190,000	151,000	(266,892)	39,000	25.8%
	<u>12,254,000</u>	<u>12,434,000</u>	<u>9,726,858</u>	<u>(180,000)</u>	<u>-1.4%</u>
<b>Total Expenditures</b>	<u>52,708,000</u>	<u>48,000,000</u>	<u>41,891,547</u>	<u>4,708,000</u>	<u>9.8%</u>
<b>Net Surplus (Deficit)</b>	<u>-</u>	<u>5,000</u>	<u>6,605,258</u>	<u>(5,000)</u>	<u>-100.0%</u>
Reserves	-	-	11,076	-	0.0%
<b>Net Budget</b>	<u>-</u>	<u>5,000</u>	<u>6,616,334</u>	<u>(5,000)</u>	<u>-100.0%</u>



Toronto and Region Conservation Authority  
2023 Capital Budget

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	-	-	-	0.0%
Capital levy	89,722,000	69,232,000	62,488,037	20,490,000	29.6%
Contract services	47,577,000	78,925,000	40,549,866	(31,348,000)	-39.7%
Grants	775,000	741,000	490,004	34,000	4.6%
Provincial/Federal					
Provincial	2,445,000	1,548,000	1,240,282	897,000	57.9%
Federal	10,515,000	17,957,000	5,329,905	(7,442,000)	-41.4%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	449,000	222,000	229,168	227,000	102.3%
Contract services					
Compensation agreements	9,073,000	2,227,000	1,710,995	6,846,000	307.4%
Corporate and other	6,461,000	2,028,000	4,170,464	4,433,000	218.6%
Rent and property interests	1,517,000	1,116,000	1,202,272	401,000	35.9%
Fundraising					
Donations	816,000	886,000	4,488	(70,000)	-7.9%
Toronto and Region Conservation Foundation	3,316,000	3,056,000	3,433,799	260,000	8.5%
Investment income	-	-	(26,576)	-	0.0%
Sundry	12,000	4,000	-	8,000	200.0%
<b>Total Revenue</b>	<b>172,678,000</b>	<b>177,942,000</b>	<b>120,822,704</b>	<b>(5,264,000)</b>	<b>-3.0%</b>



Toronto and Region Conservation Authority  
2023 Capital Budget

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,481,000	1,411,000	725,961	70,000	5.0%
Climate Science	575,000	563,000	501,679	12,000	2.1%
	<u>2,056,000</u>	<u>1,974,000</u>	<u>1,227,640</u>	<u>82,000</u>	<u>4.2%</u>
Water Risk Management					
Water Resource Science	5,413,000	2,756,000	2,457,354	2,657,000	96.4%
Erosion Management	65,795,000	90,254,000	45,755,036	(24,459,000)	-27.1%
Flood Management	3,775,000	4,112,000	3,398,541	(337,000)	-8.2%
	<u>74,983,000</u>	<u>97,122,000</u>	<u>51,610,931</u>	<u>(22,139,000)</u>	<u>-22.8%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,799,000	3,144,000	2,208,851	(345,000)	-11.0%
Ecosystem Management Research and Directions	3,010,000	1,429,000	2,254,736	1,581,000	110.6%
Forest Management	1,275,000	1,402,000	1,134,058	(127,000)	-9.1%
Restoration and Regeneration	26,036,000	18,307,000	12,955,229	7,729,000	42.2%
	<u>33,120,000</u>	<u>24,282,000</u>	<u>18,552,874</u>	<u>8,838,000</u>	<u>36.4%</u>
Greenspace Securement and Management					
Greenspace Securement	1,700,000	1,300,000	145,117	400,000	30.8%
Greenspace Management	10,180,000	4,033,000	3,185,768	6,147,000	152.4%
	<u>11,880,000</u>	<u>5,333,000</u>	<u>3,330,885</u>	<u>6,547,000</u>	<u>122.8%</u>
Tourism and Recreation					
Waterfront Parks	15,389,000	9,378,000	2,134,248	6,011,000	64.1%
Conservation Parks	190,000	147,000	175,168	43,000	29.3%
Trails	6,768,000	14,636,000	7,502,649	(7,868,000)	-53.8%
Black Creek Pioneer Village	566,000	474,000	485,698	92,000	19.4%
Events and Festivals	-	-	-	-	0.0%
	<u>22,913,000</u>	<u>24,635,000</u>	<u>10,297,763</u>	<u>(1,722,000)</u>	<u>-7.0%</u>
Planning and Development Review					
Environmental Assessment Planning and Permitting	214,000	185,000	206,701	29,000	15.7%
Policy Development and Review	704,000	669,000	466,429	35,000	5.2%
	<u>918,000</u>	<u>854,000</u>	<u>673,130</u>	<u>64,000</u>	<u>7.5%</u>
Education and Outreach					
School Programs	6,097,000	4,727,000	1,712,200	1,370,000	29.0%
Newcomer Services	226,000	180,000	150,583	46,000	25.6%
Family and Community Programs	77,000	89,000	123,403	(12,000)	-13.5%
	<u>6,400,000</u>	<u>4,996,000</u>	<u>1,986,186</u>	<u>1,404,000</u>	<u>28.1%</u>
Sustainable Communities					
Living City Transition Program	6,380,000	5,358,000	3,824,453	1,022,000	19.1%
Community Engagement	4,273,000	3,239,000	2,412,743	1,034,000	31.9%
	<u>10,653,000</u>	<u>8,597,000</u>	<u>6,237,196</u>	<u>2,056,000</u>	<u>23.9%</u>
Corporate Services					
Financial Management	551,000	427,000	96,962	124,000	29.0%
Corporate Management and Governance	23,731,000	40,693,000	21,868,231	(16,962,000)	-41.7%
Human Resources	41,000	35,000	10,394	6,000	17.1%
Corporate Communications	-	-	-	-	0.0%
Information Infrastructure and Management	813,000	942,000	629,156	(129,000)	-13.7%
Project Recoveries	-	-	4,713	-	0.0%
Vehicles and Equipment	1,000,000	254,000	290,672	746,000	293.7%
	<u>26,136,000</u>	<u>42,351,000</u>	<u>22,900,128</u>	<u>(16,215,000)</u>	<u>-38.3%</u>
<b>Total Expenditures</b>	<u>189,059,000</u>	<u>210,144,000</u>	<u>116,816,733</u>	<u>(21,085,000)</u>	<u>-10.0%</u>
<b>Net Surplus (Deficit)</b>	<u>(16,382,000)</u>	<u>(32,204,000)</u>	<u>4,005,969</u>	<u>15,822,000</u>	<u>-49.1%</u>
Head Office Construction Loan/Reserves	16,382,000	32,204,000	(2,000,100)	(15,822,000)	-49.1%
<b>Net Budget</b>	<u>0</u>	<u>-</u>	<u>2,005,869</u>	<u>-</u>	<u>0.0%</u>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Watershed Studies and Strategies

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	445,000	440,000	440,000	5,000	1.1%
Capital levy	1,481,000	1,400,000	983,854	81,000	5.8%
Contract services	71,000	-	89,008	71,000	0.0%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	227,000	223,000	77,314	4,000	1.8%
Federal grants	278,000	351,000	81,979	(73,000)	-20.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	120	-	0.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	-	-	30,729	-	0.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<u>2,502,000</u>	<u>2,414,000</u>	<u>1,703,004</u>	<u>88,000</u>	<u>3.6%</u>
<b>Expenditures</b>					
Watershed Planning and Reporting					
Watershed Plans and Strategies	1,910,000	1,787,000	1,116,200	123,000	6.9%
Report Cards	19,000	64,000	45,696	(45,000)	-70.3%
	<u>1,929,000</u>	<u>1,851,000</u>	<u>1,161,896</u>	<u>78,000</u>	<u>4.2%</u>
Climate Science					
Emerging and Integrative Climate Science	575,000	563,000	501,679	12,000	2.1%
	<u>575,000</u>	<u>563,000</u>	<u>501,679</u>	<u>12,000</u>	<u>2.1%</u>
<b>Total Expenditures</b>	<u>2,504,000</u>	<u>2,414,000</u>	<u>1,663,575</u>	<u>90,000</u>	<u>3.7%</u>
<b>Net Surplus (Deficit)</b>	<u>(1,000)</u>	<u>-</u>	<u>39,429</u>	<u>(1,000)</u>	<u>0.0%</u>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<u>(1,000)</u>	<u>-</u>	<u>39,429</u>	<u>(1,000)</u>	<u>0.0%</u>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Water Risk Management

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,056,000	980,000	980,000	76,000	7.8%
Capital levy	31,904,000	24,160,000	18,498,625	7,744,000	32.1%
Contract services	34,202,000	57,510,000	30,364,731	(23,308,000)	-40.5%
Grants	-	-	196,704	-	0.0%
Provincial/Federal					
Provincial grants	2,070,000	1,370,000	864,669	700,000	51.1%
Federal grants	6,245,000	13,679,000	1,539,448	(7,434,000)	-54.3%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	110,000	105,000	20,000	5,000	4.8%
Contract services					
Compensation agreements	48,000	45,000	8,399	3,000	6.7%
Corporate and other	907,000	805,000	883,969	102,000	12.7%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	4,000	-	(4,000)	-100.0%
<b>Total Revenue</b>	<b>76,542,000</b>	<b>98,658,000</b>	<b>53,356,545</b>	<b>(22,116,000)</b>	<b>-22.4%</b>
<b>Expenditures</b>					
Water Resource Science					
Groundwater Strategies	741,000	712,000	670,009	29,000	4.1%
Source Water Protection Strategy	129,000	131,000	138,494	(2,000)	-1.5%
Regional Monitoring - Water	977,000	782,000	820,099	195,000	24.9%
Hydrology	-	-	-	-	0.0%
Stormwater Management Strategies	2,341,000	804,000	482,814	1,537,000	191.2%
Flood Plain Mapping	1,225,000	326,000	345,938	899,000	275.8%
	<b>5,413,000</b>	<b>2,755,000</b>	<b>2,457,354</b>	<b>2,658,000</b>	<b>96.5%</b>
Erosion Management					
Capital Works	64,581,000	89,301,000	45,189,566	(24,720,000)	-27.7%
Hazard Monitoring	1,392,000	1,128,000	707,231	264,000	23.4%
	<b>65,973,000</b>	<b>90,429,000</b>	<b>45,896,797</b>	<b>(24,456,000)</b>	<b>-27.0%</b>
Flood Management					
Flood Forecasting and Warning	807,000	752,000	650,210	55,000	7.3%
Flood Risk Management	2,120,000	3,048,000	2,230,645	(928,000)	-30.4%
Flood Infrastructure and Operations	2,156,000	1,529,000	1,680,488	627,000	41.0%
	<b>5,083,000</b>	<b>5,329,000</b>	<b>4,561,343</b>	<b>(246,000)</b>	<b>-4.6%</b>
<b>Total Expenditures</b>	<b>76,469,000</b>	<b>98,513,000</b>	<b>52,915,494</b>	<b>(22,044,000)</b>	<b>-22.4%</b>
<b>Net Surplus (Deficit)</b>	<b>74,000</b>	<b>144,000</b>	<b>441,051</b>	<b>(70,000)</b>	<b>-48.6%</b>
Reserves	-	-	6,076	-	0.0%
<b>Net Budget</b>	<b>74,000</b>	<b>144,000</b>	<b>447,127</b>	<b>(70,000)</b>	<b>-48.6%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Regional Biodiversity

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	130,000	120,000	120,000	10,000	8.3%
Capital levy	10,743,000	9,388,000	7,431,082	1,355,000	14.4%
Contract services	8,834,000	9,790,000	5,660,689	(956,000)	-9.8%
Grants	166,000	159,000	127,893	7,000	4.4%
Provincial/Federal					
Provincial grants	447,000	241,000	347,698	206,000	85.5%
Federal grants	1,461,000	1,568,000	1,734,436	(107,000)	-6.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	43,000	43,000	12,500	-	0.0%
Contract services					
Compensation agreements	8,810,000	2,016,000	1,605,501	6,794,000	337.0%
Corporate and other	3,080,000	993,000	1,831,916	2,087,000	210.2%
Rent and property interests	24,000	24,000	28,220	-	0.0%
Fundraising					
Donations	-	-	3,832	-	0.0%
Toronto and Region Conservation Foundation	295,000	275,000	43,721	20,000	7.3%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>34,033,000</b>	<b>24,617,000</b>	<b>18,947,488</b>	<b>9,416,000</b>	<b>38.2%</b>
<b>Expenditures</b>					
Biodiversity Monitoring					
Regional Monitoring - Biodiversity	1,022,000	1,514,000	1,063,608	(492,000)	-32.5%
Activity Based Monitoring	1,009,000	855,000	466,514	154,000	18.0%
Terrestrial Inventory and Assessment	552,000	607,000	521,857	(55,000)	-9.1%
Waterfront Monitoring	216,000	168,000	156,872	48,000	28.6%
	<b>2,799,000</b>	<b>3,144,000</b>	<b>2,208,851</b>	<b>(345,000)</b>	<b>-11.0%</b>
Ecosystem Management Research and Directions					
Aquatic System Priority Planning	436,000	428,000	362,298	8,000	1.9%
Terrestrial (and Integrated) Ecosystem Management	1,148,000	886,000	1,056,687	262,000	29.6%
Natural Channel Design	-	-	-	-	0.0%
Restoration Opportunities Bank	1,427,000	116,000	835,750	1,311,000	1130.2%
	<b>3,011,000</b>	<b>1,430,000</b>	<b>2,254,735</b>	<b>1,581,000</b>	<b>110.6%</b>
Forest Management					
Managed Forest Tax Incentive Planning	-	-	-	-	0.0%
Hazard Tree Management	740,000	707,000	581,335	33,000	4.7%
Invasive Species Management	229,000	428,000	464,996	(199,000)	-46.5%
Forest Management Planning	-	-	-	-	0.0%
Forest Management Operations	437,000	388,000	205,996	49,000	12.6%
	<b>1,406,000</b>	<b>1,523,000</b>	<b>1,252,327</b>	<b>(117,000)</b>	<b>-7.7%</b>
Restoration and Regeneration					
Propagation and Sale of Plants	135,000	115,000	68,840	20,000	17.4%
Inland and Lakefill Soil Management	732,000	341,000	101,086	391,000	114.7%
Shoreline Restoration	1,399,000	723,000	773,416	676,000	93.5%
Wetlands	7,531,000	8,502,000	4,917,196	(971,000)	-11.4%
Riparian and Flood Plain Restoration	771,000	544,000	398,663	227,000	41.7%
Natural Channel and Stream Restoration	1,950,000	2,164,000	2,008,550	(214,000)	-9.9%
Terrestrial Planting	2,950,000	1,465,000	2,162,239	1,485,000	101.4%
Wildlife Habitat Management	408,000	270,000	189,233	138,000	51.1%
Compensation Restoration	8,073,000	2,203,000	1,281,643	5,870,000	266.5%
Watershed Restoration	2,853,000	2,336,000	1,222,737	517,000	22.1%
	<b>26,802,000</b>	<b>18,663,000</b>	<b>13,123,603</b>	<b>8,139,000</b>	<b>43.6%</b>
<b>Total Expenditures</b>	<b>34,018,000</b>	<b>24,760,000</b>	<b>18,839,516</b>	<b>9,258,000</b>	<b>37.4%</b>
<b>Net Surplus (Deficit)</b>	<b>14,000</b>	<b>(142,000)</b>	<b>107,969</b>	<b>156,000</b>	<b>-109.9%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>14,000</b>	<b>(142,000)</b>	<b>107,969</b>	<b>156,000</b>	<b>-109.9%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Greenspace Securement and Management

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	555,000	445,000	445,000	110,000	24.7%
Capital levy	5,667,000	1,851,000	1,315,439	3,816,000	206.2%
Contract services	1,012,000	954,000	795,256	58,000	6.1%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	-	9,000	99,574	(9,000)	-100.0%
Federal grants	242,000	56,000	258,501	186,000	332.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	3,130	-	0.0%
Contract services					
Compensation agreements	69,000	90,000	67,063	(21,000)	-23.3%
Corporate and other	2,367,000	112,000	849,259	2,255,000	2013.4%
Rent and property interests	3,682,000	2,981,000	3,582,740	701,000	23.5%
Fundraising					
Donations	100,000	750,000	-	(650,000)	-86.7%
Toronto and Region Conservation Foundation	1,279,000	650,000	161,236	629,000	96.8%
Investment income	-	-	(26,576)	-	0.0%
Sundry	5,000	5,000	-	-	0.0%
<b>Total Revenue</b>	<b>14,978,000</b>	<b>7,903,000</b>	<b>7,550,622</b>	<b>7,075,000</b>	<b>89.5%</b>
<b>Expenditures</b>					
Greenspace Securement					
Greenspace Land Acquisition	1,700,000	1,300,000	145,117	400,000	30.8%
Greenspace Planning	-	-	-	-	0.0%
	<b>1,700,000</b>	<b>1,300,000</b>	<b>145,117</b>	<b>400,000</b>	<b>30.8%</b>
Greenspace Management					
Archaeology	355,000	239,000	226,566	116,000	48.5%
Property Taxes and Insurance	530,000	480,000	505,581	50,000	10.4%
Resource Management Planning	1,600,000	1,575,000	1,245,364	25,000	1.6%
Inventory and Audit	-	-	20,207	-	0.0%
Implementation	8,581,000	2,458,000	1,867,131	6,123,000	249.1%
Hazard Management	30,000	30,000	85,177	-	0.0%
	<b>11,096,000</b>	<b>4,782,000</b>	<b>3,950,026</b>	<b>6,314,000</b>	<b>132.0%</b>
Rental Properties					
Rentals	1,697,000	1,491,000	1,131,403	206,000	13.8%
	<b>1,697,000</b>	<b>1,491,000</b>	<b>1,131,403</b>	<b>206,000</b>	<b>13.8%</b>
<b>Total Expenditures</b>	<b>14,493,000</b>	<b>7,573,000</b>	<b>5,226,546</b>	<b>6,920,000</b>	<b>91.4%</b>
<b>Net Surplus (Deficit)</b>	<b>485,000</b>	<b>329,000</b>	<b>2,324,076</b>	<b>156,000</b>	<b>47.4%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>485,000</b>	<b>329,000</b>	<b>2,324,076</b>	<b>156,000</b>	<b>47.4%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Tourism and Recreation

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,500,000	1,500,000	1,500,000	-	0.0%
Capital levy	17,893,000	11,322,000	2,848,954	6,571,000	58.0%
Contract services	2,794,000	10,071,000	3,258,839	(7,277,000)	-72.3%
Grants	543,000	548,000	88,160	(5,000)	-0.9%
Provincial/Federal					
Provincial grants	239,000	324,000	339,748	(85,000)	-26.2%
Federal grants	1,572,000	1,004,000	1,524,506	568,000	56.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,559,000	8,220,000	8,737,617	339,000	4.1%
Contract services					
Compensation agreements	70,000	76,000	6,112	(6,000)	-7.9%
Corporate and other	-	-	84,443	-	0.0%
Rent and property interests	485,000	415,000	502,861	70,000	16.9%
Fundraising					
Donations	-	-	39	-	0.0%
Toronto and Region Conservation Foundation	714,000	1,871,000	2,872,602	(1,157,000)	-61.8%
Investment income	-	-	(44)	-	0.0%
Sundry	-	-	8,709	-	0.0%
<b>Total Revenue</b>	<b>34,369,000</b>	<b>35,351,000</b>	<b>21,772,546</b>	<b>(982,000)</b>	<b>-2.8%</b>
<b>Expenditures</b>					
Waterfront Parks					
General Maintenance	849,000	530,000	479,479	319,000	60.2%
Park Planning	13,385,000	8,848,000	1,050,384	4,537,000	51.3%
Arsenal Lands	-	-	-	-	0.0%
Park Development	1,155,000	-	604,385	1,155,000	0.0%
	<b>15,389,000</b>	<b>9,378,000</b>	<b>2,134,248</b>	<b>6,011,000</b>	<b>64.1%</b>
Conservation Parks					
Day Use	3,565,000	3,216,000	3,053,484	349,000	10.9%
Picnics	1,673,000	1,423,000	1,337,076	250,000	17.6%
Swimming	296,000	311,000	180,262	(15,000)	-4.8%
Fishing	22,000	14,000	33,092	8,000	57.1%
Mountain Biking	-	-	-	-	0.0%
Camping	966,000	956,000	888,202	10,000	1.0%
Cross Country Skiing	48,000	45,000	48,127	3,000	6.7%
Filming	35,000	30,000	16,717	5,000	16.7%
Park Development	-	-	78,817	-	0.0%
	<b>6,605,000</b>	<b>5,995,000</b>	<b>5,635,777</b>	<b>610,000</b>	<b>10.2%</b>
Trails					
Trail Development	5,485,000	13,634,000	6,927,583	(8,149,000)	-59.8%
Trail Management	1,124,000	846,000	393,136	278,000	32.9%
Trail Planning	159,000	155,000	181,930	4,000	2.6%
TRCA Trail Strategy	-	-	-	-	0.0%
	<b>6,768,000</b>	<b>14,635,000</b>	<b>7,502,649</b>	<b>(7,867,000)</b>	<b>-53.8%</b>
Bathurst Glen Golf Course					
Golf Course	1,442,000	1,348,000	1,209,246	94,000	7.0%
	<b>1,442,000</b>	<b>1,348,000</b>	<b>1,209,246</b>	<b>94,000</b>	<b>7.0%</b>
Black Creek Pioneer Village					
Heritage Village	3,912,000	3,327,000	3,221,700	585,000	17.6%
	<b>3,912,000</b>	<b>3,327,000</b>	<b>3,221,700</b>	<b>585,000</b>	<b>17.6%</b>
Events and Festivals					
Kortright	202,000	159,000	116,703	43,000	27.0%
Black Creek Pioneer Village	31,000	25,000	31,207	6,000	24.0%
Other Facilities	342,000	142,000	137,897	200,000	140.8%
	<b>575,000</b>	<b>326,000</b>	<b>285,807</b>	<b>249,000</b>	<b>76.4%</b>
Wedding and Corporate Events					
Kortright	-	-	-	-	0.0%
Black Creek Pioneer Village	-	-	-	-	0.0%
Other Facilities	-	-	-	-	0.0%
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>34,691,000</b>	<b>35,009,000</b>	<b>19,989,427</b>	<b>(318,000)</b>	<b>-0.9%</b>
<b>Net Surplus (Deficit)</b>	<b>(322,000)</b>	<b>344,000</b>	<b>1,783,119</b>	<b>(666,000)</b>	<b>-193.6%</b>
Reserves	-	-	5,000	-	0.0%
<b>Net Budget</b>	<b>(322,000)</b>	<b>344,000</b>	<b>1,788,119</b>	<b>(666,000)</b>	<b>-193.6%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Planning and Development Review

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,715,000	1,710,000	1,710,400	5,000	0.3%
Capital levy	704,000	669,000	466,429	35,000	5.2%
Contract services	1,633,000	1,334,000	1,654,761	299,000	22.4%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	1,160,000	1,143,000	553,904	17,000	1.5%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	9,872,000	9,303,000	9,699,045	569,000	6.1%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	166,000	140,000	227,752	26,000	18.6%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>15,250,000</b>	<b>14,299,000</b>	<b>14,312,291</b>	<b>951,000</b>	<b>6.7%</b>
<b>Expenditures</b>					
Development Planning and Regulation Permitting					
Planning	3,268,000	3,341,000	2,690,725	(73,000)	-2.2%
Permitting	1,217,000	1,364,000	1,051,386	(147,000)	-10.8%
Enquiries	53,000	52,000	41,064	1,000	1.9%
Technical Services	2,753,000	2,255,000	2,249,958	498,000	22.1%
Development Enforcement and Compliance	892,000	840,000	749,807	52,000	6.2%
	<b>8,183,000</b>	<b>7,852,000</b>	<b>6,782,940</b>	<b>331,000</b>	<b>4.2%</b>
Environmental Assessment Planning and Permitting					
Planning (Basic, Servicing Agreements, Master Plans)	2,011,000	1,846,000	1,627,733	165,000	8.9%
Permitting	1,483,000	1,286,000	1,453,273	197,000	15.3%
Development Enforcement and Compliance	595,000	560,000	499,871	35,000	6.3%
Technical Services	2,041,000	1,504,000	1,361,696	537,000	35.7%
	<b>6,130,000</b>	<b>5,196,000</b>	<b>4,942,573</b>	<b>934,000</b>	<b>18.0%</b>
Policy Development and Review					
Policy	1,312,000	1,252,000	1,109,672	60,000	4.8%
	<b>1,312,000</b>	<b>1,252,000</b>	<b>1,109,672</b>	<b>60,000</b>	<b>4.8%</b>
<b>Total Expenditures</b>	<b>15,625,000</b>	<b>14,300,000</b>	<b>12,835,185</b>	<b>1,325,000</b>	<b>9.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(373,000)</b>	<b>-</b>	<b>1,477,107</b>	<b>(373,000)</b>	<b>0.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(373,000)</b>	<b>-</b>	<b>1,477,107</b>	<b>(373,000)</b>	<b>0.0%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Education and Outreach

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	750,000	750,000	750,000	-	0.0%
Capital levy	5,279,000	4,640,000	1,644,910	639,000	13.8%
Contract services	297,000	312,000	268,577	(15,000)	-4.8%
Grants	102,000	65,000	45,712	37,000	56.9%
Provincial/Federal					
Provincial grants	1,084,000	811,000	537,532	273,000	33.7%
Federal grants	1,215,000	396,000	702,836	819,000	206.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	5,261,000	4,016,000	2,961,343	1,245,000	31.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	139,000	178,000	137,032	(39,000)	-21.9%
Rent and property interests	21,000	6,000	41,144	15,000	250.0%
Fundraising					
Donations	10,000	8,000	250	2,000	25.0%
Toronto and Region Conservation Foundation	163,000	211,000	179,636	(48,000)	-22.7%
Investment income	-	-	285	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>14,321,000</b>	<b>11,393,000</b>	<b>7,269,257</b>	<b>2,928,000</b>	<b>25.7%</b>
<b>Expenditures</b>					
School Programs					
Early Learners	403,000	423,000	411,620	(20,000)	-4.7%
Post Secondary	345,000	364,000	299,321	(19,000)	-5.2%
Elementary	7,128,000	5,893,000	5,177,271	1,235,000	21.0%
Secondary	4,242,000	3,048,000	442,191	1,194,000	39.2%
	<b>12,118,000</b>	<b>9,728,000</b>	<b>6,330,403</b>	<b>2,390,000</b>	<b>24.6%</b>
Newcomer Services					
Development of Internationally Trained Professionals	1,125,000	1,032,000	879,985	93,000	9.0%
Multicultural Connections Program	226,000	180,000	150,583	46,000	25.6%
	<b>1,351,000</b>	<b>1,212,000</b>	<b>1,030,568</b>	<b>139,000</b>	<b>11.5%</b>
Family and Community Programs					
Kortright	751,000	706,000	555,747	45,000	6.4%
Bolton Camp Development	-	-	-	-	0.0%
Other Locations	626,000	300,000	383,907	326,000	108.7%
	<b>1,377,000</b>	<b>1,006,000</b>	<b>939,654</b>	<b>371,000</b>	<b>36.9%</b>
<b>Total Expenditures</b>	<b>14,846,000</b>	<b>11,946,000</b>	<b>8,300,625</b>	<b>2,900,000</b>	<b>24.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(525,000)</b>	<b>(552,000)</b>	<b>(1,031,368)</b>	<b>27,000</b>	<b>-4.9%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(525,000)</b>	<b>(552,000)</b>	<b>(1,031,368)</b>	<b>27,000</b>	<b>-4.9%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Sustainable Communities

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	-	-	-	0.0%
Capital levy	7,690,000	7,224,000	4,914,710	466,000	6.5%
Contract services	458,000	364,000	207,116	94,000	25.8%
Grants	51,000	35,000	67,247	16,000	45.7%
Provincial/Federal					
Provincial grants	80,000	55,000	116,621	25,000	45.5%
Federal grants	229,000	255,000	292,248	(26,000)	-10.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	345,000	115,000	175,166	230,000	200.0%
Contract services					
Compensation agreements	77,000	-	23,920	77,000	0.0%
Corporate and other	895,000	667,000	598,538	228,000	34.2%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	706,000	128,000	655	578,000	451.6%
Toronto and Region Conservation Foundation	155,000	5,000	41,132	150,000	3000.0%
Investment income	-	-	-	-	0.0%
Sundry	12,000	-	-	12,000	0.0%
<b>Total Revenue</b>	<b>10,698,000</b>	<b>8,848,000</b>	<b>6,437,353</b>	<b>1,850,000</b>	<b>20.9%</b>
<b>Expenditures</b>					
Living City Transition Program					
Sustainable Neighbourhood	1,302,000	908,000	795,914	394,000	43.4%
Community Transformation	940,000	966,000	537,966	(26,000)	-2.7%
Partners in Project Green	1,446,000	1,168,000	764,591	278,000	23.8%
Urban Agriculture	545,000	440,000	73,761	105,000	23.9%
Sustainable Technology Evaluation Program	1,730,000	1,441,000	1,289,844	289,000	20.1%
Climate Consortium	406,000	436,000	357,800	(30,000)	-6.9%
Green Infrastructure Ontario	10,000	-	4,576	10,000	0.0%
	<b>6,379,000</b>	<b>5,359,000</b>	<b>3,824,452</b>	<b>1,020,000</b>	<b>19.0%</b>
Community Engagement					
Citizen Based Regeneration	2,714,000	1,578,000	1,215,463	1,136,000	72.0%
Stewardship	1,068,000	1,095,000	914,081	(27,000)	-2.5%
Watershed Engagement	571,000	817,000	356,929	(246,000)	-30.1%
	<b>4,353,000</b>	<b>3,490,000</b>	<b>2,486,473</b>	<b>863,000</b>	<b>24.7%</b>
Social Enterprise Development					
Social Enterprise	-	-	-	-	0.0%
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>10,732,000</b>	<b>8,849,000</b>	<b>6,310,925</b>	<b>1,883,000</b>	<b>21.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(35,000)</b>	<b>-</b>	<b>126,427</b>	<b>(35,000)</b>	<b>0.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(35,000)</b>	<b>-</b>	<b>126,427</b>	<b>(35,000)</b>	<b>0.0%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Corporate Services

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	11,800,000	11,185,000	11,184,970	615,000	5.5%
Capital levy	8,362,000	8,578,000	24,484,004	(216,000)	-2.5%
Contract services	-	-	2,864	-	0.0%
Grants	15,000	223,000	10,000	(208,000)	-93.3%
Provincial/Federal					
Provincial grants	50,000	50,000	51,156	-	0.0%
Federal grants	353,000	1,300,000	583,651	(947,000)	-72.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	46,000	52,000	78,602	(6,000)	-11.5%
Contract services					
Compensation agreements	-	-	93,211	-	0.0%
Corporate and other	26,000	52,000	316,162	(26,000)	-50.0%
Rent and property interests	18,000	34,000	36,023	(16,000)	-47.1%
Fundraising					
Donations	-	-	104	-	0.0%
Toronto and Region Conservation Foundation	1,301,000	489,000	324,803	812,000	166.1%
Investment income	720,000	500,000	771,721	220,000	44.0%
Sundry	2,000	2,000	33,131	-	0.0%
<b>Total Revenue</b>	<b>22,693,000</b>	<b>22,465,000</b>	<b>37,970,402</b>	<b>228,000</b>	<b>1.0%</b>
<b>Expenditures</b>					
Financial Management					
Accounting and Reporting	2,203,000	2,137,000	2,025,027	66,000	3.1%
Business Planning and Strategic Management	2,176,000	1,946,000	1,010,339	230,000	11.8%
	<b>4,379,000</b>	<b>4,083,000</b>	<b>3,035,366</b>	<b>296,000</b>	<b>7.2%</b>
Corporate Management and Governance					
Corporate Secretariat	2,458,000	2,083,000	2,175,946	375,000	18.0%
Corporate Sustainability Management	-	-	-	-	0.0%
Support Services	25,228,000	44,362,000	24,967,236	(19,134,000)	-43.1%
Risk Management	-	-	-	-	0.0%
Office of the CEO	441,000	460,000	343,621	(19,000)	-4.1%
	<b>28,127,000</b>	<b>46,905,000</b>	<b>27,486,803</b>	<b>(18,778,000)</b>	<b>-40.0%</b>
Human Resources					
Volunteers	41,000	35,000	10,394	6,000	17.1%
Employee Support	2,348,000	2,511,000	2,064,613	(163,000)	-6.5%
Health and Safety	-	-	-	-	0.0%
Human Capital Planning and Strategies	-	-	-	-	0.0%
	<b>2,389,000</b>	<b>2,546,000</b>	<b>2,075,007</b>	<b>(157,000)</b>	<b>-6.2%</b>
Corporate Communications					
Communications	1,468,000	1,350,000	1,036,165	118,000	8.7%
Digital and Social Media	589,000	312,000	160,112	277,000	88.8%
	<b>2,057,000</b>	<b>1,662,000</b>	<b>1,196,277</b>	<b>395,000</b>	<b>23.8%</b>
Information Infrastructure and Management					
Information Technology	1,299,000	1,400,000	1,191,033	(101,000)	-7.2%
Knowledge and Data Management	1,618,000	1,943,000	1,620,773	(325,000)	-16.7%
Business Software	275,000	275,000	254,725	-	0.0%
	<b>3,192,000</b>	<b>3,618,000</b>	<b>3,066,531</b>	<b>(426,000)</b>	<b>-11.8%</b>
Project Recoveries					
Project Recoveries	(2,943,000)	(4,434,000)	(4,256,777)	1,491,000	-33.6%
	<b>(2,943,000)</b>	<b>(4,434,000)</b>	<b>(4,256,777)</b>	<b>1,491,000</b>	<b>-33.6%</b>
Vehicles and Equipment					
Operations	(500,000)	(1,285,000)	(418,257)	785,000	-61.1%
Acquisitions	1,690,000	1,690,000	442,037	-	0.0%
	<b>1,190,000</b>	<b>405,000</b>	<b>23,780</b>	<b>785,000</b>	<b>193.8%</b>
<b>Total Expenditures</b>	<b>38,391,000</b>	<b>54,785,000</b>	<b>32,626,987</b>	<b>(16,394,000)</b>	<b>-29.9%</b>
<b>Net Surplus (Deficit)</b>	<b>(15,698,000)</b>	<b>(32,319,000)</b>	<b>5,343,416</b>	<b>16,621,000</b>	<b>-51.4%</b>
Head Office Construction Loan/Reserves	16,382,000	32,204,000	(2,000,100)	(15,822,000)	-49.1%
<b>Net Budget</b>	<b>684,000</b>	<b>(115,000)</b>	<b>3,343,316</b>	<b>799,000</b>	<b>-694.8%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Levy  
(\$000s)

Service Area	Capital Levy				Operating	
	Durham	Peel	Toronto	York	Levy	Total
Watershed Studies and Strategies	\$ 11	\$ 603	\$ 268	\$ 218	\$ 445	\$ 1,545
Water Risk Management	338	2,466	17,449	3,510	1,056	24,819
Regional Biodiversity	483	4,774	1,776	1,237	130	8,400
Greenspace Securement and Management	18	1,646	64	174	555	2,457
Tourism and Recreation	98	1,027	7,491	259	1,500	10,375
Planning and Development Review	15	54	321	110	1,715	2,215
Education and Outreach	-	1,834	189	195	750	2,968
Sustainable Communities	104	3,568	1,126	387	-	5,185
Corporate Services	86	2,077	1,925	729	11,800	16,617
	<b>\$ 1,153</b>	<b>\$ 18,049</b>	<b>\$ 30,609</b>	<b>\$ 6,819</b>	<b>\$ 17,951</b>	<b>\$ 74,581</b>

Apportionment of 2023 General (Operating) Levy

	Matching Levy	Matching Levy	Non Tax Adjusment	Non CVA Levy	2023 General Levy	2022 General Levy	\$ Change over 2022	% Change over 2021
Township of Adjala-Tosorontio	\$ 25	\$ 1,053	-	-	\$ 1,078	\$ 933	\$ 145	15.5%
Regional Municipality of Durham	11,561	491,109	110,225	34,106	647,000	628,000	19,000	3.0%
City of Toronto	256,288	10,886,615	5,387	-	11,148,290	10,925,412	222,878	2.0%
Town of Mono	32	1,358	531		1,921	1,735	186	10.7%
Regional Municipality of Peel	43,465	1,846,301	89,823	125,232	2,104,821	2,043,515	61,306	3.0%
Regional Municipality of York	88,321	3,751,686	207,733	-	4,047,740	3,530,775	516,965	14.6%
	<b>\$ 399,692</b>	<b>\$ 16,978,122</b>	<b>\$ 413,699</b>	<b>\$ 159,338</b>	<b>\$ 17,950,850</b>	<b>\$ 17,130,370</b>	<b>\$ 820,480</b>	<b>4.8%</b>



Toronto and Region Conservation Authority  
2023 Basis of Apportionment - Municipal Levy  
(CVA in millions of \$)

Municipality	(CVA in millions of \$)		CVA in Jurisdiction (\$)	Total Population	Population in Authority
	Current Value Assessment (CVA) (\$)	% of Municipality in Jurisdiction			
Township of Adjala-Tosorontio	2,373	4	95	9,143	366
Regional Municipality of Durham	53,458	84	44,541	192,519	160,955
City of Toronto	987,328	100	987,328	2,182,902	2,182,902
Town of Mono	2,455	5	123	7,438	372
Regional Municipality of Peel	374,441	46	167,443	1,049,806	486,476
Regional Municipality of York	375,347	90	340,247	764,167	685,756
	1,795,402		1,539,777	4,205,975	3,516,827

**Analysis of Regional Municipalities**

Regional Municipality of Durham

Town of Ajax	23,711	86	20,392	94,161	80,978
City of Pickering	24,338	95	23,121	80,643	76,611
Uxbridge Township	5,409	19	1,028	17,715	3,366
	53,458		44,541	192,519	160,955

Regional Municipality of Peel

City of Brampton	129,100	63	81,333	423,428	266,760
Town of Caledon	23,400	55	12,870	59,143	32,529
City of Mississauga	221,941	33	73,240	567,235	187,188
	374,441		167,443	1,049,806	486,476

Regional Municipality of York

Town of Aurora	20,366	4	815	46,406	1,856
King Township	10,731	45	4,828	21,224	9,551
City of Markham	119,885	100	119,885	251,923	251,923
Town of Richmond Hill	75,616	99	74,860	149,165	147,673
City of Vaughan	133,152	100	133,152	259,140	259,140
Town of Whitchurch-Stouffville	15,597	43	6,707	36,309	15,613
	375,347		340,247	764,167	685,756

As provided by the Ministry of Natural Resources and Forestry



Toronto and Region Conservation Authority  
2022 Operating and Capital Budget  
Full-time Equivalent Employees (FTEs)

	Operating	Capital	Total	Difference over 2022
<b>2023</b>				
Watershed Studies and Strategies	2.0	12.1	14.1	0.9
Water Risk Management	11.2	172.8	184.0	43.9
Regional Biodiversity	26.5	197.4	223.9	79.9
Greenspace Securement and Management	15.4	28.7	44.1	16.1
Tourism and Recreation	195.4	43.8	239.2	102.5
Planning and Development Review	121.4	4.5	125.9	19.9
Education and Outreach	148.0	24.9	172.9	85.6
Sustainable Communities	0.7	76.8	77.5	24.1
Corporate Services	113.4	26.8	140.2	17.1
	<b>634.00</b>	<b>587.80</b>	<b>1,221.8</b>	<b>389.9</b>
<b>2022</b>				
Watershed Studies and Strategies	2.9	10.34	13.19	
Water Risk Management	7.85	132.27	140.12	
Regional Biodiversity	14.31	129.67	143.98	
Greenspace Securement and Management	9.11	18.87	27.98	
Tourism and Recreation	99.70	37.01	136.71	
Planning and Development Review	102.01	4.00	106.01	
Education and Outreach	71.71	15.64	87.35	
Sustainable Communities	0.67	52.72	53.39	
Corporate Services	100.83	22.32	123.15	
	<b>409.04</b>	<b>422.84</b>	<b>831.88</b>	

Increase in FTE over 2022 is due to recovery from Covid-19 pandemic with services coming back online to the standard service delivery primarily in Tourism and Recreation and Education and Outreach. Additional increase within Water Risk Management and Regional Biodiversity are related to large scale fee for service projects for 2023.



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	17,951,000	17,130,000	17,130,370	821,000	4.8%
Capital levy	89,722,000	69,232,000	62,588,008	20,490,000	29.6%
Contract services	49,299,000	80,335,000	42,301,840	(31,036,000)	-38.6%
Grants	877,000	1,029,000	535,716	(152,000)	-14.8%
Provincial/Federal					
Provincial	5,357,000	4,225,000	2,988,216	1,132,000	26.8%
Federal	11,596,000	18,608,000	6,717,605	(7,012,000)	-37.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	24,236,000	21,854,000	21,687,524	2,382,000	10.9%
Contract services					
Compensation agreements	9,073,000	2,227,000	1,804,206	6,846,000	307.4%
Corporate and other	7,580,000	2,947,000	4,959,801	4,633,000	157.2%
Rent and property interests	4,230,000	3,460,000	4,190,988	770,000	22.3%
Fundraising					
Donations	816,000	886,000	4,881	(70,000)	-7.9%
Toronto and Region Conservation Foundation	3,907,000	3,501,000	3,623,130	406,000	11.6%
Investment income	720,000	500,000	745,386	220,000	44.0%
Sundry	19,000	11,000	41,840	8,000	72.7%
<b>Total Revenue</b>	<b>225,383,000</b>	<b>225,945,000</b>	<b>169,319,511</b>	<b>(562,000)</b>	<b>-0.2%</b>
<b>Expenditures</b>					
Wages and benefits	88,354,000	78,915,000	70,136,624	9,439,000	12.0%
Contracted services	116,906,000	141,947,000	65,951,326	(25,041,000)	-17.6%
Materials and supplies	28,097,000	29,891,000	20,695,499	(1,794,000)	-6.0%
Utilities	1,107,000	970,000	1,113,865	137,000	14.1%
Property taxes	792,000	1,022,000	670,399	(230,000)	-22.5%
	<b>235,256,000</b>	<b>252,745,000</b>	<b>158,567,713</b>	<b>(17,489,000)</b>	<b>-6.9%</b>
Internal Recoveries	(20,705,000)	(18,859,000)	(21,213,283)	(1,846,000)	9.8%
Internal Charges	27,215,000	24,258,000	21,353,852	2,957,000	12.2%
<b>Total Expenditures</b>	<b>241,766,000</b>	<b>258,144,000</b>	<b>158,708,282</b>	<b>(16,378,000)</b>	<b>-6.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(16,383,000)</b>	<b>(32,199,000)</b>	<b>10,611,229</b>	<b>15,816,000</b>	<b>-49.1%</b>
Head Office Construction Loan/Reserves	16,382,000	32,204,000	(1,989,024)	-	0.0%
<b>Net Budget</b>	<b>(1,000)</b>	<b>5,000</b>	<b>8,622,205</b>	<b>15,816,000</b>	



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Watershed Studies and Strategies - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	445,000	440,000	440,000	5,000	1.1%
Capital levy	1,481,000	1,400,000	983,854	81,000	5.8%
Contract services	71,000	-	89,008	71,000	0.0%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	227,000	223,000	77,314	4,000	1.8%
Federal grants	278,000	351,000	81,979	(73,000)	-20.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	120	-	0.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	-	-	30,729	-	0.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>2,502,000</b>	<b>2,414,000</b>	<b>1,703,004</b>	<b>88,000</b>	<b>3.6%</b>
<b>Expenditures</b>					
Wages and benefits	1,560,000	1,583,000	1,444,497	(23,000)	-1.5%
Contracted services	524,000	450,000	108,878	74,000	16.4%
Materials and supplies	39,000	36,000	18,742	3,000	8.3%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>2,123,000</b>	<b>2,069,000</b>	<b>1,572,117</b>	<b>54,000</b>	<b>2.6%</b>
Internal Recoveries	-	-	-	-	0.0%
Internal Charges	381,000	345,000	91,458	36,000	10.4%
<b>Total Expenditures</b>	<b>2,504,000</b>	<b>2,414,000</b>	<b>1,663,575</b>	<b>90,000</b>	<b>3.7%</b>
<b>Net Surplus (Deficit)</b>	<b>(2,000)</b>	<b>-</b>	<b>39,429</b>	<b>(2,000)</b>	<b>0.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(2,000)</b>	<b>-</b>	<b>39,429</b>	<b>(2,000)</b>	<b>0.0%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Water Risk Management - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,056,000	980,000	980,000	76,000	7.8%
Capital levy	31,904,000	24,160,000	18,498,625	7,744,000	32.1%
Contract services	34,202,000	57,510,000	30,364,731	(23,308,000)	-40.5%
Grants	-	-	196,704	-	0.0%
Provincial/Federal					
Provincial grants	2,070,000	1,370,000	864,669	700,000	51.1%
Federal grants	6,245,000	13,679,000	1,539,448	(7,434,000)	-54.3%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	110,000	105,000	20,000	5,000	4.8%
Contract services					
Compensation agreements	48,000	45,000	8,399	3,000	6.7%
Corporate and other	907,000	805,000	883,969	102,000	12.7%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	4,000	-	(4,000)	-100.0%
<b>Total Revenue</b>	<u>76,542,000</u>	<u>98,658,000</u>	<u>53,356,545</u>	<u>(22,116,000)</u>	<u>-22.4%</u>
<b>Expenditures</b>					
Wages and benefits	15,572,000	13,579,000	12,347,585	1,993,000	14.7%
Contracted services	40,505,000	59,573,000	23,225,521	(19,068,000)	-32.0%
Materials and supplies	15,234,000	18,047,000	12,304,835	(2,813,000)	-15.6%
Utilities	33,000	20,000	28,375	13,000	65.0%
Property taxes	-	-	-	-	0.0%
	<u>71,344,000</u>	<u>91,219,000</u>	<u>47,906,316</u>	<u>(19,875,000)</u>	<u>-21.8%</u>
Internal Recoveries	(728,000)	(587,000)	(1,191,742)	(141,000)	24.0%
Internal Charges	5,852,000	7,882,000	6,200,920	(2,030,000)	-25.8%
<b>Total Expenditures</b>	<u>76,468,000</u>	<u>98,514,000</u>	<u>52,915,494</u>	<u>(22,046,000)</u>	<u>-22.4%</u>
<b>Net Surplus (Deficit)</b>	<u>74,000</u>	<u>144,000</u>	<u>441,051</u>	<u>(70,000)</u>	<u>-48.6%</u>
Reserves	-	-	6,076	-	0.0%
<b>Net Budget</b>	<u>74,000</u>	<u>144,000</u>	<u>447,127</u>	<u>(70,000)</u>	<u>-48.6%</u>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Regional Biodiversity - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	130,000	120,000	120,000	10,000	8.3%
Capital levy	10,743,000	9,388,000	7,431,082	1,355,000	14.4%
Contract services	8,834,000	9,790,000	5,660,689	(956,000)	-9.8%
Grants	166,000	159,000	127,893	7,000	4.4%
Provincial/Federal					
Provincial grants	447,000	241,000	347,698	206,000	85.5%
Federal grants	1,461,000	1,568,000	1,734,436	(107,000)	-6.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	43,000	43,000	12,500	-	0.0%
Contract services					
Compensation agreements	8,810,000	2,016,000	1,605,501	6,794,000	337.0%
Corporate and other	3,080,000	993,000	1,831,916	2,087,000	210.2%
Rent and property interests	24,000	24,000	28,220	-	0.0%
Fundraising					
Donations	-	-	3,832	-	0.0%
Toronto and Region Conservation Foundation	295,000	275,000	43,721	20,000	7.3%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>34,033,000</b>	<b>24,617,000</b>	<b>18,947,488</b>	<b>9,416,000</b>	<b>38.2%</b>
<b>Expenditures</b>					
Wages and benefits	14,150,000	12,398,000	9,734,683	1,752,000	14.1%
Contracted services	12,317,000	6,275,000	3,917,757	6,042,000	96.3%
Materials and supplies	2,846,000	2,147,000	2,738,558	699,000	32.6%
Utilities	4,000	4,000	8,239	-	0.0%
Property taxes	-	1,000	-	(1,000)	-100.0%
	<b>29,317,000</b>	<b>20,825,000</b>	<b>16,399,237</b>	<b>8,492,000</b>	<b>40.8%</b>
Internal Recoveries	(6,904,000)	(6,072,000)	(5,687,922)	(832,000)	13.7%
Internal Charges	11,605,000	10,006,000	8,128,205	1,599,000	16.0%
<b>Total Expenditures</b>	<b>34,018,000</b>	<b>24,759,000</b>	<b>18,839,520</b>	<b>9,259,000</b>	<b>37.4%</b>
<b>Net Surplus (Deficit)</b>	<b>15,000</b>	<b>(142,000)</b>	<b>107,968</b>	<b>157,000</b>	<b>-110.6%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>15,000</b>	<b>(142,000)</b>	<b>107,968</b>	<b>157,000</b>	<b>-110.6%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Greenspace Securement and Management - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	555,000	445,000	445,000	110,000	24.7%
Capital levy	5,667,000	1,851,000	1,315,439	3,816,000	206.2%
Contract services	1,012,000	954,000	795,256	58,000	6.1%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	-	9,000	99,574	(9,000)	-100.0%
Federal grants	242,000	56,000	258,501	186,000	332.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	3,130	-	0.0%
Contract services					
Compensation agreements	69,000	90,000	67,063	(21,000)	-23.3%
Corporate and other	2,367,000	112,000	849,259	2,255,000	2013.4%
Rent and property interests	3,682,000	2,981,000	3,582,740	701,000	23.5%
Fundraising					
Donations	100,000	750,000	-	(650,000)	-86.7%
Toronto and Region Conservation Foundation	1,279,000	650,000	161,236	629,000	96.8%
Investment income	-	-	(26,576)	-	0.0%
Sundry	5,000	5,000	-	-	0.0%
<b>Total Revenue</b>	<b>14,978,000</b>	<b>7,903,000</b>	<b>7,550,622</b>	<b>7,075,000</b>	<b>89.5%</b>
<b>Expenditures</b>					
Wages and benefits	3,042,000	2,441,000	1,858,752	601,000	24.6%
Contracted services	7,318,000	2,009,000	1,476,893	5,309,000	264.3%
Materials and supplies	1,624,000	1,162,000	215,909	462,000	39.8%
Utilities	74,000	58,000	88,343	16,000	27.6%
Property taxes	776,000	764,000	666,330	12,000	1.6%
	<b>12,834,000</b>	<b>6,434,000</b>	<b>4,306,227</b>	<b>6,400,000</b>	<b>99.5%</b>
Internal Recoveries	(257,000)	(4,000)	(128,684)	(253,000)	6325.0%
Internal Charges	1,916,000	1,145,000	1,049,002	771,000	67.3%
<b>Total Expenditures</b>	<b>14,493,000</b>	<b>7,575,000</b>	<b>5,226,545</b>	<b>6,918,000</b>	<b>91.3%</b>
<b>Net Surplus (Deficit)</b>	<b>485,000</b>	<b>328,000</b>	<b>2,324,077</b>	<b>157,000</b>	<b>47.9%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>485,000</b>	<b>328,000</b>	<b>2,324,077</b>	<b>157,000</b>	<b>47.9%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Tourism and Recreation - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,500,000	1,500,000	1,500,000	-	0.0%
Capital levy	17,893,000	11,322,000	2,848,954	6,571,000	58.0%
Contract services	2,794,000	10,071,000	3,258,839	(7,277,000)	-72.3%
Grants	543,000	548,000	88,160	(5,000)	-0.9%
Provincial/Federal					
Provincial grants	239,000	324,000	339,748	(85,000)	-26.2%
Federal grants	1,572,000	1,004,000	1,524,506	568,000	56.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,559,000	8,220,000	8,737,617	339,000	4.1%
Contract services					
Compensation agreements	70,000	76,000	6,112	(6,000)	-7.9%
Corporate and other	-	-	84,443	-	0.0%
Rent and property interests	485,000	415,000	502,861	70,000	16.9%
Fundraising					
Donations	-	-	39	-	0.0%
Toronto and Region Conservation Foundation	714,000	1,871,000	2,872,602	(1,157,000)	-61.8%
Investment income	-	-	(44)	-	0.0%
Sundry	-	-	8,709	-	0.0%
<b>Total Revenue</b>	<b>34,369,000</b>	<b>35,351,000</b>	<b>21,772,546</b>	<b>(982,000)</b>	<b>-2.8%</b>
<b>Expenditures</b>					
Wages and benefits	10,982,000	10,054,000	8,685,216	928,000	9.2%
Contracted services	20,105,000	20,162,000	6,903,581	(57,000)	-0.3%
Materials and supplies	1,682,000	2,470,000	1,817,265	(788,000)	-31.9%
Utilities	717,000	597,000	638,451	120,000	20.1%
Property taxes	11,000	11,000	76	-	0.0%
	<b>33,497,000</b>	<b>33,294,000</b>	<b>18,044,589</b>	<b>203,000</b>	<b>0.6%</b>
Internal Recoveries	(1,941,000)	(147,000)	(22,652)	(1,794,000)	1220.4%
Internal Charges	3,135,000	1,862,000	1,967,490	1,273,000	68.4%
<b>Total Expenditures</b>	<b>34,691,000</b>	<b>35,009,000</b>	<b>19,989,427</b>	<b>(318,000)</b>	<b>-0.9%</b>
<b>Net Surplus (Deficit)</b>	<b>(322,000)</b>	<b>342,000</b>	<b>1,783,119</b>	<b>(664,000)</b>	<b>-194.2%</b>
Reserves	-	-	5,000	-	0.0%
<b>Net Budget</b>	<b>(322,000)</b>	<b>342,000</b>	<b>1,788,119</b>	<b>(664,000)</b>	<b>-194.2%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Planning and Development Review - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,715,000	1,710,000	1,710,400	5,000	0.3%
Capital levy	704,000	669,000	466,429	35,000	5.2%
Contract services	1,633,000	1,334,000	1,654,761	299,000	22.4%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	1,160,000	1,142,000	553,904	18,000	1.6%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	9,872,000	9,303,000	9,699,045	569,000	6.1%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	166,000	140,000	227,752	26,000	18.6%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>15,250,000</b>	<b>14,298,000</b>	<b>14,312,291</b>	<b>952,000</b>	<b>6.7%</b>
<b>Expenditures</b>					
Wages and benefits	13,646,000	12,264,000	11,756,703	1,382,000	11.3%
Contracted services	1,335,000	1,557,000	404,048	(222,000)	-14.3%
Materials and supplies	258,000	145,000	365,307	113,000	77.9%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>15,239,000</b>	<b>13,966,000</b>	<b>12,526,058</b>	<b>1,273,000</b>	<b>9.1%</b>
Internal Recoveries	(7,000)	(6,000)	(610)	(1,000)	16.7%
Internal Charges	390,000	339,000	309,737	51,000	15.0%
<b>Total Expenditures</b>	<b>15,622,000</b>	<b>14,299,000</b>	<b>12,835,185</b>	<b>1,323,000</b>	<b>9.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(372,000)</b>	<b>(1,000)</b>	<b>1,477,106</b>	<b>(371,000)</b>	<b>37100.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(372,000)</b>	<b>(1,000)</b>	<b>1,477,106</b>	<b>(371,000)</b>	



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Education and Outreach - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	750,000	750,000	750,000	-	0.0%
Capital levy	5,279,000	4,640,000	1,644,910	639,000	13.8%
Contract services	297,000	312,000	268,577	(15,000)	-4.8%
Grants	102,000	65,000	45,712	37,000	56.9%
Provincial/Federal					
Provincial grants	1,084,000	811,000	537,532	273,000	33.7%
Federal grants	1,215,000	396,000	702,836	819,000	206.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	5,261,000	4,016,000	2,961,343	1,245,000	31.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	139,000	178,000	137,032	(39,000)	-21.9%
Rent and property interests	21,000	6,000	41,144	15,000	250.0%
Fundraising					
Donations	10,000	7,000	250	3,000	42.9%
Toronto and Region Conservation Foundation	163,000	211,000	179,636	(48,000)	-22.7%
Investment income	-	-	285	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>14,321,000</b>	<b>11,392,000</b>	<b>7,269,257</b>	<b>2,929,000</b>	<b>25.7%</b>
<b>Expenditures</b>					
Wages and benefits	8,780,000	7,093,000	6,380,539	1,687,000	23.8%
Contracted services	4,476,000	3,725,000	912,766	751,000	20.2%
Materials and supplies	740,000	686,000	584,607	54,000	7.9%
Utilities	218,000	213,000	194,653	5,000	2.3%
Property taxes	-	-	-	-	0.0%
	<b>14,214,000</b>	<b>11,717,000</b>	<b>8,072,565</b>	<b>2,497,000</b>	<b>21.3%</b>
Internal Recoveries	(444,000)	(630,000)	(344,591)	186,000	-29.5%
Internal Charges	1,076,000	857,000	572,650	219,000	25.6%
<b>Total Expenditures</b>	<b>14,846,000</b>	<b>11,944,000</b>	<b>8,300,624</b>	<b>2,902,000</b>	<b>24.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(525,000)</b>	<b>(552,000)</b>	<b>(1,031,367)</b>	<b>27,000</b>	<b>-4.9%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(525,000)</b>	<b>(552,000)</b>	<b>(1,031,367)</b>	<b>27,000</b>	<b>-4.9%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Sustainable Communities - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	-	-	-	0.0%
Capital levy	7,690,000	7,224,000	4,914,710	466,000	6.5%
Contract services	458,000	364,000	207,116	94,000	25.8%
Grants	51,000	35,000	67,247	16,000	45.7%
Provincial/Federal					
Provincial grants	80,000	55,000	116,621	25,000	45.5%
Federal grants	229,000	255,000	292,248	(26,000)	-10.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	345,000	115,000	175,166	230,000	200.0%
Contract services					
Compensation agreements	77,000	-	23,920	77,000	0.0%
Corporate and other	895,000	667,000	598,538	228,000	34.2%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	706,000	128,000	655	578,000	451.6%
Toronto and Region Conservation Foundation	155,000	5,000	41,132	150,000	3000.0%
Investment income	-	-	-	-	0.0%
Sundry	12,000	-	-	12,000	0.0%
<b>Total Revenue</b>	<b>10,698,000</b>	<b>8,848,000</b>	<b>6,437,353</b>	<b>1,850,000</b>	<b>20.9%</b>
<b>Expenditures</b>					
Wages and benefits	6,184,000	5,612,000	5,039,077	572,000	10.2%
Contracted services	3,170,000	1,599,000	384,860	1,571,000	98.2%
Materials and supplies	290,000	189,000	244,776	101,000	53.4%
Utilities	-	-	10	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>9,644,000</b>	<b>7,400,000</b>	<b>5,668,723</b>	<b>2,244,000</b>	<b>30.3%</b>
Internal Recoveries	(187,000)	(73,000)	(206,112)	(114,000)	156.2%
Internal Charges	1,277,000	1,521,000	848,315	(244,000)	-16.0%
<b>Total Expenditures</b>	<b>10,734,000</b>	<b>8,848,000</b>	<b>6,310,926</b>	<b>1,886,000</b>	<b>21.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(36,000)</b>	<b>-</b>	<b>126,427</b>	<b>(36,000)</b>	<b>0.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(36,000)</b>	<b>-</b>	<b>126,427</b>	<b>(36,000)</b>	<b>0.0%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - Corporate Services - by object classification

	2023	2022	Unaudited 2022	\$ Change over 2022	% Change over 2022
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	11,800,000	11,185,000	11,184,970	615,000	5.5%
Capital levy	8,362,000	8,578,000	24,484,004	(216,000)	-2.5%
Contract services	-	-	2,864	-	0.0%
Grants	15,000	223,000	10,000	(208,000)	-93.3%
Provincial/Federal					
Provincial grants	50,000	50,000	51,156	-	0.0%
Federal grants	353,000	1,300,000	583,651	(947,000)	-72.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	46,000	51,000	78,602	(5,000)	-9.8%
Contract services					
Compensation agreements	-	-	93,211	-	0.0%
Corporate and other	26,000	52,000	316,162	(26,000)	-50.0%
Rent and property interests	18,000	34,000	36,023	(16,000)	-47.1%
Fundraising					
Donations	-	-	104	-	0.0%
Toronto and Region Conservation Foundation	1,301,000	489,000	324,803	812,000	166.1%
Investment income	720,000	500,000	771,721	220,000	44.0%
Sundry	2,000	2,000	33,131	-	0.0%
<b>Total Revenue</b>	<u>22,693,000</u>	<u>22,464,000</u>	<u>37,970,402</u>	<u>229,000</u>	<u>1.0%</u>
<b>Expenditures</b>					
Wages and benefits	14,437,000	13,892,000	12,889,572	545,000	3.9%
Contracted services	27,156,000	46,597,000	28,617,024	(19,441,000)	-41.7%
Materials and supplies	5,384,000	5,010,000	2,405,499	374,000	7.5%
Utilities	62,000	78,000	155,793	(16,000)	-20.5%
Property taxes	5,000	247,000	3,993	(242,000)	-98.0%
	<u>47,044,000</u>	<u>65,824,000</u>	<u>44,071,881</u>	<u>(18,780,000)</u>	<u>-28.5%</u>
Internal Recoveries	(10,237,000)	(11,341,000)	(13,630,971)	1,104,000	-9.7%
Internal Charges	1,584,000	302,000	2,186,076	1,282,000	424.5%
<b>Total Expenditures</b>	<u>38,391,000</u>	<u>54,785,000</u>	<u>32,626,986</u>	<u>(16,394,000)</u>	<u>-29.9%</u>
<b>Net Surplus (Deficit)</b>	<u>(15,698,000)</u>	<u>(32,321,000)</u>	<u>5,343,416</u>	<u>16,623,000</u>	<u>-51.4%</u>
Head Office Construction Loan/Reserves	16,382,000	32,204,000	(2,000,100)	-	0.0%
<b>Net Budget</b>	<u>684,000</u>	<u>(117,000)</u>	<u>3,343,316</u>	<u>16,623,000</u>	



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - excluding tangible capital asset expenditures

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	17,951,000	17,130,000	17,130,370	821,000	4.8%
Capital levy	89,722,000	69,232,000	62,588,008	20,490,000	29.6%
Contract services	49,299,000	80,335,000	42,301,840	(31,036,000)	-38.6%
Grants	877,000	1,029,000	535,716	(152,000)	-14.8%
Provincial/Federal					
Provincial	5,357,000	4,225,000	2,988,216	1,132,000	26.8%
Federal	11,596,000	18,608,000	6,717,605	(7,012,000)	-37.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	24,236,000	21,854,000	21,687,524	2,382,000	10.9%
Contract services					
Compensation agreements	9,073,000	2,227,000	1,804,206	6,846,000	307.4%
Corporate and other	7,580,000	2,947,000	4,959,801	4,633,000	157.2%
Rent and property interests	4,230,000	3,460,000	4,190,988	770,000	22.3%
Fundraising					
Donations	816,000	886,000	4,881	(70,000)	-7.9%
Toronto and Region Conservation Foundation	3,907,000	3,501,000	3,623,130	406,000	11.6%
Investment income	720,000	500,000	745,386	220,000	44.0%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	19,000	11,000	41,840	8,000	72.7%
<b>Total Revenue</b>	<b>225,383,000</b>	<b>225,945,000</b>	<b>169,319,511</b>	<b>(562,000)</b>	<b>-0.2%</b>



Toronto and Region Conservation Authority  
2023 Operating and Capital Budget - excluding tangible capital asset expenditures

	2023 Budget	2022 Budget	Unaudited 2022 Actual	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,928,000	1,851,000	1,164,612	77,000	4.2%
Climate Science	576,000	563,000	501,679	13,000	2.3%
	<u>2,504,000</u>	<u>2,414,000</u>	<u>1,666,291</u>	<u>90,000</u>	<u>3.7%</u>
Water Risk Management					
Water Resource Science	5,418,000	2,756,000	2,457,354	2,662,000	96.6%
Erosion Management	58,027,000	90,429,000	45,920,014	(32,402,000)	-35.8%
Flood Management	5,490,000	5,329,000	4,561,343	161,000	3.0%
	<u>68,935,000</u>	<u>98,514,000</u>	<u>52,938,711</u>	<u>(29,579,000)</u>	<u>-30.0%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,818,000	3,144,000	2,227,168	(326,000)	-10.4%
Ecosystem Management Research and Directions	3,017,000	1,429,000	2,254,736	1,588,000	111.1%
Forest Management	1,408,000	1,522,000	1,252,328	(114,000)	-7.5%
Restoration and Regeneration	26,844,000	18,664,000	13,123,605	8,180,000	43.8%
	<u>34,087,000</u>	<u>24,759,000</u>	<u>18,857,837</u>	<u>9,328,000</u>	<u>37.7%</u>
Greenspace Securement and Management					
Greenspace Securement	15,000	1,300,000	148,614	(1,285,000)	-98.8%
Greenspace Management	11,196,000	4,782,000	3,950,026	6,414,000	134.1%
Rental Properties	1,921,000	1,491,000	1,131,403	430,000	28.8%
	<u>13,132,000</u>	<u>7,573,000</u>	<u>5,230,043</u>	<u>5,559,000</u>	<u>73.4%</u>
Tourism and Recreation					
Waterfront Parks	16,201,000	9,378,000	2,134,248	6,823,000	72.8%
Conservation Parks	6,964,000	5,993,000	5,652,110	971,000	16.2%
Trails	5,721,000	14,636,000	7,502,649	(8,915,000)	-60.9%
Bathurst Glen Golf Course	1,450,000	1,348,000	1,209,246	102,000	7.6%
Black Creek Pioneer Village	4,421,000	3,327,000	3,221,700	1,094,000	32.9%
Events and Festivals	588,000	325,000	285,806	263,000	80.9%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>35,345,000</u>	<u>35,007,000</u>	<u>20,005,759</u>	<u>338,000</u>	<u>1.0%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	7,858,000	7,851,000	6,805,030	7,000	0.1%
Environmental Assessment Planning and Permitting	5,805,000	5,196,000	4,942,574	609,000	11.7%
Policy Development and Review	1,312,000	1,252,000	1,109,672	60,000	4.8%
	<u>14,975,000</u>	<u>14,299,000</u>	<u>12,857,276</u>	<u>676,000</u>	<u>4.7%</u>
Education and Outreach					
School Programs	8,731,000	9,728,000	6,342,399	(997,000)	-10.2%
Newcomer Services	1,353,000	1,212,000	1,030,568	141,000	11.6%
Family and Community Programs	1,381,000	1,005,000	939,655	376,000	37.4%
	<u>11,465,000</u>	<u>11,945,000</u>	<u>8,312,622</u>	<u>(480,000)</u>	<u>-4.0%</u>
Sustainable Communities					
Living City Transition Program	6,843,000	5,358,000	3,833,928	1,485,000	27.7%
Community Engagement	4,354,000	3,490,000	2,486,473	864,000	24.8%
Social Enterprise Development	-	-	-	-	0.0%
	<u>11,197,000</u>	<u>8,848,000</u>	<u>6,320,401</u>	<u>2,349,000</u>	<u>26.5%</u>
Corporate Services					
Financial Management	4,380,000	4,084,000	3,035,367	296,000	7.2%
Corporate Management and Governance	8,449,000	46,904,000	27,511,039	(38,455,000)	-82.0%
Human Resources	2,391,000	2,546,000	2,075,006	(155,000)	-6.1%
Corporate Communications	2,078,000	1,662,000	1,196,277	416,000	25.0%
Information Infrastructure and Management	3,036,000	3,618,000	3,066,531	(582,000)	-16.1%
Project Recoveries	(2,903,000)	(4,434,000)	(4,256,777)	1,531,000	-34.5%
Vehicles and Equipment	164,000	405,000	23,780	(241,000)	-59.5%
	<u>17,595,000</u>	<u>54,785,000</u>	<u>32,651,223</u>	<u>(37,190,000)</u>	<u>-67.9%</u>
<b>Total Expenditures</b>	<u>209,235,000</u>	<u>258,144,000</u>	<u>158,840,163</u>	<u>(48,909,000)</u>	<u>-18.9%</u>
<b>Net Surplus (Deficit)</b>	<u>16,149,000</u>	<u>(32,198,000)</u>	<u>10,479,348</u>	<u>48,347,000</u>	<u>-150.2%</u>
Head Office Construction Loan/Reserves	16,382,000	32,204,000	(1,989,024)	(15,822,000)	-49.1%
<b>Net Budget</b>	<u>32,531,000</u>	<u>6,000</u>	<u>8,490,324</u>	<u>32,525,000</u>	

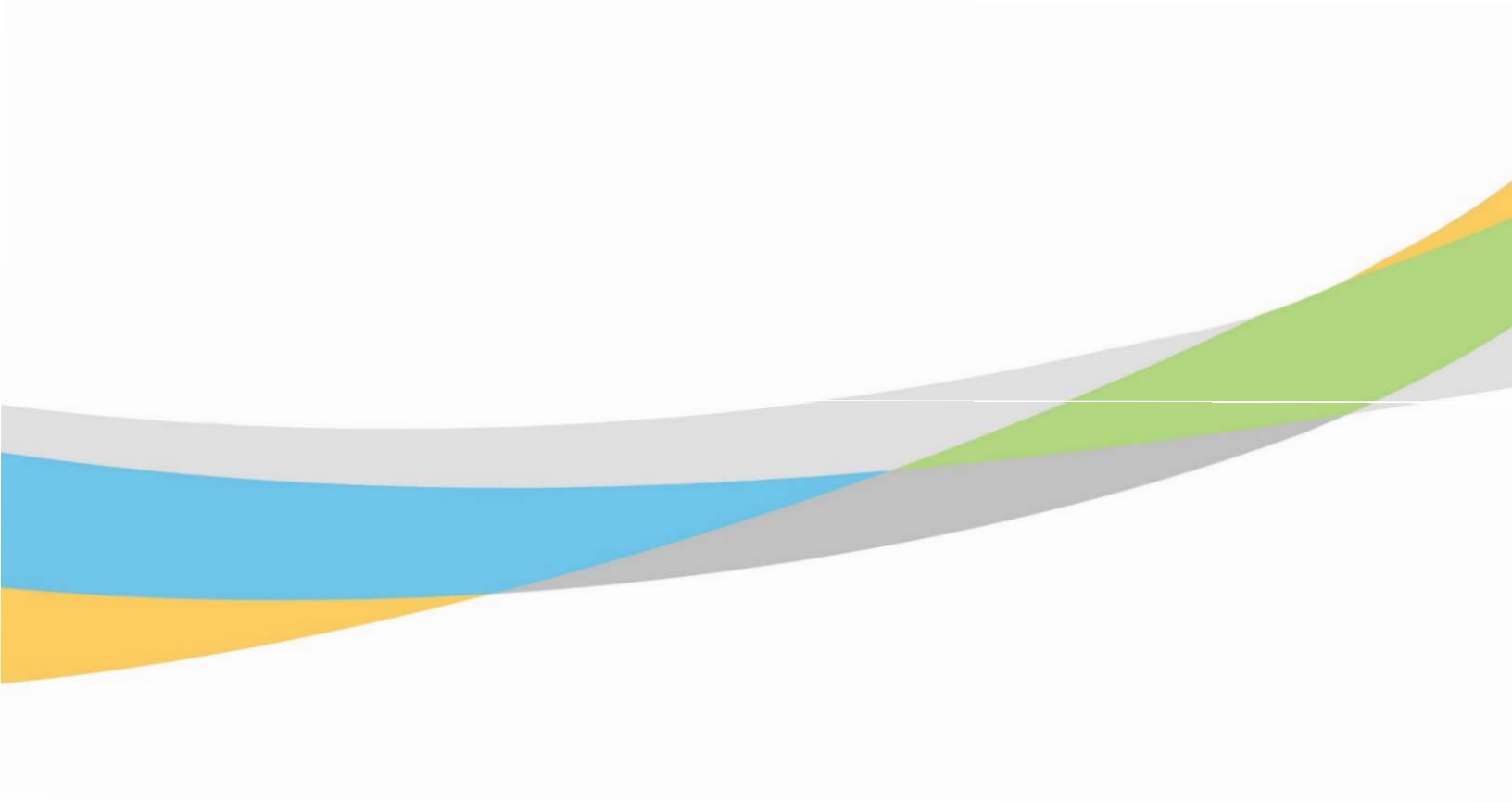


# Toronto and Region Conservation Authority

## 2023 Operating and Capital Budget - by object classification - excluding tangible capital asset expenditures

	2023 Budget	2022 Budget	Unaudited 2022 Year to date	\$ Change over 2022 Budget	% Change over 2022 Budget
<b>Revenue</b>					
Municipal					
Operating levy	17,951,000	17,130,000	17,130,370	821,000	4.8%
Capital levy	89,722,000	69,231,000	62,588,011	20,491,000	29.6%
Contract services	49,299,000	80,335,000	42,301,840	(31,036,000)	-38.6%
Grants	877,000	1,029,000	535,716	(152,000)	-14.8%
Government					
Provincial	5,357,000	4,225,000	2,988,216	1,132,000	26.8%
Federal	11,596,000	18,608,000	6,717,605	(7,012,000)	-37.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	24,236,000	21,854,000	21,687,524	2,382,000	10.9%
Contract services					
Compensation agreements	9,073,000	2,227,000	1,804,206	6,846,000	307.4%
Corporate and other	7,580,000	2,947,000	4,959,801	4,633,000	157.2%
Rent and property interests	4,230,000	3,460,000	4,190,988	770,000	22.3%
Fundraising					
Donations	816,000	886,000	4,881	(70,000)	-7.9%
Toronto and Region Conservation Foundation	3,907,000	3,501,000	3,623,130	406,000	11.6%
Investment income	720,000	500,000	745,386	220,000	44.0%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	19,000	11,000	41,840	8,000	72.7%
<b>Total Revenue</b>	<b>225,383,000</b>	<b>225,945,000</b>	<b>169,319,511</b>	<b>(21,052,000)</b>	<b>-9.3%</b>
<b>Expenditures</b>					
Wages and benefits	87,004,000	78,915,000	70,268,504	8,089,000	10.3%
Contracted services	84,180,000	141,947,000	65,951,326	(57,767,000)	-40.7%
Materials and supplies	21,235,000	29,891,000	20,695,499	(8,656,000)	-29.0%
Utilities	969,000	970,000	1,113,865	(1,000)	-0.1%
Property taxes	792,000	1,022,000	670,399	(230,000)	-22.5%
	<b>194,180,000</b>	<b>252,745,000</b>	<b>158,699,593</b>	<b>(58,565,000)</b>	<b>-23.2%</b>
Internal Recoveries	(20,705,000)	(18,859,000)	(21,213,283)	(1,846,000)	9.8%
Internal Charges	27,215,000	24,258,000	21,353,852	2,957,000	12.2%
	<b>200,690,000</b>	<b>258,144,000</b>	<b>158,840,162</b>	<b>(57,454,000)</b>	<b>-22.3%</b>
Add Amortization	8,544,000	-	-	8,544,000	0.0%
<b>Total Expenditures</b>	<b>209,234,000</b>	<b>258,144,000</b>	<b>158,840,162</b>	<b>(48,910,000)</b>	<b>-18.9%</b>
Derivative Financial Instrument	-	-	8,572,466	-	0.0%
<b>Total Unrealized Gain/(Loss)</b>	<b>-</b>	<b>-</b>	<b>8,572,466</b>	<b>-</b>	<b>0.0%</b>
<b>Net Surplus (Deficit)</b>	<b>16,149,000</b>	<b>(32,199,000)</b>	<b>19,051,815</b>	<b>27,858,000</b>	<b>-86.5%</b>
Reserves	16,382,000	32,204,000	(1,989,024)	(15,822,000)	-49.1%
<b>Net Budget</b>	<b>32,531,000</b>	<b>5,000</b>	<b>17,062,791</b>	<b>12,036,000</b>	







Attachment 2: 2023 TRCA Final Budget Overview

# 2023 TRCA Final Budget Overview

Board of Directors Meeting

April 28, 2023



# Municipally Approved 2023 Levy:

Municipality	2023 Municipally Approved Levy (000s of \$)
Adjala-Tosorontio	\$1
Durham	\$1,798
Mono	\$2
Peel	\$20,154
Toronto	\$41,757
York	\$10,869
<b>Total</b>	<b>\$74,581</b>

These levies have already been approved at the municipal level, through the 2023 budget cycle.

Total levies included in TRCA’s 2023 budget are \$91,518.

The additional \$16,936 relates to capital projects that were deferred from the prior year.

These deferrals are outlined in quarterly variance reporting to the Board of Directors)



# Organization by Service Area



**Watershed  
Studies and  
Strategies**



**Water Risk  
Management**



**Regional  
Biodiversity**



**Greenspace  
Securement  
and  
Management**



**Tourism and  
Recreation**



**Planning and  
Development  
Review**



**Education and  
Outreach**



**Sustainable  
Communities**

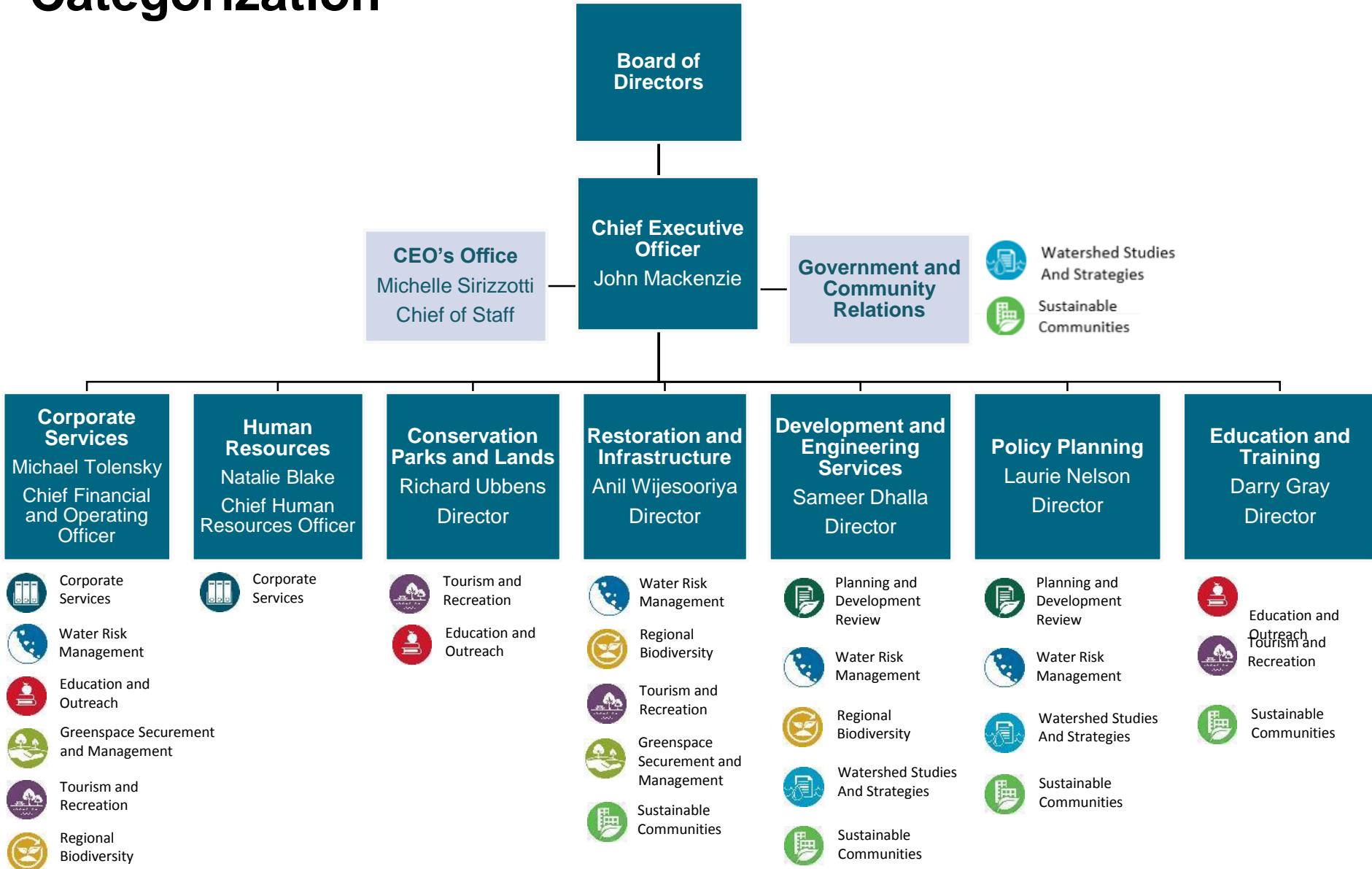


**Corporate  
Services**

- We organize our business streams according to Service Areas
- This ensures TRCA's financial planning remains **comparable and consistent** over time



# TRCA's Organization Chart w/ Service Area Categorization





# Revenue Types by Division

Division	Corporate Services						Human Resources		
Business Unit	Clerks Office	Communications Marketing & Events	Finance	Strategic Business Planning & Performance	Property & Risk Management	Information Technology & Records Management	Employee Relations	Learning & Development	Health & Safety
Revenue Type									
<b>Government Funding</b>									
Operating Levy	○	○	○	○	○	○	○	○	○
Capital Levy				○	○	○			
<b>Contract Services (MOU/SLA)</b>									
Government Grants		○	○	○	○				
<b>Authority Generated</b>									
Compensation Agreements					○				
<b>User, Planning &amp; Permit Fees</b>									
Tipping Fees									
Property Rentals					○				
Non-Government Grants, Donations & TRCF				○					
<b>Fee for Service (MOU/SLA)</b>									
Other Revenue*			○		○				

Anticipated Normalized Revenue Type by Business Unit

\*Other revenue includes investment income and tax rebates



# Revenue Types by Division

Division	Restoration & Infrastructure				Development & Engineering Services				Conservation Parks & Lands	
Business Unit	Restoration & Resource Management	Construction Services	Professional Services	Engineering Projects	Engineering Services	Development Planning & Permits	Infrastructure Planning & Permits	Watershed Planning & Ecosystem Science	Conservation Parks	Black Creek Pioneer Village
Revenue Type										
Government Funding										
Operating Levy	○				○	○		○	○	
Capital Levy	○		○	○	○			○	○	
Contract Services (MOU/SLA)	○	○	○	○			○	○		
Government Grants	○		○	○	○			○	○	○
Authority Generated										
Compensation Agreements	○				○					
User, Planning & Permit Fees	○		○			○	○	○	○	○
Tipping Fees										
Property Rentals									○	
Non-Government Grants, Donations & TRCF	○		○	○	○			○		○
Fee for Service (MOU/SLA)	○	○		○	○	○	○	○	○	○

Anticipated Normalized Revenue Type by Business Unit



# Revenue Types by Division

Division	Education & Training					Policy Planning			CEO's Office	
Business Unit	School & Public Programs	Corporate Sustainability & Community Transformation	Sustainable Neighbourhoods	Partners in Project Green	Sustainable Technologies Evaluation Program	Policy Planning	Source Water Protection	Enforcement & Compliance	CEO's Office	Government & Community Relations
Revenue Type										
Government Funding										
Operating Levy	<div></div>					<div></div>		<div></div>	<div></div>	<div></div>
Capital Levy		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>				<div></div>
Contract Services (MOU/SLA)			<div></div>		<div></div>					
Government Grants	<div></div>		<div></div>	<div></div>	<div></div>		<div></div>			<div></div>
Authority Generated										
Compensation Agreements										
User, Planning & Permit Fees	<div></div>			<div></div>	<div></div>	<div></div>				
Tipping Fees										
Property Rentals										
Non-Government Grants, Donations & TRCF	<div></div>	<div></div>		<div></div>	<div></div>	<div></div>				
Fee for Service (MOU/SLA)	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>				<div></div>	

Anticipated Normalized Revenue Type by Business Unit



# Operating Revenues

**Authority Generated = \$28.9M**

**Operating Levies = \$18.0M**

**Fee for Service & Funding and Grants = \$5.8M**

**Total = \$52.7M**



# Authority Generated Revenues

Source	Budgeted Revenues (in 000s)
Development Planning and Regulation Permitting	\$7,097
Conservation Parks (inc. Day Use, Picnics, Camping, etc)	\$5,281
School Programs	\$4,768
Environmental Assessment Planning and Permitting	\$2,941
Rental Properties	\$2,182
Events and Festivals at TRCA sites	\$1,297
<b>Subtotal</b>	<b>\$23,556</b>



# Authority Generated Revenues (Cont.)

Source	Budgeted Revenues (in 000s)
Bathurst Glen Golf Course	\$1,235
Black Creek Pioneer Village	\$1,219
Financial Management	\$880
Restoration and Regeneration (Soil Management)	\$747
Family and Community Programs	\$741
Other	\$550
<b>Total</b>	<b>\$28,938</b>



# Fee-for-Service Work inc. Funding/Grants

Source	Budgeted Revenues (in 000s)
Environmental Assessment Planning and Permitting	\$2,579
PAIE and IRCC Program Funding	\$1,238
Black Creek Pioneer Village	\$518
School and Community Programming	\$401
Flood Management	\$300
Conservation Parks	\$291
Other	\$490
<b>Total</b>	<b>\$5,817</b>



# Capital Revenues

**Capital Levies = \$89.7M**

**Fee for Service & Funding and Grants = \$61.3M**

**Authority Generated = \$21.6M**

**Head Office = \$16.4M**

**Total = \$189.0 M**



# Fee-for-Service Work inc. Funding/Grants

Source	Budgeted Revenues (in 000s)
Erosion Management	\$37,419
Restoration and Regeneration (Primarily Wetlands and Watershed Restoration)	\$9,761
Trail Development	\$4,140
Water Resource Science (Primarily Stormwater Management Strategies)	\$2,788
Flood Management	\$1,961
Greenspace Management (Primarily Implementation)	\$1,018
<b>Subtotal</b>	<b>\$57,087</b>



# Fee-for-Service Work inc. Funding/Grants (Cont.)

Source	Budgeted Revenues (in 000s)
School Programs	\$1,015
Educational Programming (Primarily SNAP and STEP)	\$680
Ecosystem Management	\$591
Watershed Planning and Reporting	\$575
Biodiversity Monitoring	\$461
Corporate Services	\$353
Other	\$551
<b>Total</b>	<b>\$61,313</b>



# Authority Generated Revenues

Source	Budgeted Revenues (in 000s)
Restoration and Regeneration (Primarily Compensation)	\$9,207
Greenspace Management and Securement (Implementation and Resource Management Planning)	\$5,195
Ecosystem Management Research and Directions (Primarily Restoration and Ecosystem Management)	\$1,770
Educational Programming (Primarily PPG and STEP)	\$1,151
Vehicle and Equipment Recoveries	\$1,000
<b>Subtotal</b>	<b>\$18,323</b>



# Authority Generated Revenues (Cont.)

Source	Budgeted Revenues (in 000s)
Community Engagement	\$908
Trail Development	\$779
Erosion Management	\$618
Biodiversity Monitoring	\$523
Water Resource Science	\$344
Other	\$149
<b>Total</b>	<b>\$21,644</b>





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### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Executive Committee  
Friday, April 28, 2023 Meeting

**FROM:** Anil Wijesooriya, Director, Restoration and Infrastructure

**RE:** **RFT - SUPPLY AND DELIVERY OF COBBLE STONE TO  
ASHBRIDGES BAY TREATMENT PLANT LANDFORM PROJECT –  
BEACHES 3 AND 4**  
RFT No. 10038955

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#### **KEY ISSUE**

Award of Request for Tender (RFT) No. 10038955 for Supply and Delivery of 37,100 tonnes of Cobble Stone to Ashbridge's Bay Treatment Plant Landform Project – Beaches 3 and 4.

#### **RECOMMENDATION:**

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires supply and delivery of cobble stone;

**AND WHEREAS** TRCA solicited tenders through a publicly advertised process;

**THEREFORE, IT IS RECOMMENDED THAT** Request for Tender (RFT) No. 10038955 for Ashbridge's Bay Treatment Plant Landform Project be awarded to Glenn Windrem Trucking at a total cost not to exceed \$2,020,837, plus applicable taxes, to be expended as authorized by TRCA staff;

**THAT** TRCA staff be authorized to approve additional expenditures to a maximum of \$202,084 (10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

**THAT** should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;

**AND FURTHER THAT** authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

#### **BACKGROUND**

TRCA, in partnership with the City of Toronto, has commenced construction of three shore-connected breakwaters and a headland-beach system as part of the Ashbridges Bay Treatment Plant (ABTP) Landform Project located on the north shore of Lake Ontario, in the City of Toronto.

The Ashbridges Bay area has been the subject of several environmental assessments intended to identify a solution to local shoreline erosion and sediment deposition issues while considering approved planning initiatives and current uses in the project area.



## Item 8.2

Erosion control for long-term shoreline stability and protection of existing facilities, as well as management of sediment from the Coatsworth Cut navigation channel were identified as critically important to the City of Toronto. An integrated approach was decided upon which included the development of detailed designs and construction of the ABTP Landform as a solution to the erosion and sediment control issues at Ashbridges Bay.

Construction of the ABTP Landform, in accordance with the detailed designs, was authorized during the City Council meetings on April 16 and 17, 2019.

At TRCA's Board of Directors meeting #4/19, held on April 26, 2019, RES.#A58/19 provided staff with direction to negotiate and enter and execute one or more service agreements with the City of Toronto to construct the ABTP. On June 26, 2019, TRCA and the City of Toronto executed an Interim Letter Agreement allowing TRCA to undertake preconstruction activities. The Final Agreement for construction of the ABTP Landform Project was effective September 30, 2019, with construction activities officially beginning on January 13, 2020.

A comprehensive implementation phasing plan for the landform was prepared as part of detailed design. Construction of the Landform was split into three components and three corresponding cells, constructed from west to east. Each phase involved the construction of a confinement berm to isolate the fill area from the lake, the filling of the cell, the construction of a protective headland-beach system, and submerged shoal habitat features.

There are also central and east breakwater components, which together, provide a long-term solution to address the sedimentation issue within the Coatsworth Cut navigation channel which TRCA currently maintains through a \$250,000 per year dredging program.

Given the scope of the Landform Project, an estimated five-year phased approach is required to construct the works that commences in 2020. The phases are as follows:

- Phase 1 – Construction of the Cell 1 confinement berm, filling of Cell 1, and construction of the headland-beach system and submerged shoals associated with Cell 1
- Phase 2 – Construction of Cell 2 confinement berm, filling of Cell 2, construction of headland-beach system and submerged shoals associated with Cell 2
- Phase 3 – Construction of the Cell 3 confinement berm, filling of Cell 3, and armourstone and rip-rap placement
- Phase 4 and 5 – Construction of Eastern and Central Breakwater, and shoal construction

At the time of writing this report, construction of all 3 confinement berms, filling of Cell 1 and Cell 2 and construction of Headlands 2 and 3 are complete. Headlands 1 and 4 are currently under construction.

The purpose of this report is to obtain approval to procure 37,100 tonnes of 75-200 mm cobble stone material for Beach 3 and Beach 4, which are retained between Headlands 3, 4 and the eastern berm. The cobble beaches provide erosion protection to the



## Item 8.2

shoreline and contribute to aquatic habitat enhancements.

Potential suppliers were given the option to deliver material either by truck or by barge, as both are reasonable options for this site.

At TRCA's Executive Committee meeting held on April 14, 2023 concerns were expressed regarding the increase in vehicle traffic on the roadways adjacent to ABTP, as a result of trucking material through this Contract when compared to delivering materials by barge.

Upon further review by TRCA staff and based on counts of intersection crossings provided by City of Toronto, Transportation Services, the area in the vicinity of Leslie Street and Lakeshore Boulevard East experiences 505 truck intersection crossings during peak hours on a daily basis. This figure includes existing major trucking operations and destinations located within the immediate vicinity of ABTP.

Award of the proposed contract to a trucking supplier is forecasted to account for an additional four (4) trucks on the road in the vicinity of Leslie Street and Lakeshore Boulevard East, which would account for an increase of eight (8) truck intersection crossings during peak hours, on a daily basis, for ten (10) months. It is expected that half of these crossings will take place outside of peak traffic hours, which would significantly reduce forecasted impacts to local traffic.

### **RATIONALE**

A Request for Tender (RFT) was publicly advertised on the public procurement website [www.biddingo.com](http://www.biddingo.com) on January 10, 2023, with two (2) delivery options (Option 1: Contract No. 10038954 - Delivery by Barge and Option 2: Contract No. 10038955 - Delivery by Land). A mandatory meeting and site tour was held on January 18, 2023. The RFT closed on February 1, 2023. Two (2) addendums were issued to respond to questions received.

A total of eleven (11) firms downloaded the documents and five (5) bids were received from the following suppliers:

- Dean Construction Company Ltd.
- Dufferin Aggregates
- Glenn Windrem Trucking
- Gott Natural Stone '99 Inc.
- H.R. Doornekamp Construction Ltd (By barge)

The Procurement Opening Committee opened the Tenders on February 1, 2023, with the following results:



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Proponent	Fee (Plus HST)	Remarks
Glenn Windrem Trucking	\$ 2,020,837	Option 2: By Land Contract No. 10038955
Dufferin Aggregates	\$ 2,038,645	Option 2: By Land Contract No. 10038955
Gott Natural Stone '99 Inc.	\$ 2,094,295	Option 2: By Land Contract No. 10038955
H.R. Doornekamp Construction Ltd.	\$ 2,608,501	Option 1: By Barge Contract No. 10038954
Dean Construction Company Ltd.	\$ 4,900,539	Option 2: By Land Contract No. 10038955

An Evaluation Committee comprised of staff from Erosion Risk Management and Construction Services reviewed the bid documents. The lowest bid submitted was for delivery Option 2 (Contract No. 10038955 - Delivery by Land).

Staff reviewed the bid received from Glenn Windrem Trucking against its own cost estimate and has determined that the bid is of reasonable value and meets the requirements as outlined in the RFT documents. Therefore, it is recommended that Contract No.10038955 be awarded to Glenn Windrem Trucking at a total cost not to exceed \$2,020,837, plus 10% contingency, plus applicable taxes, it being the lowest bid meeting TRCA's specifications.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillar and Outcome set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

### **FINANCIAL DETAILS**

The estimated project cost for construction of the ABTP is \$96 million net of all applicable taxes (\$97.7 million net of HST recoveries).

Funds to support these contracts will be recovered through the service agreement with the City of Toronto and tracked under account code 183-02.

**Report prepared by: Alex Barber; Mike Puusa**

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**For Information contact: Mike Puusa, (647) 212-2941**

**Email: mike.puusa@trca.ca**



## Item 8.2

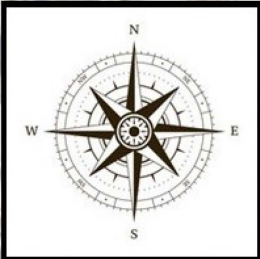
**Date: March 6, 2023**

**Attachments: 1**

Attachment 1 - Key Map of Project Location



# Attachment 1 - Key Map of Project Location



UNWINN AVENUE



**Site Trailer**  
(5B LESLIE STREET, TORONTO, ON)

Beach 3

Beach 4

Proposed Dredging Area

## LEGEND



**Truck Access Road**  
(Approximate Distance 1.5 km)



**Potential Locations For Delivery of Stone**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Richard Ubbens, Director, Conservation Parks and Lands

**RE: REQUEST FOR TENDERS FOR CONSERVATION PARKS AND LANDS  
ASPHALT RESURFACING IMPROVEMENTS**  
Request for Tenders (RFT) No. 10038154, 10038155, 10038156

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#### **KEY ISSUE**

Award of Contracts No. 10038154, 10038155, 10038156 for asphalt resurfacing of various roadways and parking lots within Heart Lake Conservation Park, Indian Line Campground, and Boyd Conservation Park.

#### **RECOMMENDATION:**

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a project that requires contract services for asphalt resurfacing works;

**AND WHEREAS** TRCA solicited tenders through a publicly advertised process;

**THEREFORE BE IT RESOLVED THAT** RFT No.10038154 for Heart Lake Conservation Park Asphalt Resurfacing be awarded to Melrose Paving Co. Ltd. at a total cost not to exceed \$564,881, plus applicable taxes, to be expended as authorized by TRCA staff;

**THAT** TRCA staff be authorized to approve additional expenditures to a maximum of \$84,732 (approximately 15% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

**THAT** RFT No.10038155 for Indian Line Campground Asphalt Resurfacing be awarded to Ashland Construction Group at a total cost not to exceed \$641,830, plus applicable taxes, to be expended as authorized by TRCA staff;

**THAT** TRCA staff be authorized to approve additional expenditures to a maximum of \$96,274 (approximately 15% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

**THAT** RFT No.10038156 for Boyd Conservation Area Asphalt Resurfacing be awarded to Ashland Construction Group at a total cost not to exceed \$1,221,958, plus applicable taxes, to be expended as authorized by TRCA staff;

**THAT** TRCA staff be authorized to approve additional expenditures to a maximum of \$122,196 (approximately 10% of the project cost), plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;



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**THAT should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted quotations, beginning with the next lowest bid meeting TRCA specifications;**

**AND FURTHER THAT authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.**

### **BACKGROUND**

As part of TRCA's Asset Management Program, Facility Condition Assessments (FCA) were completed for various properties to inventory existing assets and identify the repair, maintenance, and renewal of various infrastructure components. One such component was segments of roadways and parking lots within TRCA's Conservation Parks that were visually inspected and given a condition rating based on the severity of disrepair. This included a 10-year life cycle replacement that highlighted the estimated costs and planned year to implement the recommended actions.

The majority of road and parking infrastructure within Conservation Parks was originally constructed approximately 40 to 50 years ago. Usership and increased amenities have grown significantly within those years. Given these combined factors, through inspection, the roadways and parking lots were found to be in fair to poor condition at Heart Lake Conservation Park, Indian Line Campground, and Boyd Conservation Area. The areas requiring asphalt resurfacing were given additional priority based on health and safety concerns for park users and TRCA's park operations staff. As part of the repaving efforts, many of the asphalt surfaces will be pulverized, re-graded and compacted before new asphalt will be placed to reduce both costs and the waste diversion.

As part of TRCA's Asset Management Strategy, extending the life of TRCA's asphalt surfaces within its Conservation Parks will improve safety and experience for park users. It will also address operational concerns such as meeting current road design specifications and ensuring emergency vehicles are able to access all areas of the park. Due to Conservation Park's programming and events, the implementation of asphalt resurfacing works will be completed around events and outside of the identified busy weekends to minimize disruptions. All areas of construction will be sectioned off with appropriate signage to ensure safety and alert park users of the construction activities.

### **RATIONALE**

#### **Heart Lake Conservation Park RFT #10038154**

RFT was advertised on Biddingo.com and a mandatory meeting and site meeting was held on March 23,2023. The RFT closed on March 30,2023.



## Item 8.3

The Procurement Opening Committee opened the Tenders on March 30, 2023, with the following results:

Bidders	Total (Plus HST)
Melrose Paving Co. Ltd.	\$564,881
Ashland Construction Group	\$586,692
Diamond Earthworks Corporation	\$598,238
C.Valley Paving Ltd.	\$600,096
Pacific Paving Ltd.	\$605,267
Bond Paving and Construction Inc.	\$606,988

Staff reviewed the bid received from Melrose Paving Co. Ltd. against its own cost estimate and has determined that the bid is of reasonable value and meets the requirements as outlined in the RFT documents. Therefore, it is recommended that contract No.10038154 be awarded to Melrose Paving Co. Ltd. at a total cost not to exceed \$564,881, plus 15% contingency, plus applicable taxes, it being the lowest bid meeting TRCA's specifications.

### INDIAN LINE CAMPGROUND RFT #10038155

RFT was advertised on *Biddingo.com* and a mandatory meeting and site meeting was held on March 23,2023. The RFT closed on March 30, 2023.

The Procurement Opening Committee opened the Tenders on March 30, 2023 with the following results:

Bidders	Total (Plus HST)
Ashland Construction Group	\$641,830
Diamond Earthworks Corporation	\$655,768
Bond Paving and Construction Inc.	\$671,369
Melrose Paving Co. Ltd.	\$706,445
Pacific Paving Ltd.	\$794,076

Staff reviewed the bid received from Ashland Construction Group against its own cost estimate and has determined that the bid is of reasonable value and meets the requirements as outlined in the RFT documents. Therefore, it is recommended that contract No.10038155 be awarded to Ashland Construction Group at a total cost not to exceed \$641,830, plus 15% contingency, plus applicable taxes, it being the lowest bid meeting TRCA's specifications.

### BOYD CONSERVATION AREA RFT #10038156

RFT was advertised on Biddingo.com and a mandatory meeting and site meeting was held on March 23, 2023. The RFT closed on March 30, 2023.



## Item 8.3

The Procurement Opening Committee opened the Tenders on March 30, 2023 with the following results:

Bidders	Total (Plus HST)
Ashland Construction Group	\$1,221,958
C. Valley Paving Ltd.	\$1,230,023
Melrose Paving Co. Ltd.	\$1,396,577
Pacific Paving Limited	\$1,794,640

Staff reviewed the bid received from Ashland Construction Group against its own cost estimate and has determined that the bid is of reasonable value and meets the requirements as outlined in the RFT documents. Therefore, it is recommended that contract No.10038156 be awarded to Ashland Construction Group at a total cost not to exceed \$1,221,958, plus 10% contingency, plus applicable taxes, it being the lowest bid meeting TRCA's specifications.

### Relationship to TRCA's 2022-2034 Strategic Plan

This report supports the following Pillar and Outcome set forth in TRCA's 2023-2034 Strategic Plan:

#### Pillar 3 Community Prosperity:

3.1 Connect communities to nature and greenspace

### FINANCIAL DETAILS

Funding for the Indian Line Campground are identified in Peel Asset Management account 006-62. Heart Lake Conservation Park account 334-07 and Boyd Conservation Park 311-07 are part of grant funding from the Canadian Community Revitalization Fund (CCRF) and Reserve funding.

**Report prepared by: Aaron J. D'Souza**

**Email: aaron.dsouza@trca.ca**

**For Information contact: Albert Thomas, (647) 302-9803; Alexander Schuler, (437) 880-1950**

**Email: albert.thomas@trca.ca**

**Date: April 24, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Anil Wijesooriya, Director, Restoration and Infrastructure

**RE:** **VENDOR OF RECORD ARRANGEMENT FOR SUPPLY AND DELIVERY OF VARIOUS PLANT MATERIALS 2023-2026 PLANTING SEASONS**  
RFP No. 10038886

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#### **KEY ISSUE**

Award of Request for Proposal (RFP) No. 10038886 for a Vendor of Record (VOR) arrangement for the supply and delivery of various plant materials for 2023- 2026 planting season.

#### **RECOMMENDATION:**

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs/projects that require native trees and shrubs;

**AND WHEREAS** TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria outlined in this report;

**THEREFORE IT IS RECOMMENDED THAT** TRCA staff be directed to establish a Vendor of Record arrangement with Grow Wild! Native Plant Nursery, Hortico Nurseries Inc., NVK Nurseries Inc., Verbinnen's Nursery Ltd., Hillen Nursery Ltd., Dutchmaster Nurseries Ltd., Pine Needle Farms Inc., and AVK Nursery Holdings Inc. for the supply of various plant materials for a period of three (3) years from August 1, 2023 to July 31, 2026;

**AND FURTHER THAT** authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

#### **BACKGROUND**

TRCA requires large volumes of native trees and shrubs for habitat restoration and engineering projects as well as education and outreach initiatives with municipal, regional and community partners. By establishing a VOR arrangement for various plant materials, vendors are authorized to provide these goods and/or services for a defined period of time and with fixed pricing. Staff may contact a vendor on the list to provide various plant materials goods and/or services with a value up to \$50,000 per occurrence. Services above the \$50,000 threshold are subject to TRCA's Procurement Policy. Vendors will be required to provide all resources required to service TRCA's program needs in accordance with applicable laws, codes, standards, and terms and conditions of the VOR agreement. The VOR arrangement will be subject to annual review in order to confirm that the vendor(s) is/are providing an adequate level of



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service and to update any applicable insurance, certifications, or policies of the vendor(s).

### RATIONALE

RFP documentation was posted on the public procurement website [www.biddingo.com](http://www.biddingo.com) on January 16, 2023 and closed on February 6, 2023. One (1) addendum was issued to respond to questions received. A total of nine (9) firms downloaded the documents and nine (9) proposals were received from the following vendor(s):

- Grow Wild! Native Plant Nursery
- Hortico Nurseries Inc
- NVK Nurseries Inc.
- Verbinnen's Nursery Ltd.
- Hillen Nursery Ltd.
- Dutchmaster Nurseries Ltd.
- Pine Needle Farms Inc.
- AVK Nursery Holdings Inc.
- Sheridan Nurseries Ltd

Sheridan Nurseries Ltd. failed to provide complete information in their proposal and therefore was disqualified and not evaluated further.

An Evaluation Committee comprised of staff from Restoration and Resource Management reviewed the proposals. The criteria used to evaluate and select the recommended Proponents included the following:

Criteria	Weight	Minimum Score
Organizational Experience	20	
Availability of Plant Material	10	
References	Pass/Fail	
<b>Sub-Total</b>	30	
Pricing	70	
<b>Sub-Total</b>	70	
<b>Total Points</b>	100	

Through the evaluation process it was determined that 8 of the 9 vendors who submitted a bid met the qualifications and requirements set out in the RFP. Staff recommends the award of contract No. 10038886 to Grow Wild! Native Plant Nursery, Hortico Nurseries Inc., NVK Nurseries Inc., Verbinnen's Nursery Ltd., Hillen Nursery Ltd., Dutchmaster Nurseries Ltd., Pine Needle Farms Inc., and AVK Nursery Holdings Inc. Proponents scores and staff analysis of the evaluation results can be provided in an in-camera presentation, upon request.



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### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

#### **Pillar 4 Service Excellence:**

- 4.1 A strong and skilled workforce

### **FINANCIAL DETAILS**

Based upon a review of previous work completed for 2017-2022, the anticipated costs for the requested goods and/or services are approximately \$3,750,000. An increase or decrease in workload will have an impact on the value of this contract. All vendors on the VOR list understand both the potential cost and resource implications associated with changes in workload. The goods and/or services will be provided on an "as required" basis with no minimum purchase of goods guaranteed.

Funds for the contract are identified in account 125-30 Outside Sourced Plant Material. Costs from this account are recoverable from end user projects and programs.

**Report prepared by: Waylon D'Souza**

**Email: waylon.dsouza@trca.ca**

**For Information contact: Waylon D'Souza (647) 271-5991; Ralph Toner, (416) 771-5389**

**Emails: waylon.dsouza@trca.ca; ralph.toner@trca.ca**

**Date: March 1, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Anil Wijesooriya, Director, Restoration and Infrastructure

**RE:** **VENDOR OF RECORD ARRANGEMENT FOR RENTAL OF CONSTRUCTION EQUIPMENT – CONTRACT EXTENSION**  
Contract No. 10037819

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#### **KEY ISSUE**

Extension of Contract No. 10037819 for the Vendor of Record (VOR) arrangement for the rental of construction equipment from August 1, 2023 to August 1, 2024.

#### **RECOMMENDATION:**

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in a variety of programs/projects that require the use of rented construction equipment;

**WHEREAS** TRCA solicited proposals through a publicly advertised process and awarded Contract No. 10037819 through delegated authority to Atlas Dewatering Corporation, Battlefield Equipment Rentals, Cooper Equipment Rentals Ltd., Herc Rentals, Sunbelt Rentals of Canada Inc., and United Rentals of Canada Inc. on August 1, 2022;

**AND WHEREAS** TRCA staff are satisfied with the goods and services provided to date under the current contract;

**THEREFORE IT IS RECOMMENDED THAT** TRCA staff be directed to exercise their contractual right to extend the VOR arrangement with Atlas Dewatering Corporation, Battlefield Equipment Rentals, Cooper Equipment Rentals Ltd., Herc Rentals, Sunbelt Rentals of Canada Inc., and United Rentals of Canada Inc. for an additional one (1) year, to August 1, 2024;

**AND THAT** authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

**AND THAT** TRCA staff shall only order equipment under this contract that is manufactured in 2008 or later, unless such equipment is not available by any Vendor, in which case, an older piece of equipment may be used;

**AND FURTHER THAT** TRCA staff will include a requirement for Vendors to have equipment that is manufactured in 2008 or later for all future iterations of the construction equipment rental Vendor of Record contracts.

#### **BACKGROUND**

TRCA requires access to a range of construction equipment for completing a variety of



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engineering, habitat, restoration, and trail building projects throughout TRCA jurisdiction.

Through a VOR arrangement for rental of construction equipment, vendors are authorized to provide these goods and services for a defined period of time and with fixed pricing. Staff may contact any vendor on the list with the expertise and experience required for their project or program requirements with a value up to \$100,000 per project, per annum. Services above this threshold will be procured through a separate competition and are subject to TRCA's Procurement Policy.

Furthermore, where rental companies on the VOR list are not available for a particular project within the timelines required for TRCA to meet its deliverables, staff are authorized to procure the required services following TRCA's Procurement Policy.

Vendors are required to provide all resources required to service the divisional or program needs in accordance with applicable laws, codes, standards, terms and conditions of the VOR agreement.

At the Board of Directors Meeting held on June 24, 2022, Resolution #A76/22 was approved in part as follows:

THEREFORE, LET IT BE RESOLVED THAT the Chief Executive Officer be delegated authority to award the Vendor of Record contracts for rental of construction equipment for an initial term of one (1) year with an option to extend for an additional one (1) year at TRCA staff's discretion;

AND THAT any extensions be brought forward to the Board of Directors for approval at a later date;

On August 1, 2022, with the delegated authority provided to TRCA's Chief Executive Officer, Contract No. 10037819 was awarded to Atlas Dewatering Corporation, Battlefield Equipment Rentals, Cooper Equipment Rentals Ltd., Herc Rentals, Sunbelt Rentals of Canada Inc., and United Rentals of Canada Inc. at a value not to exceed \$1,665,000, plus applicable taxes, plus a 15% contingency for a term of one (1) year.

Furthermore, the VOR agreements with all vendors has the option to extend the contract by an additional term of one (1) year, at TRCA's discretion and upon written notice to the vendors.

### **RATIONALE**

On March 1, 2023, the Evaluation Committee for Contract #10037819 conducted an annual review of the performance of vendors on the VOR list for this contract. The Committee recommended extending the current contract for an additional one (1) year with all vendors as the value and quality of services delivered to date were deemed satisfactory.

It is estimated that extending the expiry date from August 1, 2023 to August 1, 2024 will not require a value increase, beyond the value approved at the time of contract award. This estimate is based on average daily expenditures recorded at the time of writing this report.

During TRCA's Board of Director's meeting held on February 17, 2023 there were some concerns from board members regarding the emissions of diesel engines manufactured



## Item 8.5

before 2008, as it related to the contract extension of TRCA's operated construction equipment VOR.

In an effort to alleviate similar concerns for this contract, TRCA staff making orders through this contract will be directed to strictly rent equipment manufactured after 2008. The only exception to this requirement is if there is no equipment available meeting these criteria, and sourcing such equipment would cause project delays.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.2 Leadership in greenspace conservation

#### **Pillar 4 Service Excellence:**

- 4.3 Responsive relationships and a trusted brand with a reputation for excellence

### **FINANCIAL DETAILS**

As of February 28, 2023, expenditures during the initial one (1) year term of this contract have totaled \$292,974, plus applicable taxes. It is estimated that by the end of the initial contract term, on August 1, 2023, expenditures will total \$585,949, plus applicable taxes.

As per the Agreements with TRCA, vendors may increase unit rates at the time of extension to a maximum of the preceding year's Ontario's Consumer Price Index (CPI) as published by Statistics Canada ([Ontario Consumer Price Index \(Toronto – All Items category\)](#)).

The most recent data published by Statistics Canada at the time of writing this report indicates a change of +5.7% for the period of January 2022 – January 2023, which has the potential to translate to a 5.7% increase in vendor unit rates across all equipment categories.

Assuming allocation of services under this VOR will be similar to the initial term of this contract, and accounting for a potential 5.7% unit rate increase, it is forecasted that expenditures for the proposed 2023-2024 term extension will be \$621,050, plus applicable taxes. Based on the estimated expenditures to complete the initial term, and the extension being proposed, expenditures are estimated to reach \$1,206,999, plus applicable taxes.

No value extension is required as part of this proposed contract extension, as the previously approved contract value of \$1,665,000, plus applicable taxes is sufficient.

The goods and services through this contract will be provided on an "as required" basis with no minimum services guaranteed. While TRCA staff have made every reasonable



## Item 8.5

effort to accurately forecast expenditures under this VOR contract, an increase or decrease in workload will have an impact on these expenditures.

All vendors on the VOR list understand both the potential cost and resource implications associated with changes in workload.

Services provided under this VOR arrangement are used to support a variety of capital and cost recoverable project accounts. The funds required to purchase these services are budgeted directly with these accounts.

**Report prepared by: Hyacinth Bouchard, Alex Barber**  
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**Date: March 16, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Michael Tolensky, Chief Financial and Operating Officer

**RE:** **AWARD OF CONTRACT 10039040 REQUEST FOR PROPOSAL FOR SUPPLY AND DELIVERY OF AGRICULTURAL UTILITY TRACTORS**  
RFP No. 10039040

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#### **KEY ISSUE**

Award of Request for Proposal (RFP) No. 10039040 for the supply and delivery of agricultural utility tractors.

#### **RECOMMENDATION:**

**WHEREAS** Toronto and Region Conservation Authority (TRCA) is engaged in programs and work that requires the supply and delivery of agricultural utility tractors for the replacement of existing TRCA fleet assets which have reached the end of serviceable life;

**AND WHEREAS** TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on the criteria;

**THEREFORE, LET IT BE RESOLVED THAT** RFP No. 10039040 for Supply and Delivery of Agricultural Utility Tractors be awarded to Ed Stewart's Garage and Equipment Ltd. at a total cost not to exceed \$ 315,471 plus applicable taxes, to be expended as authorized by TRCA staff;

**THAT** TRCA staff be authorized to approve additional expenditures to a maximum of \$ 31,547 approximately 10% of the project cost, plus applicable taxes, in excess of the contract cost as a contingency allowance if deemed necessary;

**THAT** should TRCA staff be unable to negotiate a contract with the above-mentioned proponent, staff be authorized to enter into and conclude contract negotiations with other Proponents that submitted proposals, beginning with the next highest ranked Proponent meeting TRCA specifications;

**AND FURTHER THAT** authorized TRCA officials be directed to take whatever action may be required to implement the contract, including the obtaining of necessary approvals and the signing and execution of any documents.

#### **BACKGROUND**

Conservation Parks and Lands (CPL) division utilizes agricultural utility tractors to assist staff in various activities and operations within Conservation Parks (CP) including but not limited to general property care, large area mowing, snow and ice removal, as well as the operation of various attachments and implements as and when required throughout the year.



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The existing fleet assets at Albion Hills Conservation Park (AHCP), Glen Haffy Conservation Park (GHCP), and Kortright Center for Conservation (KCC) have exceeded the projected service life of fifteen (15) years and are beginning to see higher operational costs as a result.

The new agricultural utility tractors are to be allocated to AHCP, GHCP, and KCC to support operational requirements for CPL which offers various activities for the public including but not limited to cross country cycling, hiking, fishing, picnics, camping etc. and require agricultural utility tractors in various capacities to support park operations.

It is expected the new agricultural utility tractors will have a service life of a minimum fifteen (15) years assuming they are seeing moderate to heavy use annually. Additionally, the new agricultural utility tractors will be compatible with blended biofuels and be equipped with current emissions systems thereby reducing harmful emissions while improving both operator and guest experience in conservation parks.

### RATIONALE

RFP documentation was posted on the public procurement website [www.bidsandtenders.com](http://www.bidsandtenders.com) on March 10<sup>th</sup>, 2023, and closed on March 27<sup>th</sup>, 2023. One (1) addendum was issued to respond to questions received. A total of seven (7) firms downloaded the documents and four (4) proposals were received from the following Proponent(s):

- Ed Stewart's Garage and Equipment Limited
- Farm Power Equipment Incorporated
- Green Tractors Incorporated
- Hub International Equipment Limited

The proposal from Hub International Equipment Limited was disqualified because it did not meet the minimum score of thirty (30) for technical criteria and was not evaluated further.

An Evaluation Committee comprised of staff from the Conservation Parks, Property, Assets and Risk Management business units reviewed the proposals. The criteria used to evaluate and select the recommended Proponent included the following:

Criteria	Weight	Minimum Score
Proponent's Information and Profile	5	-
Experience and Methodology	20	-
Scope of Work Capabilities	25	-
<b>Sub-Total</b>	50	30
Pricing	50	-
<b>Sub-Total</b>	50	-
<b>Total Points</b>	100	30

The Ed Stewart's Equipment and Garage Limited proposal met all requirements listed in the scope of work for Conservation Parks and was the highest rated proponent in both the technical rated criterion and pricing evaluation. Therefore, it is recommended that contract No. 10039040 be awarded to Ed Stewart's Equipment and Garage Limited at a



## Item 8.6

total cost not to exceed \$315,471, plus 10% contingency, plus applicable taxes, it being the highest ranked Proponent meeting TRCA specifications. The proponent's scores and staff analysis of the evaluation results can be provided in an in-camera presentation, upon request.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 2 Knowledge Economy:**

2.4 Integrate environmental considerations and science into decision making

#### **Pillar 4 Service Excellence:**

4.1 A strong and skilled workforce

### **DETAILS OF WORK TO BE DONE**

The key deliverables and project schedule are outlined below:

- Contract issuance in June 2023
- Receipt of new agricultural utility tractors in October 2023

### **FINANCIAL DETAILS**

Funds for the contract are identified in 2023 Vehicle and Equipment Acquisition Budget.

**Report prepared by: Aubrey Orr**

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**Date: April 13, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Michael Tolensky, Chief Financial and Operating Officer

**RE:** **ACQUISITION FROM FOURTEEN ESTATE LIMITED**  
Greenspace Acquisition Project 2021 – 2030. Flood Plain and  
Conservation Component, Duffins Creek Watershed  
Fourteen Estates Limited (CFN 58312)

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#### KEY ISSUE

Acquisition of property located east of Church Street and north of Rossland Road, municipally known as 520 Rossland Road, in the Town of Ajax, Regional Municipality of Durham, under the “Greenlands Acquisition Project for 2021-2030,” Flood Plain and Conservation Component, Duffins Creek watershed (CFN 58312).

#### RECOMMENDATION:

**IT IS RECOMMENDED THAT 0.156 hectares (0.3854 acres), more or less, of vacant land, located east of Church Street and north of Rossland Road, said land being Part of Lot 14, Concession 2, being part 2 on draft Plan by J.D. Barnes, reference no. 20-25-864-02; Restrictive Covenants for conservation purposes over parts 16 to 20; an access easement on parts 9, 10, 18 and 19; and Restrictive Covenants for erosion control purposes on parts 1 and 3 to 22 on said draft plan, municipally known as 520 Rossland Road, in the Town of Ajax, Regional Municipality of Durham, be purchased from Fourteen Estates Limited;**

**THAT the purchase price be \$2.00;**

**THAT Toronto and Region Conservation Authority (TRCA) receive conveyance of the land free from encumbrances, to the satisfaction of TRCA, subject to existing service easements;**

**THAT the transaction be completed at the earliest possible date and all reasonable expenses incurred incidental to the closing for land transfer tax, legal costs, and disbursements are to be paid by TRCA;**

**AND FURTHER THAT authorized TRCA officials be directed to take the necessary action to finalize the transaction, including obtaining any necessary approvals and the signing and execution of documents.**

#### BACKGROUND

Resolution #A28/20 at Board of Directors Meeting #3/20, held on April 24, 2020, approved the Greenspace Acquisition Project for 2021-2030.

Negotiations have been conducted with Mirco Piccinato, Senior Project Manager at Fourteen Estates Limited.



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Access to the subject lands will be achieved through its frontage off Rossland Road. An access easement will be granted in favour of TRCA to provide an additional access point between parts 9, 10, 18 and 19 as shown on the Attachments.

Attachment 1 is a sketch illustrating the location of the subject lands. Attachment 2 is an orthophoto illustrating the location of the subject lands.

### **RATIONALE**

The subject lands fall within TRCA's approved master plan for acquisition for the Duffins River watershed as outlined in the approved Greenspace Acquisition Project for 2021-2030. The application is an amendment to an approved Site Plan application that was updated to address new information regarding natural slope hazards. As part of this amendment, this land adjacent to existing TRCA owned property was identified as being within the natural system and suitable for acquisition.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.4 Balance development and growth to protect the natural environment ensuring safe sustainable development

#### **Pillar 3 Community Prosperity:**

- 3.1 Connect communities to nature and greenspace

### **TAXES AND MAINTENANCE**

Based on TRCA's preliminary review of the environmental criteria for lands that are eligible to receive a property tax exemption under the provincial Conservation Land Tax Incentive Program, it would appear that the subject property should be eligible for a tax exemption. While it is expected that the subject parcel of land will not significantly impact TRCA's maintenance costs at this location, an assessment of the aggregate acquisitions in the area will be undertaken and the results will be integrated into TRCA's land management program and associated budgets.

### **FINANCIAL DETAILS**

Funds for the costs related to this purchase are available in the TRCA land acquisition capital account.

**Report prepared by: Stella Ku**

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**Date: March 23, 2023**

**Attachments: 2**

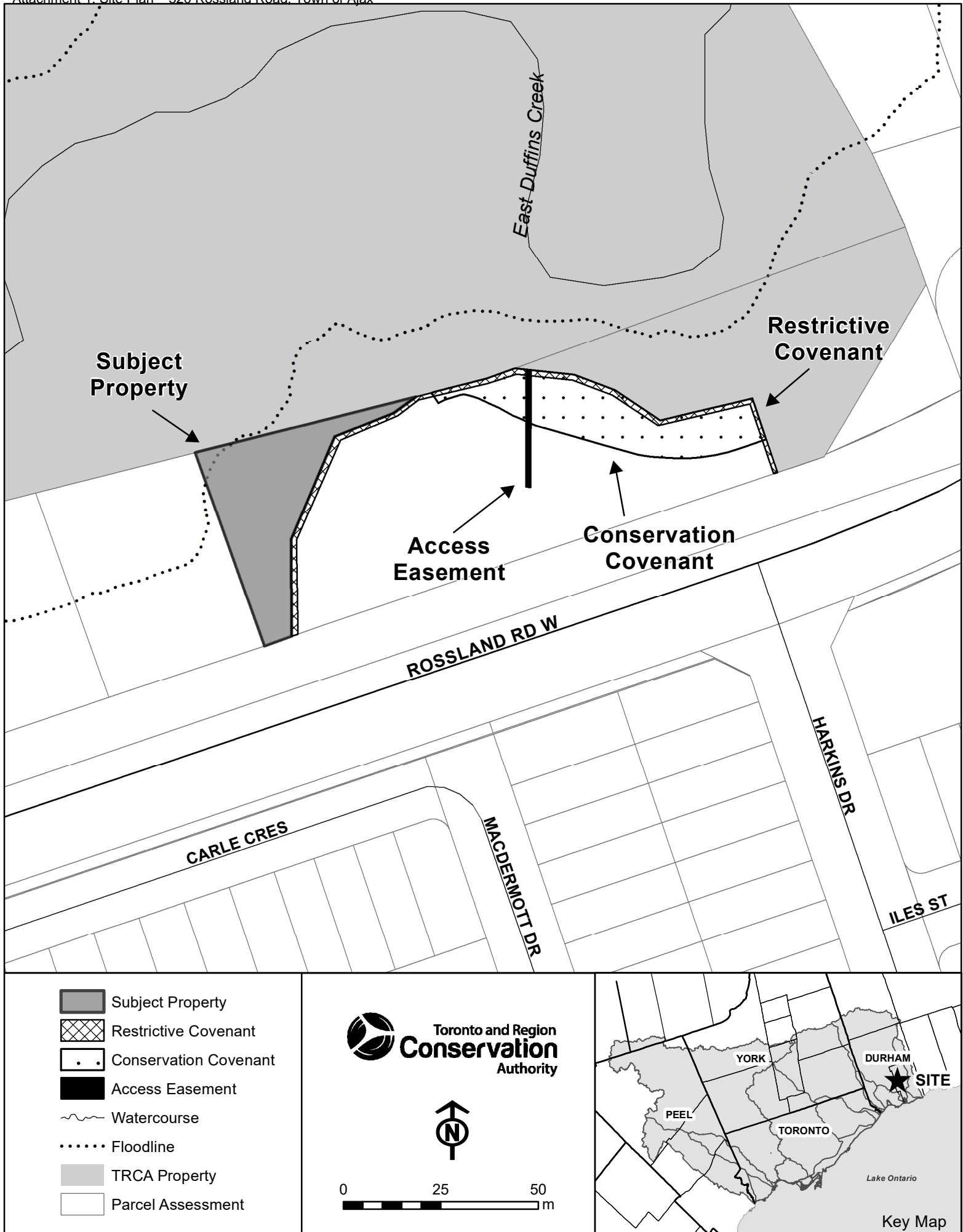


## **Item 8.7**

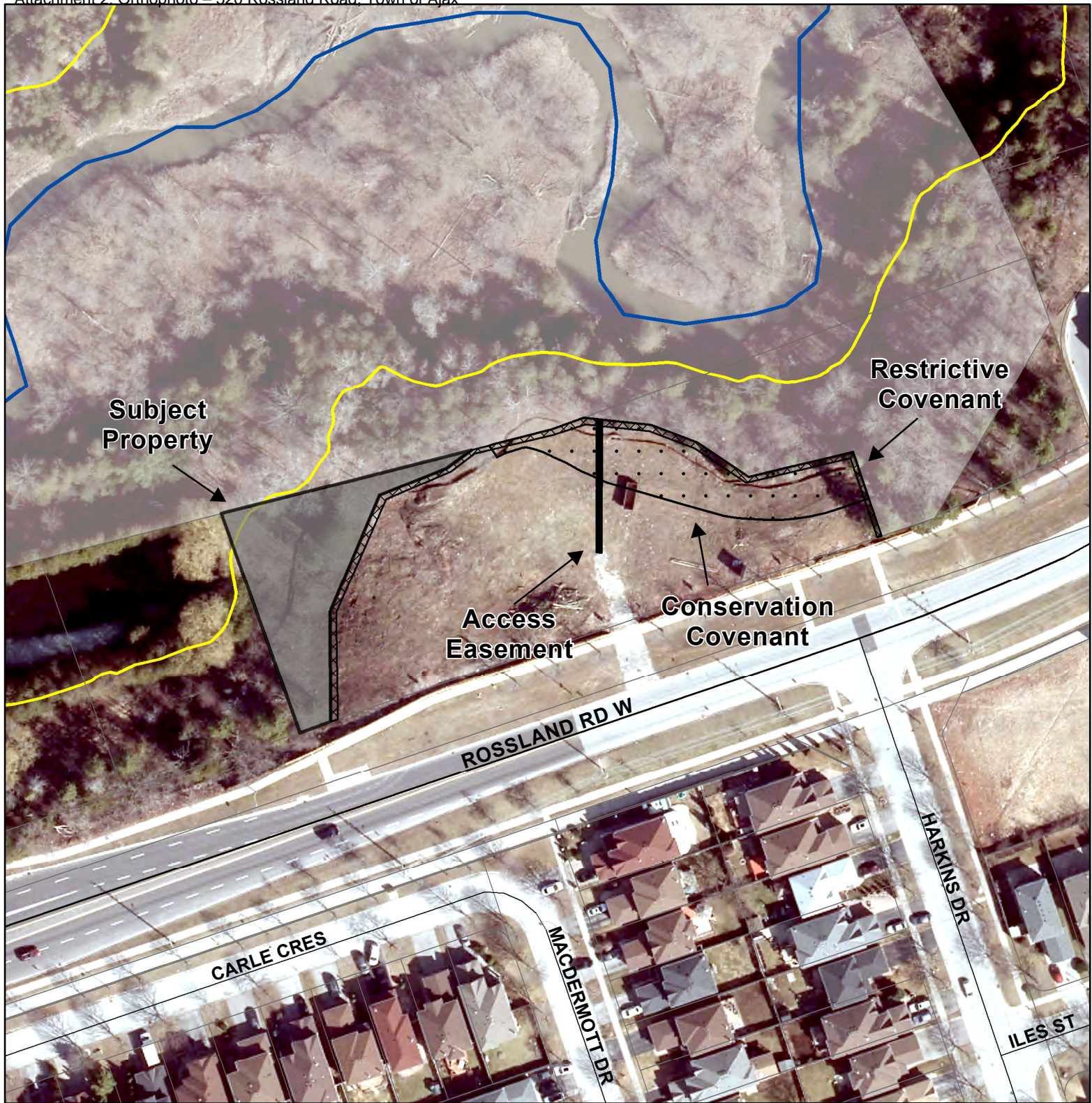
Attachment 1: Site Plan – 520 Rossland Road, Town of Ajax



Attachment 2: Orthophoto – 520 Rossland Road, Town of Ajax





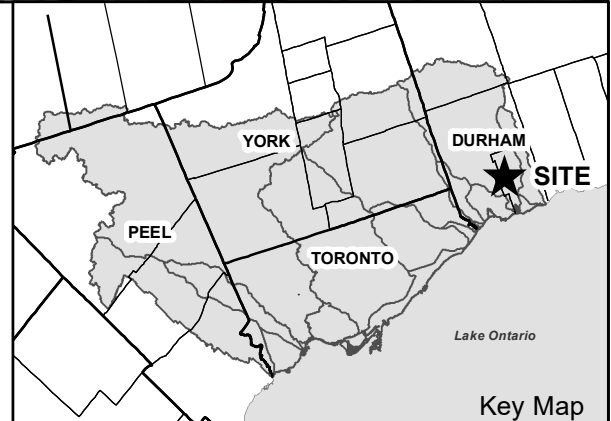




-  Subject Property
-  Restrictive Covenant
-  Conservation Covenant
-  Access Easement
-  Watercourses
-  Floodline
-  TRCA Property
-  Parcel Assessment



0 25 50 m



Key Map



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Darryl Gray, Director, Education and Training

**RE:** **PROPOSED RENAMING OF BLACK CREEK PIONEER VILLAGE TO THE VILLAGE AT BLACK CREEK**  
Staff proposal to rename Black Creek Pioneer Village to The Village at Black Creek

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#### **KEY ISSUE**

In order to continue to advance efforts related to reconciliation with indigenous communities and inclusion of diverse populations within the Greater Toronto Area (GTA) and Ontario, it is proposed that Black Creek Pioneer Village's name be changed to The Village at Black Creek.

#### **RECOMMENDATION:**

**WHEREAS TORONTO AND REGION CONSERVATION AUTHORITY (TRCA), in partnership with the Government of Ontario, City of Toronto and local municipalities, established Black Creek Pioneer Village in 1960 to preserve, protect and share the built and cultural history of Ontario and the GTA through the form of a living history museum;**

**AND WHEREAS Black Creek Pioneer Village consists of one of Ontario's largest collections of historic buildings with local, provincial and national significance from the pre- and post-confederation period;**

**AND WHEREAS TRCA has undertaken efforts to modernize and improve programming and service offerings at Black Creek Pioneer Village to reflect both the diverse history of the GTA from the indigenous pre-colonial era through to the current multicultural metropolis of Toronto and surrounding regions;**

**AND WHEREAS the word "Pioneer" has been identified as a barrier to efforts related to reconciliation and engagement in this important cultural attraction for indigenous and multi-cultural communities;**

**THEREFORE LET IT BE RESOLVED THAT BLACK CREEK PIONEER VILLAGE be renamed The Village at Black Creek;**

**THAT TRCA staff undertake necessary steps to update all appropriate branding, marketing and signage as required;**

**AND FURTHER THAT Toronto Transit Commission (TTC) be notified of the name change as it relates to the Line 1 (Yonge-University) Pioneer Village Subway**



### Station.

#### BACKGROUND

Established in 1960 through a partnership between TRCA, City of Toronto, local municipalities and the Government of Ontario, Black Creek Pioneer Village is one of Ontario's leading living history museums, boasting over forty (40) heritage buildings of local, provincial, and national significance, and caring for 50,000 artifacts of material culture.

Black Creek Pioneer Village typically hosts 140,000 visitors annually, drawing from diverse communities within the GTA and beyond, including 44,000 students participating in school visits, 1,000 New Canadians through the Cultural Access Pass program, and 4,400 people from Toronto and Vaughan through access programs offered at neighborhood improvement area public libraries.

As one of the key tourism attractions in the north-west portion of the City of Toronto, Black Creek Pioneer Village is located within the York University Heights Neighborhood Improvement Area and directly adjacent to the Black Creek Neighborhood Improvement Area. More than 80% of residents in the Black Creek Neighbourhood Improvement Area and 69% of residents in the York University Heights Neighbourhood Improvement Area identify as a visible minority.

When Black Creek Pioneer Village was initially established, the focus of the museum was the preservation of the architecture, artifacts, and way-of-life of a particular period of settlement, in particular European settlement, in the GTA. This was intended to evoke and memorialize a romanticized vision of the "pioneer period" in Ontario through a curated environment and experience with a Eurocentric lens, to the exclusion, at the time, of other marginalized populations and global communities, including those from African, Asian or Eastern-European regions of the world, Central or South America, or those of different religions that had settled in Toronto and the surrounding area. Most glaringly, however, was the exclusion of indigenous peoples and perspectives in the narrative of Black Creek Pioneer Village as a portrayal of that specific time and place in our province and nation's history, particularly given the profound and significant impact that colonization and settlement in the area of what is now the GTA had on indigenous populations.

Since the establishment of Black Creek Pioneer Village, scholarly and public awareness of the complex role that story-telling and history-keeping plays in our communities has continued to evolve. We now understand that not only does Black Creek Pioneer Village not reflect an accurate depiction of the mid-Victorian era in Ontario at the time, but by continuing to portray that period through a romanticized lens, with an emphasis on the Eurocentric "Pioneer" experience including in the name of museum, that TRCA continues to perpetuate historic injustices against marginalized and diverse peoples.

To this end, recognizing the historic scope of the museum and collection at Black Creek Pioneer Village, efforts have commenced to expand programming and storytelling and integrate diverse perspectives into the buildings and exhibits of the museum, particularly



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those of indigenous peoples, to achieve a more inclusive and holistic approach to community-led history-keeping and interpretation.

In 2021 TRCA successfully integrated a temporary large-scale art project by Metis encaustic sculptor, Tracey-Mae Chambers, into the “pioneer village” setting. Chambers wove red string through the 19<sup>th</sup> century schoolhouse located at Black Creek Pioneer Village making a powerful statement on the legacy of residential schools and global unrest while asking visitors to consider how our society can remain hopeful. Chambers returned with a new installation in 2022 in the First House titled Hope and Healing, that focused on the impacts of colonization and illustrated connections between indigenous, Metis and Inuit peoples and Canadians in decolonizing public spaces.

The art of Tracey-Mae Chambers built on work underway since 2017 at Black Creek Pioneer Village to create *Changing the Narrative: Connecting Indigenous and Settler Histories at Black Creek Pioneer Village*, a permanent Indigenous History Gallery, through a partnership with York University (including Anishinaabe scholar and historian Dr. Alan Corbiere) and Jumblies Theatre (a project led by Haudenosaunee artist, Ange Loft) and guided by local First Nations representatives. Known as the Changing the Narrative partnership, this will result in a permanent exhibit at Black Creek Pioneer Village, original historical scholarship, and a weaving of Indigenous perspectives, content, and voices through existing interpretation of the Toronto Region in the 19<sup>th</sup> century. Participating First Nations include: Mississaugas of the Credit, Six Nations of the Grand River, Mississaugas of Scugog Island, Chippewas of Georgina Island, and Chippewas of Rama.

Recognizing that not only does the story of the GTA pre-date colonization, it also continues to this day, a renewed emphasis on inclusive story-telling that spans the history of the region has also underpinned exhibit and program development over the last decade at Black Creek Pioneer Village. In 2012 the first in a series of new exhibits that tells the story of settlement in the GTA through the lens of recent immigrants was unveiled *'They gave up themselves for the next generation': The Working Lives of Chinese Canadian Women, 1923-1967*. This was followed up by *Breaking the Silence: Stories of the British Home Children 1869-1948*, an exhibit in the McNair Gallery and a new and innovative exhibit in the Flynn House in 2021 that traces the journey of a refugee dual-faith family emigrating from Ireland to Toronto in the mid-19<sup>th</sup> century.

### **RATIONALE**

Black Creek Pioneer Village and TRCA, with extensive heritage and cultural assets and infrastructure, along with a strong history of innovative programming, has an established reputation and name brand awareness. With that said, public perception of heritage villages such as Black Creek Pioneer Village has continued to evolve whereby public programming expectations tend to focus on a broader interest in experiences that provide a more fun and engaging experience within a heritage context, more so than traditional interpretive heritage museum experiences or tours.

At TRCA, awareness, understanding and sensitivity to the use of “pioneer” in the name of Black Creek Pioneer Village dates back to the 1990s, including a September 16,



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1994, staff report to the Black Creek Pioneer Village Sub-Committee of TRCA's Board of Directors which recommended updating the name to Black Creek Heritage Village. The recommendation was referred back to staff for further analysis, however, ongoing discussions and consideration regarding the name of Black Creek Pioneer Village continued including a growing awareness more recently, as noted above, of the complex relationship between colonial institutions such as living history museums and indigenous communities.

We have heard from our discussions with indigenous community representatives and stakeholders that the word "pioneer" presents a significant barrier to inclusion and participation for both indigenous communities and new Canadians by focusing on a specific period in time in Canadian and local history that did not and does not reflect the rich cultural heritage of local communities from pre-contact to the current period. In particular, from an Indigenous perspective, scholars and researchers from York University and representatives from Mississaugas of the Credit, Six Nations of the Grand River, Mississaugas of Scugog Island, Chippewas of Georgina Island, and Chippewas of Rama, through the Changing the Narrative partnership, identified the word "pioneer" in the name of Black Creek Pioneer Village as a particular barrier to participation in further scholarly and interpretive collaboration related to the Indigenous History Gallery and, as such, support the new proposed name The Village at Black Creek.

To this end it is recommended that TRCA rename Black Creek Pioneer Village as The Village at Black Creek. This achieves several goals:

1. It removes Pioneer from the name, thereby taking an additional step towards improved relationship-building and reconciliation with indigenous communities;
2. It maintains a geographic connection to both the Black Creek tributary of the Humber River, as well as the local community within which the museum is located; and
3. It leverages the idea of The Village, which Black Creek Pioneer Village is already colloquially known as internally to TRCA staff and provides a social and cultural touch-point for branding purposes in that everyone, in some form, can connect with the idea of a village.

Villages globally are a common unifier. They represent a collection of people and places and are both ancient and modern, and in many respects, timeless. In both the rural context and the urban context, around the world and throughout time, villages represent community and the coming together of people and ideas. In cultural terms villages are in many ways ubiquitous in how we imagine or see ourselves. From the African proverb of "it takes a village to raise a child" to Marshall McLuhan's assertion that "the new electronic independence re-creates the world in the image of a global village", it can be said that all people are either part of a village, or at the very least connected to a village in some form or fashion.



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Renaming TRCA's museum as "The Village at Black Creek" leverages this idea of a village, both big and small, and draws on people's relationships with their own villages; it acts as a unifier that spans time, thereby allowing for expanded and inclusive storytelling, exhibit development and community engagement.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillar(s) and Outcome(s) set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 3 Community Prosperity:**

3.2 A culture of diversity, equity and inclusion contributing to community well-being

#### **Pillar 3 Community Prosperity:**

3.3 Informed citizens are conservation champions

#### **Pillar 4 Service Excellence:**

4.3 Responsive relationships and a trusted brand with a reputation for excellence

#### **Pillar 4 Service Excellence:**

4.4 Transparent decision making and accountable results

### **FINANCIAL DETAILS**

Renaming and rebranding to The Village at Black Creek, including updating of signage throughout and on museum buildings, website and other promotional campaigns and materials will be staged with priority given to updating main entrance and road signage as well as the website. Initial costs are anticipated to be approximately \$45,000 for the first phase. Subsequent updating of program and promotional materials, wayfinding and other ancillary consumables will be replaced as current supplies are depleted or need replacing.

Expanded programming to realize the renewed vision for The Village at Black Creek, inclusive of indigenous and multicultural perspectives, is currently unfunded. While grants and other one-time funding sources exist and are secured as appropriate and available, stable long-term operating support is required to fully realize the potential of The Village as a catalyst for economic development and storytelling in this area of the City of Toronto. A detailed report outlining current budget requirements is being prepared in parallel to this report in consultation with City of Toronto staff, neighbouring municipalities and government stakeholders and will be provided to the Board of Directors and government partners to inform their 2024 budget processes.

### **DETAILS OF WORK TO BE DONE**

Staff will convene a working group of key internal and external stakeholders to inform development of The Village at Black Creek brand.

Staff are preparing a report to TRCA's Board of Directors on guidelines related to an updated TRCA Public Assets and Facilities Naming Policy. It is anticipated that The Village at Black Creek will be compliant with any updated policy as it advances inclusion and reconciliation by de-colonializing the official name of the museum.



## **Item 8.8**

Staff will reach out to the TTC, neighbours including York University, Tennis Canada and networks including relevant provincial and federal agencies and ministries to inform them of the name change if approved by the Board of Directors.

**Report prepared by: Darryl Gray**

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**Email: [darryl.gray@trca.ca](mailto:darryl.gray@trca.ca)**

**Date: March 21, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Darryl Gray, Director, Education and Training

**RE:** **DEVELOPING A SUSTAINABLE FUNDING MODEL FOR BLACK CREEK PIONEER VILLAGE**  
Update on ongoing efforts to secure additional funding for modernization of Black Creek Pioneer Village.

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#### **KEY ISSUE**

Update to Toronto and Region Conservation Authority's (TRCA) Board of Directors on funding required for modernization and ongoing sustainability of TRCA's Black Creek Pioneer Village (Black Creek Pioneer Village).

#### **RECOMMENDATION:**

**WHEREAS** TRCA, in partnership with the Government of Ontario and local municipalities, established Black Creek Pioneer Village in 1960 to preserve and share the built and cultural history of Ontario and the Greater Toronto Area (GTA) through the form of a living history museum;

**AND WHEREAS** BLACK CREEK PIONEER VILLAGE consists of one of Ontario's largest collections of historic buildings with local, provincial and national significance from the pre- and post-confederation period;

**AND WHEREAS** TRCA has undertaken efforts to modernize and improve programming and service offerings at BLACK CREEK PIONEER VILLAGE to reflect both the diverse history of the GTA from the Indigenous pre-colonial era through to the current multicultural metropolis of Toronto and surrounding regions;

**AND WHEREAS** BLACK CREEK PIONEER VILLAGE is the only museum or cultural institution of its size, scope and scale that does not have a dedicated source of funding to sustain collections management or cultural programming from any level of government;

**AND WHEREAS** changes to the Conservation Authorities Act limit TRCA's ability to allocate municipal operating levy to support museum programming or operations;

**THEREFORE LET IT BE RESOLVED THAT** a formal budget request to support program, service and operational revitalization and transformation at Black Creek Pioneer Village be made to the City of Toronto;



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**THAT TRCA'S BOARD OF DIRECTORS continue to advocate for enhanced municipal, provincial and federal funding for Black Creek Pioneer Village;**

**AND FURTHER THAT staff report back in November 2023 on progress related to financial support for Black Creek Pioneer Village.**

### **BACKGROUND**

Established in 1960 through a partnership between TRCA, Metropolitan Toronto, local municipalities, and the Government of Ontario, Black Creek Pioneer Village is one of Ontario's leading living history museums, boasting over forty (40) heritage buildings of local, provincial, and national significance, and caring for 50,000 artifacts of material culture.

Historically TRCA has sustained the museum operations and programming at Black Creek Pioneer Village with a mix of user fees, license agreements, sponsorships, grants, and municipal levy. With over 140,000 annual visitors, Black Creek Pioneer Village is the only museum or cultural institution of its size, scale and nature that does not receive dedicated, sustained program funding from any level of government. The following is a budget chart for Black Creek Pioneer Village showing annual operating revenues, including TRCA operating support:

	2018	2019	2020	2021	2022
Total Revenue	3,085,978	2,858,832	1,023,539	1,573,774	2,420,167
Total Expenses	<b>4,545,907</b>	<b>4,571,582</b>	<b>2,208,571</b>	<b>2,117,474</b>	<b>3,022,168</b>
Operating Levy Allocation	1,459,929	1,712,750	1,185,031	500,000	500,000
<b>Excess of expenses over revenue</b>	-	-	-	<b>43,700</b>	<b>102,000</b>

While previously TRCA has allocated operating support for museum operations and programming at Black Creek Pioneer Village, recent changes to the Conservation Authorities Act limit the ability of TRCA to do so. Municipal levy in support of Black Creek Pioneer Village is to be used solely for the purposes of state of good repair of assets and infrastructure, and as such programming, exhibit development and interpretation no longer receives any public funding. As a result, in 2022, which was partially constrained due to COVID-19, Black Creek Pioneer Village generated 80% of its operating budget through user fees, license agreements, sponsorships and grants, an increase of 18% over 2019 levels, with this expected to increase further in 2024 and beyond.



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	2016	2017	2018	2019	2020	2021	2022
Revenue to Expense Recovery Ratio	60%	66%	67%	62%	46%	74%	80%

By their very nature, museums are not profit-making ventures as the expenses related to safeguarding the community's-built heritage and material culture exceed the revenue that can be earned through programming. The industry average revenue generation as a ratio of total operating costs for other comparable supported institutions is approximately 40%, with variations of that ranging from 14% for City of Toronto Museums to 68% for the Toronto Zoo. At 80% cost recovery, Black Creek Pioneer Village is an industry leader in unlocking innovative revenue solutions, however, by relying heavily on revenue, grants and other fee-based tools, there is a limit to TRCA's ability to advance strategic goals related to Black Creek Pioneer Village without continuing to impact both collections and built heritage management, along with animation and interpretation of the historic village.

What Revenue, Grants and Other Fee-Based Tools Can Cover:

- Fee for service event and program delivery;
- Program supervision and administration;
- Minor exhibit development and artifact upkeep;
- School programs delivery; and
- General operations, including utilities, cleaning, basic grounds maintenance and minor upkeep.

What Revenue, Grants and Other Fee-Based Tools Cannot Cover:

- Major exhibit development and core museum functions, such as curatorial services, collections management and others related to the overall preservation of artifacts of material culture;
- Transformational activities such as the creation of Indigenous Hubs and Galleries and modernization of the museum function, role and capabilities;
- Major maintenance and asset management of heritage buildings and structures;
- Museum management and sector leadership activities; and  
Equitable access programs, such as lower user fees for schools or residents, or targeted outreach activities to local communities.

To fundamentally transform Black Creek Pioneer Village and modernize, revitalize and restore its place in the cultural heritage fabric of the City of Toronto, TRCA requires approximately \$3.2 million a year in new funding. As noted above, fees alone cannot advance key strategic goals related to museum modernization, inclusive story-telling and equitable access. Enhanced support would be targeted towards specific high-impact areas, including the following:



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- Indigenous Engagement and Placemaking: Enhanced and expanded engagement of Indigenous communities in the development and ongoing programming of Indigenous exhibits, programs, installations, and events at the Village.
- Collections Management and Modernization: Improved collections care and management, including strengthening virtual access to TRCA's heritage and Indigenous artifacts.
- Enhanced Public Programming: Enhanced heritage, cultural and community programming, interpretation and exhibits, and restoration of full operating hours.
- Inclusive Storytelling through Partnerships: Nurture and grow partnerships to tell stories reflecting the diversity of Toronto.
- Equitable Access: Enhanced equity of access for all residents to explore and reflect upon Toronto's history.

This funding would allow TRCA to fundamentally transform the next generation of user experiences at Black Creek Pioneer Village while also ensure that the communities of tomorrow can tell their story in an inclusive, welcoming environment that represents the multitude of perspectives that make up the City of Toronto and Ontario.

### **RATIONALE**

With the recent reductions in funding necessitated by changes to the Conservation Authorities Act, an increasing reliance on user fees, and a lack of direct government support for museum operations, including exhibit development and cultural programming, Black Creek Pioneer Village has fallen further behind other comparable attractions both in the level of public funding available to sustain and maintain the important cultural heritage and public collections function of the museum, as well as the operating hours and competitiveness in a regional tourism marketplace.

The financial model of a museum that is reliant almost solely on user fees and revenue is not sustainable, and to maintain and grow Black Creek Pioneer Village into the future, and enable a new vision that integrates perspectives of Indigenous communities and the broader multicultural fabric and stories of Toronto residents, dedicated government funding is essential. As a significant cultural heritage attraction and museum, Black Creek Pioneer Village requires approximately \$3.2 million in ongoing annual operating support to modernize, revitalize, and restore its place in the cultural heritage fabric of the City of Toronto.

The Ontario Museum Association, in a 2020 study, found that museums in Ontario provide a return on investment of \$3.70 for every dollar spent on programming and operations. An increased public investment of \$3.2M in the public institution of Black Creek Pioneer Village, coupled with the current \$2.5M in expenditures related to fee-based programs, will have an immediate multiplying economic benefit of approximately \$21M. With 5 million residents within a 40-minute drive, a bold new vision coupled with strong government support will allow Black Creek Pioneer Village to continue to serve as a catalyst for change and economic renewal with the Black Creek and University Heights Neighbourhoods by strengthening an already exciting and vibrant anchor



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attraction, while creating community hub and centre for the democratization of local and global stories in Ontario and the GTA.

As one of the key tourism attractions in the north-west portion of the City of Toronto, Black Creek Pioneer Village is located within the York University Heights Neighborhood Improvement Area and directly adjacent to the Black Creek Neighborhood Improvement Area. More than 60% of residents in the Black Creek Neighbourhood Improvement Area live in an apartment setting, and more than 80% identify as a visible minority. The place and potential of Black Creek Pioneer Village in both the local and GTA community, along with TRCA's role in leading a SNAP (Sustainable Neighbourhood Action Plan) program in the Black Creek community also provides a unique opportunity within this part of the City of Toronto to leverage enhanced funding for Black Creek Pioneer Village and serve as a catalyst for the development of a Cultural District that accelerates community vitality and development.

Cultural Districts, as part of the emerging economic development agenda in the City of Toronto and around the world, require both an anchor and momentum to fully realize the potential of communities. By applying a wider lens to the work of Black Creek Pioneer Village in the context of TRCA and community-based partnerships and activities in the Black Creek neighbourhood and along the Black Creek Ravine, an opportunity exists to accelerate efforts related to the development of Cultural Districts in this part of the City of Toronto.

Stable funding creates the opportunity to take bold new steps to reposition Black Creek Pioneer Village as a key cultural institution and museum in Ontario and the Greater Toronto Area that serves as a catalyst for community development and Indigenous engagement. Community interests are changing and evolving, and expectations of living history museums and attractions are evolving with them. It is no longer enough for museums to simply install exhibits and deliver programming – the museums of tomorrow will be anchors of innovation, economic and community development and reflective of the communities they serve by giving voice in the first person to the histories and stories of the people who live there.

Building on the legacy of Black Creek Pioneer Village as an essential element of the cultural fabric of the GTA and the Black Creek community, TRCA will work with its partners to transform this significant tourism and learning attraction into a signature museum and cultural commons where communities from across Toronto come to live, learn, work, explore and create.

### **Relationship to TRCA's 2023-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 3 Community Prosperity:**

3.2 A culture of diversity, equity and inclusion contributing to community well-being



### **Pillar 3 Community Prosperity:**

3.3 Informed citizens are conservation champions

### **Pillar 4 Service Excellence:**

4.2 Provide and manage an efficient and adaptable organization

## **FINANCIAL DETAILS**

### Museum, Exhibit and Programming Funding Requirements

As indicated previously, in order to sustain and realize the potential of Black Creek Pioneer Village as a significant, signature attraction and museum within the Black Creek and University Heights Neighbourhoods of the City of Toronto, dedicated government funding of \$3.2M is necessary. This funding would be leveraged with \$2.5M in generated revenue through current programming, with an anticipated future growth of an additional \$500,000 in program revenue annually by 2027 through new programming, partnerships, and grants, putting Black Creek Pioneer Village at an earned revenue ratio of approximately 50%, still above the industry average. Additional future growth is expected as programming matures, and the attraction regains its prominence and place within the tourism attraction sector.

Since changes to the Conservation Authorities Act have limited the ability of TRCA to allocate municipal levy to support programming and operations, TRCA has been required to reduce daily operating hours at Black Creek Pioneer Village, close the heritage village on Mondays and Tuesdays during the regular operating season, as well as eliminate 6 full-time and 25 part-time staff positions. Without stable funding into the future, TRCA will be required to continue to reduce operating hours, services, staffing and interpretation of key cultural heritage features at Black Creek Pioneer Village, in addition to potential closure of portions of the heritage village, or elimination of certain programs or services. Stable, sustained funding would allow TRCA to reverse that trend and realize the full value of Black Creek Pioneer Village in an underserved portion of the City of Toronto.

### Capital Funding Requirements

To fully realize the future potential of Black Creek Pioneer Village, a multi-year capital investment plan is required that facilitates and enables the transformative new vision for Black Creek Pioneer Village that aims to reclaim its place as a vibrant, vital attraction that melds the exciting future of the City of Toronto and Ontario with the history of our communities, from pre-colonial Canada through to the 21<sup>st</sup> Century. This would include development of a Master Plan that takes into consideration current and future development and programming of the site and surrounding environs. Currently the City of Toronto budget provides \$375K in direct support for basic capital expenditures of the facility, however this is not sufficient to advance strategic goals and objectives of renewal of the heritage assets and facilities.

TRCA maintains a comprehensive Unfunded Priorities List, which is reported to TRCA's Board of Directors annually and includes the built elements of Black Creek Pioneer Village. The 10-year capital (2022 – 2032) forecast for state of good repair of the Visitor Centre is approximately \$9.8M, which is currently unfunded. Additionally, the second



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phase of work to assess and quantify the state-of-good-repair requirements for the 40 heritage and historic that make up the village itself is underway, which will inform the development of a capital asset management plan for the buildings that comprise the built collection of Black Creek.

### **DETAILS OF WORK TO BE DONE**

TRCA staff continue to raise awareness of the funding challenges that Black Creek Pioneer Village faces in fulfilling its mandate and role as a cultural institution and museum. Staff continue to have discussions with all levels of government of the important role that Black Creek Pioneer Village plays in the local community and the importance of sustained funding. As noted above, it is the only museum of its size, scale and scope that does not have dedicated programming and operational funding. With direction from the Board of Directors, TRCA staff are prepared to develop suitable materials for a formal budget submission to the City of Toronto.

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**Date: March 1, 2023**



### Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Laurie Nelson, Director, Policy Planning

**RE:** **SECTION 28 REGULATION MAPPING**  
Annual Update

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#### KEY ISSUE

To seek Board of Directors' endorsement of the annual update to Toronto and Region Conservation Authority's (TRCA) Section 28 Regulation mapping based upon the most current information available related to regulated natural hazards and natural features.

#### RECOMMENDATION:

**WHEREAS** in 2019, TRCA staff undertook the first jurisdiction-wide update to TRCA's Section 28 Regulation mapping update since 2006 in consultation with member municipalities, the public, and the building industry;

**WHEREAS** at TRCA Board of Directors Meeting #6/19, held on Friday, June 21, 2019, Resolution #A116/19 was approved, stating that staff continue to make updates to the Regulation mapping on an annual basis;

**WHEREAS** staff have now updated the Section 28 Regulation mapping to reflect the most currently available information;

**THEREFORE LET IT BE RESOLVED THAT** the 2022 updates to TRCA's regulation mapping be endorsed by the TRCA Board of Directors for internal use, for municipal staff screening purposes, and for public viewing on TRCA's website;

**AND FURTHER THAT** the Clerk and Manager, Policy so advise the Ministry of Natural Resources and Forestry, TRCA municipal partners, Conservation Ontario, and the TRCA-BILD Working Group.

#### BACKGROUND

TRCA has a regulatory permitting responsibility to protect people, the environment and property from natural hazards associated with flooding, erosion and slope instability, and to conserve valley lands, wetlands, watercourses and the shoreline of Lake Ontario. Pursuant to Section 28 of the Conservation Authorities Act, TRCA administers a "Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation", (the Regulation), approved by the Minister of Natural Resources and Forestry and known as Ontario Regulation 166/06, as amended. Key objectives of the Regulation include preventing or reducing the risk to life and property; minimizing negative impacts on natural features, functions, and systems; and preventing the creation of new hazards or aggravation of existing hazards.

The Regulation enables TRCA to prohibit or regulate development in areas of land



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associated with natural hazards, wetlands and watercourses, collectively known as TRCA's Regulated Area.

In the Conservation Authorities Act, "development" is defined as:

- Construction, reconstruction, erection or placing of a building or structure of any kind;
- Any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure;
- Site grading; or
- Temporary or permanent placing, dumping or removal of any material, originating on the site or elsewhere.

The Regulation also prohibits, in the absence of a permit from TRCA, alteration of the channel of a watercourse and interference with a wetland.

The areas of land where TRCA's Regulation applies are:

- **River and stream valleys**, including valleys with stable and unstable slopes, plus an allowance of 15 metres surrounding the valley;
- **Floodplains and areas subject to stream-related erosion** (meander belts) where valleys are not clearly defined on the landscape, plus an allowance of 15 metres surrounding these areas;
- **Lake Ontario Shoreline**, including associated flooding, erosion, slope instability and dynamic beach erosion hazards, plus an allowance of 15 metres inland from these areas;
- **Watercourses**;
- **Wetlands and areas surrounding wetlands**, where development could interfere with the hydrologic function of a wetland (areas of interference). This includes 120 metres surrounding Provincially Significant Wetlands, wetlands on the Oak Ridges Moraine and 30 metres surrounding all other wetlands; and
- **Hazardous lands**, which are lands that could be unsafe for development due to flooding, erosion, dynamic beaches or unstable soil or bedrock.

Each of these natural hazards and environmental features and the associated regulated areas are described in law through the text of the Regulation. However, given the specific geographic areas to which the Regulation applies, and the need to represent these areas visually, the Regulation also provides for the creation of Regulation mapping. This mapping can be updated by TRCA as new information becomes available.

TRCA Board of Directors Meeting #6/19, held on Friday, June 21, 2019, Resolution #A116/19 was approved as follows:

THAT staff continue to make updates to the Regulation mapping on an annual basis;



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TRCA staff have now completed the 2022 annual update to the Regulation mapping in consultation with TRCA development, infrastructure, enforcement, and technical review staff.

### **Bill 23 and the Conservation Authorities Act**

It should be noted that as of the time of writing, the amendments to the Conservation Authorities Act and recently published regulations do not affect the 2022 regulation mapping update. TRCA's Ontario Regulation 166/06 remains in effect until such time as the Province establishes a new regulation for all conservation authorities under the new section 28 of the Act. TRCA Policy Planning staff will continue to monitor the ERO for provincial regulations that may affect TRCA's policies and procedures with respect to its Regulation and regulation mapping and will keep TRCA staff and the Board informed accordingly.

### **RATIONALE**

#### **Regulation Mapping: What it is and how it works**

TRCA's Regulation mapping is a tool that conceptually shows the area of land within TRCA's jurisdiction that is likely to be subject to the Regulation. The Regulation limit boundary is based on the best technical information available to TRCA at the time of the preparation of the map. The mapping represents spatial information for each of the regulated features and areas, which is integrated to form one conceptual boundary of the Regulation limit. TRCA's Reference Manual – Determination of Regulation Limits provides the standards and criteria used for the mapping of these features and areas.

Technical analysis that supports the mapping includes flood plain studies, provincial wetland mapping, ecological land classification mapping, digital elevation models, aerial photography, watercourse meander belt analysis, watercourse location mapping and Lake Ontario shoreline hazard assessment studies. Site-specific investigations and studies are required to precisely define the location of hazards and features and the legal extent of the Regulation, which typically occurs through consultation between landowners and TRCA staff during the review of a development application or proposal.

The mapping is not a "statutory map", which means that the mapping does not have the force of law. The actual regulatory requirements are found within the provisions of [Ontario Regulation 166/06](#). The mapping is best considered as a screening tool for TRCA, municipalities and the public that indicates where the Regulation likely applies, thereby assisting with implementation of TRCA's regulatory permitting responsibilities. This contrasts with a more rigid boundary such as a schedule of a municipal zoning by-law.

#### **The Regulated Area is not a Development Limit**

The mapping does not indicate areas where development is prohibited, but rather areas where development needs to consider potential constraints from natural hazards or features, and for which a permit is required from TRCA prior to development activity commencing.

In addition to facilitating TRCA's permitting responsibilities, the mapping is also used to inform:



- Solicitor/Realtor Property Inquiries to TRCA;
- TRCA's delegated responsibility to represent the provincial interest for natural hazards;
- TRCA's review of applications under the [Planning Act](#) and [Environmental Assessment Act](#) (in accordance with the [Conservation Authorities Act](#) and [Mandatory Programs and Services Regulation Ontario Regulation 686/21](#));
- Municipal Comprehensive Reviews, including natural systems mapping
- Official Plan Reviews and Comprehensive Zoning By-law updates, including hazard land mapping.

### **Updated Regulation Mapping Protocol**

TRCA has the ability to update the mapping as new information becomes available. Updates to the Regulation mapping improve its accuracy with respect to what is likely regulated by TRCA, thereby enhancing certainty for landowners considering or proposing development. This also assists both TRCA and municipal staff conducting development and infrastructure reviews. The last jurisdiction-wide update was completed in 2021.

The current 2022 annual update to the existing regulation mapping has been undertaken to reflect new technical information on current aerial photography. In 2019, we committed to establishing a protocol for conducting and tracking future incremental mapping updates in a consistent and timely manner, and to report to the Board in the case of an update that involves substantial changes.

Coordination between the internal Policy Planning and Business and Data Analytics (BIDA) teams resulted in a codified workflow and protocols describing project scope, timeline, and staff roles. Staff established an internal consultation process involving an open call for update requests from development and infrastructure plan review staff, enforcement staff, and technical staff (engineers and ecologists), use of an internal online mapping platform for tracking and enabling staff review of proposed updates, and working sessions conducted with plan review and technical staff to review specific update requests. The product of this effort is updated draft Regulation mapping.

TRCA is following the guidance provided by Conservation Ontario for regulation mapping updates. It is important to note that only the mapping is being updated; there are no legislative changes to the text of the Regulation driving the mapping update. Furthermore, there is no legal requirement for municipal council approval of the updated mapping.

### **Regulation Mapping Update Results**

Changes to the mapping include:

- Revised wetland and area of interference limits associated with new and updated wetland mapping by Ministry of Natural Resources and Forestry and TRCA;
- Adjustments to flood hazard limits as a result of updated floodplain mapping; TRCA staff work with municipal staff to ensure awareness of these updates.
- Changes to features and hazards resulting from as-built development approved



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by TRCA (e.g., watercourse channel realignments);

- Adjustments to wetland area of interference limits associated with changes in as-built development approved by TRCA (e.g., Greater Golden Horseshoe Built Boundary updates); and
- General refinement of regulated features resulting from detailed site examination and field verification of properties through the development and infrastructure review processes (e.g., top of bank staking) and/or site visits.
- Adjustments to shoreline hazard limits as a result of updated shoreline hazard mapping – In 2021, TRCA’s Engineering Services staff, using National Disaster Mitigation Funding, retained professional engineering consultants to undertake a study to update shoreline hazard mapping along the Lake Ontario shoreline across TRCA’s jurisdiction. The [Board report on the Lake Ontario Shoreline Hazard Mapping Project](#) was received at the October 28, 2022 TRCA Board of Directors meeting and the completed [study](#) (November 2022) is posted on the TRCA Flood Risk Management webpages. TRCA planning staff have been working with City of Toronto planning staff on informing landowners to ensure awareness of the updated mapping, particularly where the shoreline hazard mapping captures existing residential area. Both City and TRCA staff have been using the updated shoreline hazard limits since the Shoreline Hazard Mapping Project was published, to inform their review of development applications in these areas.

### **Tracking, Notification, and Future Updates**

Once endorsed, staff will distribute the updated mapping to TRCA municipalities for their use. TRCA will notify Conservation Ontario and the Ministry of Natural Resources and Forestry, as well as neighbouring conservation authorities and stakeholders, of the update. In addition, the publicly available “Regulated Area Search” page on TRCA’s website will be updated to include the new mapping. Changes to the Regulation mapping are tracked in TRCA’s Geographic Information System (GIS) databases and will be recorded on each of TRCA’s 132 Regulation maps that span the jurisdiction.

Regularly updated regulation mapping will continue to ensure that TRCA staff, municipalities, stakeholders, and the public have the most accurate and current information to inform decision-making. It also contributes to TRCA’s service delivery, for example in pre-consultation meetings and walk-in counter service, and enhances coordination between TRCA and municipal staff.

### **Implementation and Transition**

The implementation of the updated mapping will not result in any changes to the day-to-day functions and procedures for TRCA’s roles. It is important to reiterate that the Regulation mapping does not undermine the decisions made through the development review process and applications in progress do not have to “re-start” the process based on being inside an area affected by the mapping updates.

### **Relationship to TRCA’s 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA’s 2023-2034 Strategic Plan:



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### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.4 Balance development and growth to protect the natural environment ensuring safe sustainable development

### **Pillar 2 Knowledge Economy:**

- 2.4 Integrate environmental considerations and science into decision making

### **FINANCIAL DETAILS**

Funding to support policy and planning input and GIS services for the mapping products was provided by capital funding from TRCA's participating municipalities in account 120-12.

### **DETAILS OF WORK TO BE DONE**

Following Board endorsement, TRCA staff will:

- Conduct a quality control check on the draft updated mapping;
- Update the Regulated Area Search tool on TRCA's website with the final updated Regulated Area mapping and place notification on website;
- Distribute the final updated Regulated Area mapping to member municipalities;
- Continue to monitor the mapping for future changes that will be compiled and implemented on an annual basis;
- Continue to monitor the Environmental Registry of Ontario (ERO) for provincial initiatives or regulations that have implications for TRCA's Regulation and regulation mapping, and will keep TRCA staff and the Board informed accordingly;
- Training with municipal staff on the regulation mapping or the regulation upon request;
- Continue to provide regulation mapping criteria data layers to municipalities for comprehensive official plan and zoning by-law updates, etc., upon request; and
- Continue to keep the building industry informed on mapping updates and other initiatives through the BILD Working Group and provide training upon request.

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**Date: April 14, 2023**



## Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Sameer Dhalla, Director, Development and Engineering Services

**RE:** **APPLICATION FOR PERMIT PURSUANT TO S.28.0.1 OF THE CONSERVATION AUTHORITIES ACT (MINISTER’S ZONING ORDER, ONTARIO REGULATION 169/21, AS AMENDED)**  
CFN 68367 requesting permission for Development, Interference with Wetlands & Alterations to Shorelines & Watercourses pursuant to Ontario Regulation 166/06, 36 Apple Creek Boulevard, Markham Ontario. (Part of Lot 13, Concession 4, City of Markham, Regional Municipality of York), by the Mon Sheong Foundation.

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### KEY ISSUE

Issuance of permission pursuant to Section 28.0.1 of the Conservation Authorities Act to make alterations within a Regulated Area to facilitate the development of an 8-storey “life lease” mixed-use building (assisted living centre), proposed at 36 Apple Creek Boulevard, within the City of Markham, Regional Municipality of York.

### RECOMMENDATION:

**WHEREAS** the Minister of Municipal Affairs and Housing (MMAH) issued a revised MZO for the subject property on February 24, 2023, as Ontario Regulation 169/21, as amended;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires the Authority to issue permission for a development project that has been authorized by an MZO issued under the Planning Act, and where the lands in question are not located within a Greenbelt Area as identified through Section 2 of the Greenbelt Act;

**WHEREAS** Section 28.0.1 of the Conservation Authorities Act requires that the Authority shall not refuse to grant permission for a development project that has been authorized by an MZO, outside of the Greenbelt despite, (a) anything in Section 28 or in a regulation made under Section 28, and (b) anything in subsection 3(5) of the Planning Act;

**WHEREAS** Section 28.0.1(6), of the Conservation Authorities Act, permits the Authority to attach conditions to the permission, including conditions to mitigate any effects the development may have on the control of flooding, erosion, dynamic beaches, or unstable soil or bedrock and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property;



**WHEREAS** Section 28.0.1(24), of the Conservation Authorities Act, provides that where a permit is to be issued pursuant to Ontario Regulation 166/06, the applicant is required to enter into an agreement with the Conservation Authority;

**AND WHEREAS** TRCA staff, in the absence of an approved MZO, would normally issue a Permit for the commercial development where it has been demonstrated there will no impact on the control of flooding, erosion, dynamic beaches, unstable soil and bedrock, or jeopardize the health or safety of persons or result in the damage or destruction of property;

**THEREFORE, LET IT BE RESOLVED THAT** the Mon Sheong Foundation be granted permission to make alterations within a Regulated Area to facilitate the development of an 8-storey “life lease” mixed-use building (assisted living centre) at 36 Apple Creek Boulevard in the City of Markham, Regional Municipality of York;

**AND FURTHER THAT** the Board of Directors authorize the entering into of the required agreement related to the Permit for the site works.

### **MZO PERMIT SUMMARY**

- Section 28.0.1 applies, and the Board must issue this permit.
- TRCA Staff support the issuance of this permit application as the applicant has demonstrated that it does not impact flooding, erosion, dynamic beaches, or unstable soil or bedrock, or jeopardize the health or safety of persons or result in the damage or destruction of property.
- The conditions of this permit include standard conditions and have been agreed upon by the proponent with their filing of this application, and the one additional condition has been agreed to in writing by the applicant.
- An Agreement is required and will include standard Permit conditions and one additional Permit condition.
- This report and approval are required to allow the applicant to proceed with construction.

### **BACKGROUND**

The owner has applied for permission pursuant to Ontario Regulation 166/06, and Section 28.0.1 of the Conservation Authorities Act, for topsoil stripping, grading, installation of an infiltration trench, stormwater cistern/storage tank and outfall to facilitate an 8-storey “life lease” mixed-use building (assisted living centre).

The 3.24 ha (~8 ac) site is located on the north side of Apple Creek Boulevard, east of Woodbine Avenue and bounded to the east by the Rouge River Valley that is part of



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Markham's Greenway System and within TRCA's regulated area (see Attachment 2: Ministers Zoning Order (MZO) – Map 303).

The MZO converted the zoning of the lands from industrial and commercial to mixed-use, allowing a long-term care facility with accessory uses including, medical offices and health care centre. As well as the inclusion of open space zoning on the east side of the property to protect the natural heritage of the Rouge River valley.

Although the entire property is subject to the MZO, this report and the associated permit is for "Phase One" of the development constituting the "life lease" mixed-use building (assisted living centre) on 1.53 ha (~3.8 ac) of the site fronting Apple Creek Boulevard.

Phase Two, constituting 0.61 ha (~1.5 ac) portion of the property to the immediate north of the subject lands; and Phase Three, a 1.1 ha (~2.7 ac) lot located on adjacent lands at 8885 Woodbine Avenue, are anticipated to be a future "assisted living facility and a long-term care facility respectively. When formally proposed, the prospective developments will be subject to separate/new municipal planning approval and TRCA permits.

### **Mandatory Permits for MZO Development Projects**

Section 28.0.1 of the amended Conservation Authorities Act (CA Act) applies to a development project that has been authorized by an MZO under the Planning Act, within an area regulated under Section 28(1) of the CA Act, outside of the Greenbelt Area. In TRCA's case, the regulated area is prescribed in Ontario Regulation 166/06.

The provisions of Section 28.0.1 of the Act are summarized as follows:

- CAs shall issue a permit.
- CAs may only impose conditions to the permit, including conditions to mitigate:
  - Any effects the development project is likely to have on the control of flooding, erosion, dynamic beaches or unstable soil or bedrock;
  - Any conditions or circumstances created by the development project that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property; or
  - Any other matters that may be prescribed by the regulation.
- An applicant has the right to a Hearing before the authority (Board) if there is an objection to the permit conditions being imposed by the CA.
- If the applicant still objects to conditions following a decision of the Hearing, the applicant has the option to either request a Minister's review (MNRF) or appeal to the OLT.
- All MZO-related CA permits must have an agreement with the permittee (can include all parties, e.g., municipalities, on consent of applicant).
- The agreement shall set out actions that the holder of the permission must complete or satisfy to compensate for ecological impacts, (where applicable), and any other impacts that may result from the development project.
- The agreement must be executed before work commences on the site; some enforcement provisions through court proceedings are in effect for MZO permits.



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In summary, TRCA must issue a permit for development projects on lands subject to an MZO, outside of the Greenbelt, and can make that permission subject to conditions and must enter into an agreement with the landowner/applicant.

### **RATIONAL**

#### **Review of Permit Application by TRCA Staff:**

The applications have been reviewed by TRCA's geotechnical, water resources, hydrogeology, and ecology staff. The proposed site alteration does not impact:

- the control of flooding: all works have been located outside of the regional storm floodplain;
- erosion: all works have been located beyond the long term stable top of slope to mitigate geotechnical/slope stability concerns;
- dynamic beaches: not applicable;
- unstable soil: no organic soils or leda clays have been identified within the subject lands;
- unstable bedrock: no karst topography is located within or immediately adjacent to the site;
- and/or in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property: as previously noted, the limits of the proposed works have been located outside flood and erosion hazards.

#### **Policy Guidelines:**

The proposed works are consistent with Section 8.4 (General Regulation Policies) and 8.5 (Valley and Stream Corridors) of the Living City Policies for Planning and Development in TRCA Watersheds.

#### **Recommended Condition to Permission:**

The applicant has requested to proceed with the subject TRCA permit although the related planning approvals are still in process as of the writing of this report.

To ensure that revisions resulting from the planning approvals process do not inadvertently impact TRCA's interests (the control of flooding, erosion, dynamic beaches, unstable soil or bedrock, or any conditions or circumstances created by the development project that, in the event of a natural hazard, might jeopardize the health or safety of persons or result in the damage or destruction of property), staff recommend a condition to ensure that any revisions proposed through the municipal planning approvals process are to the satisfaction of TRCA.



### **SUMMARY CONCLUSION**

Approval of permission for development within the TRCA's regulated area is required to allow development to commence. Staff are recommending the issuance of this Permit based upon TRCA's standard permit conditions and one additional condition, which will be included in the Agreement as required by the updated Conservation Authorities Act. (See **Attachment 4, Standard Permit Conditions** and **Attachment 5, Additional Permit Conditions**).

**Report prepared by: Mark Howard**

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**Email: mark.howard@trca.ca**

**Date: April 12, 2023**

**Attachments: 5**

- Attachment 1: Ministers Zoning Order (MZO) – Ontario Regulation 169/21 (as amended)
- Attachment 2: Ministers Zoning Order (MZO) – Map 303
- Attachment 3: Proposed Works
- Attachment 4: Standard Permit Conditions
- Attachment 5: Additional Permit Conditions





**Planning Act**  
**Loi sur l'aménagement du territoire**

**ONTARIO REGULATION 169/21**

**ZONING ORDER — CITY OF MARKHAM, REGIONAL MUNICIPALITY OF YORK**

**Consolidation Period:** From February 24, 2023 to the e-Laws currency date.

Last amendment: 28/23.

Legislative History: [ + ]

***This Regulation is made in English only.***

**Definitions**

**1.** In this Order,

“accessory” means a use, building or structure that is normally incidental or subordinate to a principal use, building or structure located on the same lot, and includes,

- (a) a commercial school,
- (b) a business office,
- (c) a restaurant, including take-out,
- (d) a financial institution,
- (e) a retail store,
- (f) a medical office,
- (g) a personal service shop,
- (h) a community centre,
- (i) a place of worship,
- (j) a health centre, and
- (k) an above ground parking structure;

“long-term care home” has the same meaning as in the *Long-Term Care Homes Act, 2007*;

“retirement home” has the same meaning as in the *Retirement Homes Act, 2010*;

“seniors residence” means a premises, other than a long-term care home or retirement home, that provides accommodation primarily to seniors and,

- (a) that comprises either or both,
  - (i) private rooms that each have at least one separate private bathroom, and
  - (ii) living units that each have cooking facilities and at least one separate private bathroom,



- (b) where each private room or living unit, as the case may be, has a separate entrance from a common hall, and
- (c) that has common facilities for the preparation and consumption of food, common lounges and recreation rooms. O. Reg. 169/21, s. 1; O. Reg. 550/21, s. 1; O. Reg. 28/23, s. 1.

**2.** (1) This Order applies to lands in the City of Markham, in the Regional Municipality of York, in the Province of Ontario, being the lands outlined in red in the map numbered 303 and filed at the Toronto office of the Ministry of Municipal Affairs and Housing located at 777 Bay Street. O. Reg. 164/22, s. 1.

(2) Despite any existing composition or future severance, partition or division of the lands described in subsection (1), those lands shall be treated as a single lot for the purposes of this Order. O. Reg. 164/22, s. 1.

**Non-application of s. 41 of the Act, site plan control area**

**2.1** Section 41 of the Act does not apply to the lands described in subsection 2 (1) of this Order. O. Reg. 164/22, s. 2.

**Matters that may be dealt with in agreement**

**2.2** Each person who owns all or any part of the lands described in subsection 2 (1) shall enter into one or more agreements with the City of Markham dealing with matters listed in subsection 47 (4.4) of the Act. O. Reg. 164/22, s. 2.

**Permitted uses**

**3.** Every use of land and every erection, location or use of any building or structure is prohibited on the lands described in subsection 2 (1), except for,

- (a) a retirement home;
- (b) a long-term care home;
- (c) a seniors residence;
- (d) a public authority use;
- (e) use of a building or part of a building as a place of worship, community centre, library or government office; and
- (f) an accessory use, building or structure. O. Reg. 169/21, s. 3; O. Reg. 550/21, s. 2; O. Reg. 164/22, s. 3.

**Zoning requirements**

**4.** The zoning requirements for the lands described in subsection 2 (1) are as follows:

1. The minimum front yard setback is six metres.
2. The minimum setback to any other lot line is 5.5 metres.
3. The minimum distance between buildings is 11 metres.
4. The maximum building height is 53 metres.
5. The maximum floor area ratio is 400 per cent.
6. The minimum setback to a top-of-bank is 10 metres.
7. Parking shall be provided in accordance with the City of Markham Parking Standards By-law 28-97, with the following exceptions:
  - i. For a long-term care home, 0.5 spaces shall be provided per bed.
  - ii. For a retirement home, 0.5 spaces shall be provided per unit.
  - iii. For a seniors residence, 0.5 spaces shall be provided per private room or living unit, as the case may be.
  - iv. For accessory uses, one space shall be provided per 40 square metres of net floor area.



8. The maximum building floor area is 2,100 square metres for each storey for any building with a setback of 106 metres from Apple Creek Boulevard.
9. Despite paragraph 4, the maximum height for an above ground parking structure is 38 metres. O. Reg. 169/21, s. 4; O. Reg. 550/21, s. 3; O. Reg. 164/22, s. 4; O. Reg. 492/22, s. 1; O. Reg. 28/23, s. 2.

**Terms of use**

5. (1) Every use of land and every erection, location or use of any building or structure shall be in accordance with this Order.

(2) Nothing in this Order prevents the use of any land, building or structure for any use prohibited by this Order if the land, building or structure is lawfully so used on the day this Order comes into force.

(3) Nothing in this Order prevents the reconstruction of any building or structure that is damaged or destroyed by causes beyond the control of the owner if the dimensions of the original building or structure are not increased and its original use is not altered.

(4) Nothing in this Order prevents the strengthening or restoration to a safe condition of any building or structure.

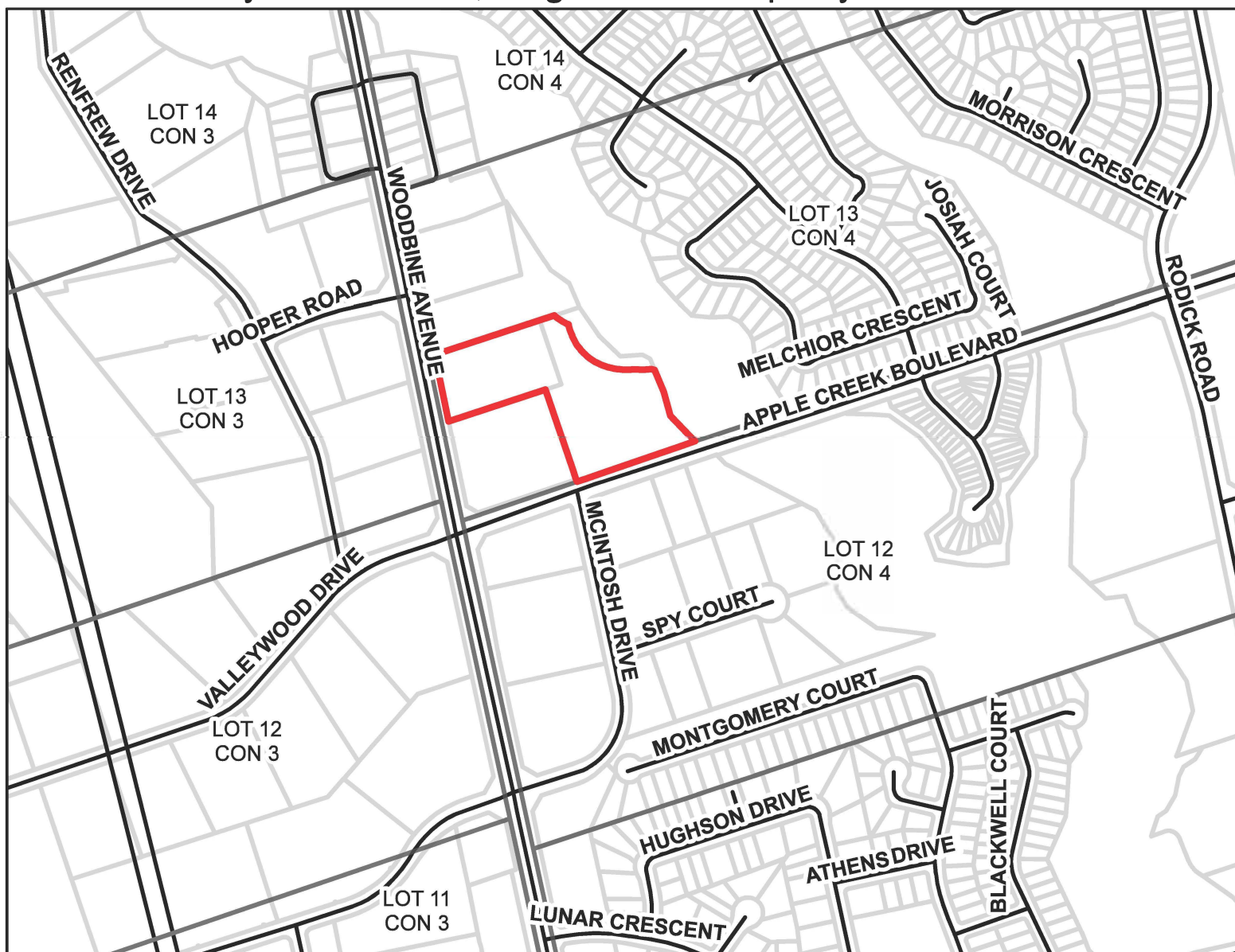
**Deemed by-law**

6. This Order is deemed for all purposes, except the purposes of section 24 of the Act, to be and to always have been a by-law passed by the council of the City of Markham.

7. OMITTED (PROVIDES FOR COMING INTO FORCE OF PROVISIONS OF THIS REGULATION).



# Part of Lot 13, Concession 4 City of Markham, Regional Municipality of York



## MAP No. 303

Map filed at the office of the  
Ontario Ministry of Municipal  
Affairs and Housing, 777 Bay  
St., Toronto, Ontario,  
Planning Act

Ontario Regulation: 164/22

Date: March 4, 2022

Original Signed By: Minister of  
Municipal Affairs and Housing

## LEGEND

- Subject Lands
- Lot & Concession
- Roads
- Assessment Parcel

0 87.5 175 350  
Metres  
1 cm equals 73 metres

Ontario 

Map North (Degrees): 0°



## THIS IS NOT A PLAN OF SURVEY

Information provided by the Ministry of  
Municipal Affairs and Housing, under licence  
with the Ministry of Natural Resources.  
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## Map Description:

This is map no. 303 referred to in a Minister's Zoning Order. It shows lands which are located in Part of Lot 13, Concession 4, City of Markham, Regional Municipality of York. We are committed to providing accessible customer service (<https://www.ontario.ca/page/accessible-customer-service-policy>). On request, we can arrange for accessible formats and communications supports. Please contact MMAH by email ([mininfo@ontario.ca](mailto:mininfo@ontario.ca)) for regulation details.





**FIGURE No. 4**



**TRCA Standard Conditions** (as agreed to through the signed permit application)

1. The Owner shall strictly adhere to the approved TRCA permit, plans, documents, and conditions, including TRCA redline revisions, herein referred to as the “works”, to the satisfaction of TRCA. The Owner further acknowledges that all proposed revisions to the design of this project that impact TRCA interests must be submitted for review and approval by TRCA prior to implementation of the redesigned works.
2. The Owner shall notify TRCA Enforcement staff 48 hours prior to the commencement of any of the works referred to in this permit and within 48 hours upon completion of the works referred to herein.
3. The Owner shall grant permission for TRCA staff, agents, representatives, or other persons as may be reasonably required by TRCA, in its opinion, to enter the premises without notice at reasonable times, for the purpose of inspecting compliance with the approved works, and the Terms and Conditions of this permit, and to conduct all required discussions with the Owner, their agents, consultants or representatives with respect to the works.
4. The Owner acknowledges that this permit is non-transferrable and is issued only to the current owner of the property. The Owner further acknowledges that upon transfer of the property into different ownership, this permit shall be terminated, and a new permit must be obtained from TRCA by the new owner. In the case of municipal or utility projects, where works may extend beyond lands owned or easements held by the municipality or utility provider, landowner authorization is required to the satisfaction of TRCA.
5. This permit is valid for a period of two years from the date of issue unless otherwise specified on the permit. The Owner acknowledges that it is the responsibility of the owner to ensure a valid permit is in effect at the time works are occurring; and, if it is anticipated that works will not be completed within the allotted time, the Owner shall notify TRCA at least 60 days prior to the expiration date on the permit if an extension will be requested.
6. The Owner shall ensure all excess fill (soil or otherwise) generated from the works will not be stockpiled and/or disposed of within any area regulated by TRCA (on or off-site) pursuant to Ontario Regulation 166/06, as amended, without a permit from TRCA.
7. The Owner shall install effective erosion and sediment control measures prior to the commencement of the approved works and maintain such measures in good working order throughout all phases of the works to the satisfaction of TRCA.
8. The Owner acknowledges that the erosion and sediment control strategies outlined on the approved plans are not static and that the Owner shall upgrade



Attachment 6: Standard Permit Conditions

and amend the erosion and sediment control strategies as site conditions change to prevent sediment releases to the natural environment to the satisfaction of TRCA.

9. The Owner shall repair any breaches of the erosion and sediment control measures within 48 hours of the breach to the satisfaction of TRCA.
10. The Owner shall make every reasonable effort to minimize the amount of land disturbed during the works and shall temporarily stabilize disturbed areas within 30 days of the date the areas become inactive to the satisfaction of TRCA.
11. The Owner shall permanently stabilize all disturbed areas immediately following the completion of the works and remove/dispose of sediment controls from the site to the satisfaction of TRCA.
12. The Owner shall arrange a final site inspection of the works with TRCA Enforcement staff prior to the expiration date on the permit to ensure compliance with the terms and conditions of the permit to the satisfaction of TRCA.
13. The Owner shall pay any additional fees required by TRCA in accordance with the TRCA Administrative Fee Schedule for Permitting Services, as may be amended, within 15 days of being advised of such in writing by TRCA for staff time allocated to the project regarding issues of non-compliance and/or additional technical review, consultation, and site visits beyond TRCA's standard compliance inspections.



**Additional Permit Conditions** (for approval by TRCA Board of Directors)

14. Prior to the execution of the Agreement, the Permit Holder shall finalize the associated municipal planning approvals to the satisfaction of TRCA and the City of Markham.



### Section III – Items for the Information of the Board

**TO:** Chair and Members of the Board of Directors  
Friday, April 28, 2023 Meeting

**FROM:** Sameer Dhalla, Director, Development and Engineering Services

**RE:** **2023 FLOOD INFRASTRUCTURE STATE OF REPAIR REPORT**

---

#### KEY ISSUE

Report on the current state of repair of Toronto and Region Conservation Authority (TRCA) flood control infrastructure, including major deficiencies, and overview of dam safety regulatory guidelines, risk management approaches, and repair projects.

#### RECOMMENDATION:

**IT IS RECOMMENDED THAT the 2023 TRCA Flood Infrastructure State of Repair Report, be received.**

#### BACKGROUND

At Authority Meeting #4/13, held on May 24, 2013, Resolution #A87/13 was approved as follows:

THAT the Toronto and Region Conservation Authority (TRCA) Flood Management Service Flood Infrastructure State of Repair Report be updated and reported to the Authority bi-annually.

The last TRCA Flood Infrastructure State of Repair Report was presented at the Authority Meeting #8/20.

The purpose of the report is to document the current state of repair of TRCA-owned flood infrastructure and to outline the major capital improvement projects that have been implemented or that are required in the future. Information on the process of identifying projects, funding sources, and the regulatory framework for dam safety in Ontario is also included in this report.

TRCA's objective to mitigate known flood risks, including the operation, maintenance, and surveillance of flood infrastructure is aligned with the Strategic Plan 2023-2034 under Pillar 1: Environmental Protection and Hazard Management. Section 1.1 of the Strategic Plan specifies that TRCA provides provincially mandated services for flood monitoring and risk management including the operation of flood mitigation infrastructure. Section 4.2 of Pillar 4: Service Excellence requires that TRCA complete asset management plans and state of repair assessments. Additionally, Conservation Authorities are mandated, under Section 21 of the Conservation Authorities Act, to ensure conservation, restoration, and responsible management of Ontario's water resources. Section 21 empowers Conservation Authorities to:

- erect works and structures and create reservoirs by the construction of dams or otherwise;



## Item 9.1

- control the flow of surface waters in order to prevent floods or pollution or to reduce the adverse effect thereof.

As part of this mandate, TRCA develops and maintains programs to prevent loss of life and property damage from flooding hazards. This includes structural flood mitigation options such as dams, dikes, and flood control channels which are collectively referred to as flood infrastructure. TRCA has constructed flood infrastructure to reduce risk in flood vulnerable communities. The majority of TRCA's flood infrastructure was built between the late 1950's and the early 1980's, primarily as part of the response to the Hurricane Hazel flood of 1954. TRCA has also acquired several historic dams through various land acquisition programs. A general location map of all TRCA flood infrastructure is provided in **Attachment 1**. For reference, **Attachment 4** contains photos of various structures and related projects.

### Dams

TRCA's dam inventory consists of 12 dams, of which 5 were specifically built to provide flood protection. The other dams are historical industrial or recreational structures that were acquired through various TRCA land acquisition programs. TRCA dams range in age between 45-85 years old and most require major capital improvements to meet current dam safety guidelines. A list of TRCA-owned dams is included in **Attachment 2**.

Dams carry inherent risk because they are susceptible to failure through overtopping, structural failure, and uncontrolled seepage. Internationally, there have been recent dam safety incidents that have resulted in loss of life, mass evacuation, population displacement, environmental degradation, and extensive property damage. The consequences of dam failures underscore the importance of having a robust dam maintenance program at TRCA.

Dams are technically complex and require extensive and constant monitoring, maintenance, and repair.

### Flood Control Channels

Flood control channels are designed to increase the amount of flow that can be conveyed through a length of watercourse compared to a natural channel. Flood control channels are created by replacing the natural watercourse with an engineered channel to protect adjacent areas from flooding. Flood conveyance is increased by lining the channel with concrete or stone to reduce resistance to the flow of water. Flood control channels often straighten the watercourse to increase flow conveyance. Flood control channels are extremely damaging to the natural processes of a river and very little can be done to retrofit flood control channels in existing urban environments to restore ecological functions and mitigate the environmental loss. Because they do not retain water, flood control channels have less risk than other flood control structures because they do not impound water. A failure of a channel does not cause an uncontrolled release of water that can create catastrophic flooding, unlike a dam or dike and they are therefore often a safer option for flood control.

TRCA's flood control channels were built in communities with historic flood risk. These communities were built prior to the existence of TRCA's regulations for limiting development in the floodplain and building flood control channels adjacent to these communities was determined to be the most effective way of reducing flood risk. TRCA owns 9 flood control channels totaling approximately 11.5km. Of this, 8.5km is of concrete, trapezoidal design



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and the remaining channel types are a mixture of rip rap and gabion basket design. A list of TRCA's flood control channels is provided in **Attachment 2**.

Flood control channels require regular maintenance to ensure flood conveyance is maintained. Engineered channels disrupt the normal flow and sediment transport of a natural river. Sediment tends to accumulate rapidly, and vegetation will start to root, reducing the capacity of the channel. Blockages can also occur requiring regular monitoring and cleanouts to reduce flood hazards. TRCA undertakes regular inspections and sediment/vegetation removal in all channels to ensure capacity of the channel is maximized to the greatest extent possible.

### **Flood Control Dikes**

TRCA owns 6 dikes totaling approximately 3.6km. Dikes, also known as berms or levees, are defined as an embankment built to control or hold back water. Dikes are primarily earthen embankment structures, although one structure owned by TRCA was constructed as a masonry wall. Dikes are typically built parallel to a river to prevent water from entering adjacent, developed areas. Like dams, dikes hold back water during periods of high flows, however, dikes are not considered dams under definitions provided by various dam safety and regulatory agencies. The Canadian Dam Association (CDA), is working on guidelines for designing, constructing, and assessing dikes for safety. It is expected that these guidelines will take several years to develop, and once finalized, will be used in determining the standards for operation and maintenance of TRCA's dikes. TRCA will be assisting the CDA in developing these new guidelines. For current standards for dike safety, TRCA and engineering consultants take relevant parts of dam safety guidelines and adapt them for investigating the condition of a dike.

Dikes, like dams, carry more risk than channels because a dike failure during a flood would create a situation where there would be an uncontrolled release of water into the area protected by the dike. A list of TRCA's dikes is provided in **Attachment 2**.

Flood Protection Landforms (FPL), while technically not classified as dikes, are a type of flood infrastructure that performs the same function. FPLs are very large dike structures that are designed in such a way to prevent failure so as to ensure permanent flood protection. The construction of FPLs requires them to be high enough and wide enough that they cannot breach and release water like traditional dikes. All potential failure modes are considered and eliminated through "over-engineering" the structure. FPLs can withstand overtopping, seepage, settlement, erosion, and other stressors to ensure that they can survive any flood. FPLs, because they can't fail, are considered passive flood control, and are constructed in flood plains to allow development to occur by eliminating flood risk. FPLs require extensive engineering, specialized construction, complex approvals, and large areas of land and therefore are only used in very specific circumstances. TRCA owns one FPL on the west side of the Lower Don River. This FPL includes a clay core and other significant design features that protect a large area of downtown Toronto. The performance of this FPL was a pre-requisite for redevelopment of the West Don Lands and has served as a catalyst for redevelopment through removal of a historic Special Policy Area designation that previously extended from Bay Street in the west to south of Queen Street at the Don River in the east. TRCA is currently working with partners including the City of Toronto and Waterfront Toronto on design of the Eastern Broadview FPL.



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TRCA's portfolio of dams, dikes, and channels are aging, and many have experienced deterioration that could affect their performance, safety, and stability. Engineering specifications have also evolved to become more conservative, which renders older structures unable to meet new regulations, guidelines, and best practices. The regulatory framework for managing dams is constantly shifting as knowledge of hazards and risks advances. TRCA, through studies and inspections, continues to track and document deficiencies at dams, dikes, and channels to prioritize capital works. Deficiencies associated with each structure are listed in **Attachment 2**.

Over the last 15 years TRCA has made significant investments to remediate its inventory of flood protection structures to meet its objectives of protecting the public from flood impacts. TRCA is committed to continued improvements to the state of repair of all dams, and channel and dike systems that it manages.

### **RATIONALE**

Flood infrastructure is designed to protect life and property, but also carries risk. The failure of structures designed to store and divert flood water can cause an uncontrolled release of water into developed areas. As an owner of dams, channels, and dikes, TRCA must strive to ensure these structures are managed safely.

The following sections of this report outline:

- a) Dam safety in Ontario and the framework in which TRCA operates, maintains, and inspects flood infrastructure;
- b) Components of TRCA flood infrastructure safety programs;
- c) Current state of repair summary and associated risk of TRCA flood infrastructure;
- d) Completed and proposed major studies and repairs from 2019 to 2025; and
- e) Funding details and grant opportunities.

### **Dam Safety in Ontario**

Dam safety in Ontario is regulated by the Ministry of Natural Resources and Forestry (MNRF) under the Lakes and Rivers Improvement Act (LRIA). They are responsible for developing the criteria that dams must meet and regulating dam owners in the safe operation and maintenance of dams. The Canadian Dam Association (CDA) is an advisory body comprised of voluntary dam safety experts supported by dam owners in Canada, including TRCA. The CDA provides technical and management guidance for dam owners using internationally recognized best practices. TRCA uses a combination of both MNRF and CDA guidelines for managing structures. This is because there are cases where one set of guidelines does not cover specific topics. For example, LRIA guidelines do not address emergency management of dams and therefore TRCA uses the CDA Emergency Management for Dam Safety Technical Bulletin.

### Lakes and Rivers Improvement Act

In 2011, the Ontario Ministry of Natural Resources and Forestry (MNRF) introduced the Lakes and Rivers Improvement Act (LRIA) Administrative Guide, Technical Bulletins and Best Management Practices Guide. These documents are based on criteria developed by MNRF and the Canadian Dam Association (CDA) with input from dam owners, engineers, and regulators. They provide guidelines for the safe design, construction, management, operation, and repair of dams in Ontario. It is a resource for engineers, operators, and owners to use when assessing the safety of a dam. The LRIA Guidelines are not legislated



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but define best management practices and therefore the minimum standard of safety for dam owners in Ontario.

A primary component of the LRIA is the Dam Safety Review (DSR). The DSR is an in-depth engineering study of a dam. Components of a DSR include geotechnical analysis of stability, a public safety review, hydro-technical analysis, structural inspection, and other investigations. Based on the results of the DSR, the dam receives a Hazard Potential Classification (HPC). The HPC determines the risk to the public if a dam were to fail. Dams with higher risks are required to meet more stringent and conservative engineering standards. For example, a dam failure that is estimated to cause a loss of life greater than 10 persons would have an HPC of Very High. Dams with an HPC of Very High would have to meet the strictest guidelines for dam safety including safely passing the largest theoretical flood that can occur in southern Ontario (which, for reference, is larger than Hurricane Hazel). Safely passing a flood means that the resulting flows can pass through the dam and reservoir without overtopping and creating a failure of the structure.

**Attachment 2** includes HPC's for each dam in TRCA's inventory. The criteria from the LRIA Classification and Inflow Design Flood Technical Bulletin for assessing HPC is also included for reference in **Attachment 2**, Table 4.

### Canadian Dam Association Dam Safety Guidelines

The CDA is a volunteer body of dam safety experts who create dam safety guidance documents using the best industry standards developed by various international organizations. CDA also develops training and workshop programs that offer training for dam professionals. Particularly important recommendations from CDA include the development of emergency management guidelines. These provide a framework for responding to dam failures. TRCA assisted in the development of the emergency management guidelines and was an early adopter of CDA's recommendations for developing emergency management protocols. All TRCA high risk dams have emergency response plans in place.

### **TRCA Flood Infrastructure Management Program - Dams**

#### Dam Safety Management

TRCA's four largest dams are in urban areas. As such, a failure of one of these dams would have a significant impact on downstream communities. For example, the 2011 Dam Safety Review of G. Ross Lord Dam determined that a failure of the dam could place up to 3,000 persons at risk and cause up to approximately \$1.3 billion in property damage. Proper management and maintenance of these dams is critical for public safety.

TRCA has adopted LRIA and CDA guidelines into its dam safety management program and is in the process of upgrading each structure to meet the criteria required, where possible.

#### Inspection Program

Each dam in TRCA's inventory is inspected monthly with a more thorough inspection annually. TRCA's two largest dams (Claireville Dam and G. Ross Lord Dam) also undergo daily inspections for early identification of issues that could indicate potential failure modes that could be developing. A list of deficiencies for each structure is provided in Table 1 in **Attachment 3**. The total number of inspections on TRCA dams is approximately 550 each year. Inspection types consist of the following:



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- Daily inspections are visual inspections to note the condition of the earthen embankment, control structures and site security.
- Monthly inspections are more detailed. Emergency generators are run, gate motors are tested, back-up systems tested, communications equipment checked, dam instrumentation is calibrated, and embankments are visually inspected.
- Annual inspections are very detailed assessments of each dam. Each component is thoroughly checked for correct operation:
  - earthen embankments are thoroughly inspected
  - gates are fully opened and closed
  - concrete spillways are inspected
  - gates are operated on emergency power
  - tunnels and shafts are entered and inspected
  - emergency generators serviced
  - gates and motors are lubricated and serviced
  - back-up gate operation systems tested

### Operation, Maintenance and Surveillance Manuals

Each dam owned by TRCA has an Operation, Maintenance and Surveillance (OMS) manual. The OMS manual is a stand-alone document that describes all the activities necessary to manage the dam safety. Sections of an OMS include:

- roles and responsibilities with contact information
- how to operate the dam gates
- operation of emergency generators
- preventative maintenance procedures
- communications
- dam storage and discharge data
- emergency procedures
- inspection criteria

Each OMS is reviewed and updated each year to ensure the document is current.

### Emergency Preparedness and Response Plans

TRCA uses CDA's Emergency Management for Dam Safety Technical Bulletin for guidance on drafting emergency response plans specific to each structure. There are two types of emergency management plans for dams. Emergency Preparedness Plans (EPP) are developed for external responding agencies that are responsible for public safety. In the event of a dam emergency, the responding agency can use the EPP to coordinate resources using the EPP's inundation maps. Inundation maps depict the expected flooded areas should a dam fail and can help first responders coordinate evacuations and road closures, if required. Emergency Response Plans (ERP) are internal documents for TRCA use. Contact information for staff, roles and responsibilities, organizational flowcharts, equipment/aggregate supplier information, emergency dam repair documentation, and other critical information for managing dam emergencies are included in the ERP. TRCA maintains EPPs and ERPs for all high risk dams in its inventory.



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### Asset Management Plans

Asset Management Plans (AMP) are used internationally by organizations to assist in maintaining an acceptable state of repair for infrastructure. Key components of an AMP include:

1. Asset inventory of infrastructure. This includes type, location, construction date, cost, and expected life cycle.
2. Condition Assessment. Structure is inspected and given a ranking of condition, usually using a scale between Very Good to Very Poor.
3. Asset lifecycle cost analysis. Refers to the cost to maintain the structure over its expected life span. Includes maintenance, capital expenditures, and other costs.
4. Level of Service (LOS) where the quality, function, performance is evaluated to ensure the asset is meeting the needs of the users.
5. A financial planning roadmap to prioritize funding to ensure infrastructure is meeting LOS minimums.

Ontario Regulation 686/21, under the Conservation Authorities Act, came into effect January 1, 2022. Section 5(2)(2) of the regulation stipulates that any water control structure owned by a conservation authority must develop and implement an Asset Management Plan (AMP) by December 31, 2024. TRCA is already in the process of developing AMPs for all tangible assets:

At Authority Meeting #2/21, held on February 26, 2021, Resolution #A23/21 was approved as follows:

THAT the staff report regarding the update on the development of TRCA's Asset Management Plans be received.

This report provides an update on the development of Asset Management Plans for all TRCA tangible assets including flood infrastructure. Since this report, TRCA has retained the services of a consultant to provide guidance on developing industry standard AMPs, and a software package to record, track, and report on assets. The software tool will be in place for Q1, 2023. TRCA will have AMPs in place for all flood infrastructure by 2024 that will be consistent with all TRCA assets. More work in 2023 is required to finalize the AMP so that it is in line with all TRCA asset reporting, and these results will be included in the next State of Repair report in 2024/2025.

### Studies, Repairs and Preventive Maintenance

Due to the complexity of dam construction and associated risk, TRCA undertakes numerous engineering studies to investigate the condition of the structures. Dam Safety Reviews (DSR's) are the most common study, but other investigations may be required as well. It may be necessary to design a repair or to further investigate a deficiency. For example, in 2019, a DSR at Palgrave Dam found that the dam may be at risk of failure during an earthquake, warranting either further study on seismic risk, or alternatively a costly stabilization project. In 2022, a specialized study was initiated using the latest seismic risk investigations to confirm whether a costly repair was warranted. Preliminary results indicate that expensive repairs are most likely not warranted.

When inspections or studies find that repairs are required, TRCA retains qualified consultants and contractors to undertake the repair. Most common repairs include electrical



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upgrades at dams, dredging of flood control channels, and minor concrete repairs. Major deficiencies require extensive design, complex approvals, and significant capital funds. TRCA is investigating opportunities to obtain adequate funding to undertake some of the major work required to make TRCA infrastructure fully compliant with current guidelines.

Preventative maintenance is a critical part of TRCA's management of dams. In 2019, TRCA assigned a full-time field crew to specifically undertake preventative maintenance activities on flood infrastructure. Preventative maintenance on dams is primarily geared toward removing vegetation from embankments. Removing vegetation on a regular basis prevents large trees from establishing root systems that can damage the embankment. Trees on dams can also lead to seepage issues and impair an inspector's ability to see the condition of the embankment. Preventative maintenance activities on dams can also include minor concrete repairs, debris management at dam intakes, and painting of gate components. By undertaking regular preventative maintenance, TRCA expects to reduce the future expense of large capital projects.

### Public Safety Around Dams

Dams in Ontario are required to follow the Public Safety Around Dams (PSAD) Technical Bulletin from the LRIA. Statistically, it is far more likely to have serious injury or death around a dam due to falls or drownings than from a dam failure. The PSAD evaluates all the hazards around a dam and prescribes mitigation measures to ensure that all areas of the dam are safe. Mitigation primarily includes barriers (fencing, guardrails, and safety booms) and warning signage. PSAD documents for TRCA dams are reviewed annually to ensure all hazards are properly mitigated.

### Dam Decommissioning

There are many technical difficulties in bringing older dams into compliance with modern design guidelines. Older dams were constructed using the engineering principles of the period in which they were built and cannot meet newer requirements unless substantial modifications are made. Some historic dams such as Palgrave Dam or Osler Dam, were built without any proper engineering or construction techniques and will never be able to meet LRIA guidelines without unreasonable capital expenditures. In these cases, options are limited to decommissioning the dam or increased risk management and tolerance. TRCA has decommissioned several dams in the past. Most recently, Albion Hills Dam was decommissioned in 2017 because the structure was in poor condition and unrepairable. There are several other dams in TRCA's inventory that will need to be decommissioned or replaced because their poor condition puts them at risk of failing. These include:

- Secord Dam
- Osler Dam
- Glen Haffy Extension Upper Dam
- Glen Haffy Extension Lower Dam

Studies are underway on the Glen Haffy Dams to investigate decommissioning options. Removing these unrepairable structures reduces TRCA liability and long-term costs. Even small dam failures can cause large amounts of property and environmental damage. Additionally, removing dams restores the river's natural functions and usually improves habitat and water quality.



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### Major Dam Safety Projects 2016-2022

There were numerous projects undertaken at TRCA dams since 2016. Projects are a combination of repairs and studies and are outlined below along with proposed dam safety projects through 2025. Completed and proposed projects from 2016 to 2025 are listed in Table 1.

**Table 1** Major Dam Safety Projects 2016-2025

Structure	Year	Project	Project Cost
G. Ross Lord Dam	2024	Dam Safety Review <ul style="list-style-type: none"> <li>New Dam Safety Review required.</li> </ul>	\$150,000
Palgrave Dam	2023/2024	Stop Log Gantry Installation <ul style="list-style-type: none"> <li>Design and installation of new stop logs and hoisting system.</li> </ul>	\$75,000
Claireville Dam	2023	Gate Decommissioning <ul style="list-style-type: none"> <li>Implementation of gate repair.</li> </ul>	\$50,000
Claireville Dam	2023	Wing Wall Repair <ul style="list-style-type: none"> <li>Implementation of repair to wing wall.</li> </ul>	\$150,000
G. Ross Lord Dam	2023	Seepage Study Phase 2 <ul style="list-style-type: none"> <li>Continued investigation into dam's drainage system.</li> </ul>	\$80,000
Palgrave Dam	2022	Deficiency Repair Design Study <ul style="list-style-type: none"> <li>Design of repair to address deficiencies.</li> </ul>	\$148,000
Claireville Dam	2022	Gate Decommissioning Study <ul style="list-style-type: none"> <li>Study to decommission unused gate.</li> </ul>	\$40,000
Glen Haffy Dams Safety Review	2022	Dam Safety Review and Feasibility Study <ul style="list-style-type: none"> <li>Investigation of four dams within the Glen Haffy Conservation Area.</li> <li>Decommissioning feasibility study.</li> </ul>	\$160,000
Claireville Dam	2022	Wing Wall Repair Design Study <ul style="list-style-type: none"> <li>Study to investigate wing wall settlement.</li> </ul>	\$85,000
G. Ross Lord Dam	2021	Emergency Spillway Seepage Study Phase 1 <ul style="list-style-type: none"> <li>Investigation into possible seepage risk</li> </ul>	\$225,000
Claireville Dam	2021	Gate Motor Housing Repair <ul style="list-style-type: none"> <li>Repair weather enclosures for gate hoisting equipment.</li> </ul>	\$33,000
Stouffville Dam	2021	Concrete Repair	\$48,000



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		<ul style="list-style-type: none"> <li>Repair cracked and spalling concrete in spillway.</li> </ul>	
Claireville Dam	2020	Control Building Roof Repair <ul style="list-style-type: none"> <li>Replace roof on control building.</li> </ul>	\$30,000
Claireville Dam	2020	HVAC Repair <ul style="list-style-type: none"> <li>Decommission boiler and install electric heaters throughout control building.</li> </ul>	\$35,000
Stouffville Dam	2020	Concrete Repair and Emergency Spillway Repair Design Study <ul style="list-style-type: none"> <li>Design for concrete and emergency spillway repairs.</li> </ul>	\$90,000
G. Ross Lord Dam	2019	Hydrogeological Study <ul style="list-style-type: none"> <li>Study to examine the dam's drainage and pressure relief systems.</li> </ul>	\$85,000
Stouffville Dam	2018	Liquefaction Study <ul style="list-style-type: none"> <li>Study to determine earthquake risk to dam.</li> </ul>	\$63,000
Palgrave Dam	2018	Dam Safety Review <ul style="list-style-type: none"> <li>Engineering review of the dam.</li> </ul>	\$59,000
Milne Dam	2018	Deficiency Study <ul style="list-style-type: none"> <li>Investigate overtopping mitigation options.</li> <li>Investigate structural sliding deficiency.</li> <li>Confirm uplift resistance of spillway.</li> </ul>	\$84,000
Black Creek Dam	2018	Dam Safety Review <ul style="list-style-type: none"> <li>Engineering review of the dam.</li> </ul>	\$61,000
Black Creek Dam	2018	Reservoir Dredging <ul style="list-style-type: none"> <li>Remove sediment and debris from dam spillway intake and restore capacity of reservoir.</li> </ul>	\$1,760,000
Albion Hills Dam Decommissioning	2017-2018	Dam Decommissioning <ul style="list-style-type: none"> <li>Remove existing dam and construct bridge over restored creek.</li> </ul>	\$1,820,000

### TRCA's Flood Infrastructure Management Program – Flood Control Channels and Dikes

#### Annual Inspections

As part of TRCA's Flood Infrastructure Management Program, channels and dikes are inspected annually. TRCA staff walk the entire length of each structure every year. Flood control channel inspections ensure that the channels are free from sediment and large



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vegetation. Channel linings are inspected to ensure that they are not eroding. Concrete is checked to ensure that structures are not at risk of failing during large events. Dikes' earthen embankments are inspected to make sure the structures are not eroding, settling, or failing. Culverts and flap gates are checked to make sure that flood water cannot surcharge to the dry side of the dikes. Information obtained during the inspection is used to direct preventative maintenance activities and, in the case of more serious deficiencies, design repairs for capital works projects. Dikes and channels are also inspected after flood events to confirm that they were not damaged. A list of deficiencies for dikes and channels is provided in Table 2 and 3 in **Attachment 3**.

### Maintenance

TRCA's flood control channels and dikes require maintenance activities to ensure that the structures are functioning correctly. Channels require dredging of sediment and removal of vegetation to ensure the capacity is maximized for flood events. Dikes should remain free of trees and large shrubs to allow inspections of the earthen embankments. Large trees can also topple during large storms causing root systems to damage large sections of the dike, possibly leading to failure. In the past, TRCA's flood control channels and dikes have received sporadic maintenance which has led to costly, large-scale sediment and vegetation removal projects. In 2019, TRCA dedicated a full-time maintenance crew to conduct small-scale maintenance on the channels and dikes. By undertaking annual maintenance on these structures, the need for expensive large-scale sediment and vegetation removal projects is greatly reduced.

### Major Dike and Flood Control Projects 2016-2025

There were numerous projects undertaken at TRCA dikes and flood control channels since 2016. Projects are a combination of repairs and studies and are outlined below. Completed and proposed projects from 2016 to 2025 are listed in Table 1.

The following table outlines major channel and dike projects undertaken since 2016 (Table 2).

**Table 2** Channel and Dike Projects 2016-2022

Structure	Year	Project	Project Cost
Stouffville Channel	2023	Proposed Feasibility Study <ul style="list-style-type: none"><li>Study to investigate the feasibility of replacing existing gabion basket lining with a natural lining.</li></ul>	\$50,000
Mimico Malton Channel	2023	Proposed Vegetation Removal <ul style="list-style-type: none"><li>Preventative maintenance to remove vegetation.</li></ul>	\$40,000
Etobicoke Dike	2023	Proposed Embankment Repair <ul style="list-style-type: none"><li>Minor repair to eroded area of dike.</li></ul>	\$20,000
Sheppard Channel	2023	Proposed Vegetation Removal <ul style="list-style-type: none"><li>Preventative maintenance to remove vegetation.</li></ul>	\$15,000
Stouffville Channel	2022	Vegetation Removal <ul style="list-style-type: none"><li>Preventative maintenance to remove vegetation.</li></ul>	\$14,000



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Etobicoke Dike	2022	Dike Stability Assessment <ul style="list-style-type: none"> <li>Study to ensure dike meets stability requirements.</li> </ul>	\$25,000
Bolton Dike	2021	Bolton Dike Major Maintenance <ul style="list-style-type: none"> <li>Repairs to dike, including raising dike and installing new erosion protection.</li> </ul>	\$1,820,000
Yonge York Mills Channel	2020	Concrete Channel Repair <ul style="list-style-type: none"> <li>Concrete panel repair and underpinning.</li> </ul>	\$65,000
Bolton Dike	2019	Bolton Dike Ice Jam Study <ul style="list-style-type: none"> <li>Engineering assessment of the 2019 Bolton ice jam.</li> </ul>	\$55,000
Bolton Dike	2019	Bolton Dike Major Maintenance Design Project <ul style="list-style-type: none"> <li>Final Design drawings for Bolton Berm upgrades including erosion protection and raising of crest.</li> </ul>	\$160,000
Scarlett Channel	2019	Scarlett Channel Erosion Project <ul style="list-style-type: none"> <li>Repair erosion damage at outfall to Humber River.</li> </ul>	\$200,000
Bolton Dike	2018-2019	Bolton Dike Drainage Upgrades <ul style="list-style-type: none"> <li>Flap gate installation and maintenance</li> </ul>	\$20,000
Pickering Dike/Ajax Dike	2018-2020	Pickering/Ajax Dike Rehabilitation <ul style="list-style-type: none"> <li>Conservation Class Environmental Assessment</li> </ul>	\$450,000
Pickering Dike/Ajax Dike	2016	Pickering/Ajax 2D Modeling and Dike Assessment Project <ul style="list-style-type: none"> <li>Flood assessment and structural investigation of dike.</li> </ul>	\$75,000
Mimico Malton Channel	2016	Channel Major Maintenance Dredging Project <ul style="list-style-type: none"> <li>Removal of sediment and vegetation from channel</li> </ul>	\$500,000
Bolton Berm (Dike)	2016	Bolton Berm Hydraulic Assessment and Remediation Study <ul style="list-style-type: none"> <li>Flood assessment of berm and structural investigation of dike.</li> </ul>	\$102,000

### State of Repair

The summary of the current state of repair of TRCA flood infrastructure is provided in **Attachment 3**. The CDA defines risk as “the consequence of an adverse event and the probability of such an event occurring”. With finite financial resources, it is not possible to eliminate all risks associated with TRCA dams. However, by using modern engineering analysis and techniques, it is possible to greatly reduce risk. When hazards are high for a structure, the safety requirements are proportionately more rigorous to offset the increased



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risk. As the owners of flood protection infrastructure, TRCA has an obligation identify and undertake works to maintain these structures in a state of good repair. With limited funding available for flood infrastructure repairs, TRCA must rank the priority of capital works. This requires that TRCA understand how each structure is performing using engineering judgement in conjunction with criteria provided by the CDA and LRIA.

Using inspections (both internal and external) and engineering reports, each structure's overall condition is assessed to determine the "Structure Condition Assessment". The Structure Condition Assessment ranges from "Very Good" to "Very Poor". The Structure Condition Assessment is a factor in determining the probability of failure which is then used in a risk analysis. Structures with a Poor or Very Poor Structure Condition Assessment have a higher probability of failure. The relationship between Structure Condition Assessment and probability is described in Table 3. The risk assessment provides a quantitative ranking using a probability/consequence matrix.

For state of repair analysis for normal conditions, TRCA evaluates each structure and categorizes them in terms of "probability of failure" and "consequence rating". The probability of failure is based on the structure condition assessment and estimates the likelihood of a deficiency causing the structure to fail. Structure condition considers the overall condition of the structure based on DSR studies and inspection results. Structures are scored from one (1) to five (5). A structure with a score of one (1) is in very good condition with a low probability of failure. A structure with a score of five (5) has a very poor structure condition rating and therefore a very high likelihood of failure. Structure condition ratings are described in Table 3.

**Table 3 - Structure Condition Assessment/Probability of Failure Criteria**

<b>Condition Rating Score</b>	<b>Condition</b>	<b>Structure Condition Assessment Definition</b>	<b>Probability of Failure</b>
1	Very Good	Well maintained, good condition, new or recently rehabilitated.	Improbable
2	Good	Good condition, few elements exhibit deficiencies.	Not Likely
3	Fair	Some elements exhibit significant deficiencies. Asset requires attention.	Possible
4	Poor	A large portion of the structure exhibits significant deficiencies. Asset mostly below standard and approaching end of service life.	Likely
5	Very Poor	Widespread signs of deterioration. Service and safety are affected.	Very Probable

In addition to the condition rating score, TRCA also considers the consequence to public safety and property should the structure fail or perform below expectations. Known as the



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consequence score, the consequence score is determined by estimating property and risk to life during a failure. The score is estimated on a scale between one (1) and five (5). The higher the score, the higher amount of damage would be expected if the structure fails. See Table 4 for a description of consequence rating score criteria.

**Table 4 - Consequence Rating Score Criteria**

Consequence Rating Score	Consequence Rating Definition
1	Insignificant damage to property.
2	Minor/slight damage to property.
3	Limited damage to property.
4	Significant damage to property. Possible public safety risk.
5	Major risk to property and public safety.

The consequence rating score is multiplied by the condition rating score to determine an overall state of repair/risk ranking score. This score is then placed on a risk ranking matrix to determine the overall risk of the structure. Please see Table 3 for the risk ranking matrix. The results of the risk ranking matrix are included in **Attachment 3** for all TRCA flood infrastructure. Risk ranking is comprised of four (4) categories:

- a) Low Risk (1-5, green shading)
- b) Moderate Risk (6-10, yellow shading)
- c) High Risk (11-15, orange shading)
- d) Extreme Risk (16-25, red shading)

The above risk ranking system assists TRCA in understanding where to focus limited capital funds for repairs. Structures with a risk ranking in the High and Very High Category require priority attention to repair the deficiency.

Dams consider several scenarios for risk ranking. This is because dam safety guidelines require that dams must be able to withstand extreme events. Risk ratings for dams include:

- Normal Conditions. Typical conditions dams would be subjected to such as frequent, smaller floods.
- Extreme Flood Conditions. Scenarios where a dam would be subjected to low probability, extreme flood conditions.
- Seismic Risk. Impact of large earthquakes on dams. Considered low probability in southern Ontario.

Determining risk ratings on dams for these events provides a way to prioritize studies and repairs. Dams that have high risk ratings for normal conditions would be at a higher priority for repairs than a dam that may be deficient for rare events.



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Dikes and flood control channels are only expected to meet their design requirement and therefore only receive a single risk rating. For example, a channel may be designed to convey a 100-year flood and any larger floods will overtop the banks and there will not be additional risk from the channel failing. Dikes and flood control channels will overtop during extreme flood events and are also not susceptible to seismic risk as the probability of experiencing a flood event at the same time as an earthquake is very low. **Attachment 3**, Table 1 includes the risk ranking for dams for normal, flood failure, and seismic conditions. **Attachment 3**, Table 2, and Table 3 includes risk rankings for flood control channels and dikes respectively.

It should be noted that there are limitations to determining risk. The complexity of forces acting on a structure is difficult to quantify and therefore determining the probability of failure is difficult. Experience, training, and engineering judgment are used to assess the stability and performance of flood infrastructure. Regardless, the process for evaluating structures is somewhat subjective. With the limitations of current inspection techniques, it is not possible to say with certainty that a structure will or will not fail. Inspections can identify potential failure modes, but the complexity of the loads and stresses placed upon structures cannot be precisely measured and so there is a degree of unpredictability in evaluating them.

**Table 5 - Risk Ranking Score Matrix**

<b>CONDITION RATING/RISK OF FAILURE</b>	<b>CONSEQUENCE RATING</b>				
	<b>Insignificant damage to property.</b>	<b>Minor, slight damage to property.</b>	<b>Limited damage to property.</b>	<b>Significant damage to property. Possible public safety risk.</b>	<b>Major damage to property. Major risk to public safety.</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Very poor condition. Very probable risk of failure. 5</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>
<b>Poor condition. Failure likely. 4</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>20</b>
<b>Fair condition. Possible failure. 3</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>15</b>
<b>Good condition.</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>



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<b>Failure not likely.</b> <b>2</b>					
<b>Very good. Improbable.</b> <b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### Flood Infrastructure Asset Valuation

Estimated flood infrastructure valuation is approximately \$109,000,000 in 2021 dollars. Specifically, asset category valuation breakdown would be:

**Table 6** – Asset Valuation by Asset Category

Dams	\$75,000,000
Flood Control Channels	\$24,000,000
Dikes	\$9,000,000

These numbers were derived using original construction costs and inflation. It is very likely that these valuations are conservative and further refinement will be required during TRCA's AMP process.

### Significant Changes Since 2020 State of Repair Report

There were two significant changes to the risk ranking of TRCA dams, dikes, and flood control channels since the 2020 Flood Infrastructure State of Repair Report.

1. Bolton Dike's risk ranking was reduced from 8 to 4. This is because TRCA undertook the Bolton Dike Major Maintenance Project in 2021. The dike was raised to meet flood protection requirements and erosion protection was added to the wet side to reduce the risk of failure during extreme flows. Project cost was \$1,820,000.
2. Palgrave Dam's risk ranking was reduced from 15 to 10 under the seismic risk scenario. Risk was reduced because an advanced geotechnical investigation was conducted on the embankment found that damage during earthquakes was unlikely. Project cost was approximately \$80,000.

Dam safety guidelines consider extreme events in their criteria for determining safe structures; however, it is difficult for dam owners to meet all guidelines because standards keep evolving to reflect the advancement understanding risk and technology. For example, a dam built in 1970 would meet the guidelines for that period of time. As engineering knowledge progresses, the state of practice and standards change, and the dam built in 1970 would not meet standards in 2020. This creates difficulties for dam owners in that dams need to be constantly upgraded and modified to meet the most current safety guidelines. Often these repairs are very costly and difficult to implement. However, because the probability of these extreme events is so low, the priority to mitigate the risk is lower. Priority repairs are focused on deficiencies for normal conditions, however, TRCA is undertaking studies to implement repairs for extreme events as well.



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TRCA maintains a list of priority projects to take advantage of funding opportunities. TRCA's list of priority flood infrastructure projects is available in **Attachment 5**. While TRCA is seeking funding from all levels of government and communicating the risk to the public posed by aging flood infrastructure, there is the possibility that only some (or none) of the projects will get the required funding. These projects present a significant liability for TRCA. To address the existing risks until deficiencies can be corrected, TRCA needs to continue improving surveillance, maintenance, risk prioritization and emergency management strategies to offset increasing deterioration of flood infrastructure. Early warning of dangerous or unstable conditions is an effective way of reducing risk to the public but should not replace the need to undertake improvements.

TRCA has made significant progress in upgrading the condition of its flood infrastructure. Numerous projects have been undertaken to restore flood channels and increase dam safety, redundancy, and reliability. Thorough Dam Safety Reviews and engineering studies have helped TRCA understand how the structures rank in terms of risk to the public and how to mitigate this risk. TRCA's Engineering Services team will continue to receive regular training in dam surveillance and public safety, and to monitor changes to dam safety guidelines and the evolution of best practices.

As outlined in the above report, TRCA's inventory of flood infrastructure is aging and, in some cases, has exceeded its expected functional life. There are many forces and natural stresses acting upon these structures that reduce their effectiveness in preventing flooding. TRCA is monitoring these structures and performing capital improvements as they become necessary. However, some mitigation projects are very large in scope and will require substantial funding. Many of these projects will take multiple years to complete because of the complex engineering, design, and approval process required for flood infrastructure repairs. TRCA will pursue funding opportunities such as WECl and DMAF to offset costs for these large projects.

Flooding is a serious threat to the GTA. Weather is unpredictable and extreme events can happen at any time. Climate change science projects a future increase to extreme precipitation events in Canada. Extreme events combined with the dense urbanization of TRCA's watersheds increase the stresses placed upon TRCA's flood infrastructure. To respond to this threat, TRCA will continue to ensure that flood infrastructure is performing at the highest level of protection possible. Rigorous monitoring, well designed repairs, and stable funding sources are all necessary to ensure that TRCA's dams, dikes and channels will continue to provide protection from future flood events.

### **Relationship to TRCA's 2022-2034 Strategic Plan**

This report supports the following Pillars and Outcomes set forth in TRCA's 2023-2034 Strategic Plan:

#### **Pillar 1 Environmental Protection and Hazard Management:**

- 1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

#### **Pillar 4 Service Excellence:**

- 4.2 Provide and manage an efficient and adaptable organization

### **FINANCIAL DETAILS**

Funding for the operation, maintenance, inspection, and repair of TRCA flood infrastructure



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is from several sources, as outlined below.

### MNRF Section 39

MNRF Section 39 grant funding is provided to Conservation Authorities for natural hazard management. TRCA receives approximately \$165,000/year for operation and maintenance of flood infrastructure. This is matched by municipal levy.

### Capital Levy

Municipal levy capital funding is provided for flood infrastructure maintenance repair works. Capital levy funding for 2023 was as follows:

***Table 7 - Municipal Capital Levy for Flood infrastructure***

<b>Durham Region</b>	\$22,000
<b>York Region</b>	\$71,000
<b>Region of Peel</b>	\$309,000
<b>City of Toronto</b>	\$267,000 (includes Floodworks Enhanced Capital)
<b>Total</b>	\$669,000

### Water and Erosion Control Infrastructure Funding

The Ministry of Natural Resources and Forestry supports conservation authorities to undertake maintenance activities throughout Ontario with the Water and Erosion Control Infrastructure Program (WECI). Under this program, repairs and studies undertaken on structures are eligible for 50% matching funds from the Province of Ontario. Projects are reviewed and ranked by the WECI Committee which is comprised of representatives from various conservation authorities. Only the highest ranked projects are awarded grants. TRCA applies for WECI funding every year for both repairs and studies. The WECI program has become a critical tool for funding capital improvement projects on TRCA flood infrastructure.

***Table 7- WECI Funding 2016-2023***

<b>WECI Funding received by TRCA 2016-2020</b>	
2016/2017	\$230,425
2017/2018	\$218,802
2018/2019	\$128,023
2019/2020	\$126,045
2020/2021	\$280,000
2021/2022	\$653,286
2022/2023	\$639,000
<b>Total</b>	<b>\$2,275,590</b>



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### Disaster Mitigation and Adaptation Fund (DMAF)

DMAF was created to fund large-scale infrastructure projects to implement projects that increase resiliency and reduce risk to the public. It is specifically geared towards risks associated with flooding, wildfires, and droughts. TRCA applied for funding in 2021 for upgrades to Stouffville Dam and Flood Control Channel and Palgrave Dam repairs. TRCA was not successful in this intake but will continue to explore opportunities to leverage this opportunity. The biggest challenge in DMAF funding is the requirement for 60% matching funding from the benefiting municipality. Many smaller municipalities cannot meet the 60% requirement. TRCA has had discussions with the federal government to reduce or eliminate this matching funding requirement to allow more flood mitigation and climate resiliency projects to move forward, especially for smaller municipalities.

### **DETAILS OF WORK TO BE DONE**

TRCA will continue to develop and enhance the programs that keep its flood infrastructure safe and reliable. Specifically:

1. Continue to seek funding opportunities to be able to undertake major capital works that are required on the highest risk structures.
2. Continue the robust inspection programs on flood infrastructure to document deficiencies that could lead to unsafe conditions.
3. Review deficiencies and carry-out studies and repairs to mitigate as appropriate.
4. Update Asset Management Plans to be in line with other TRCA asset reporting standards.
5. Report updates to TRCA' Board of Directors on the state of repair on flood infrastructure in 2025.

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**Date: March 24, 2023**

**Attachments: 5**

Attachment 1: Map of TRCA Flood Infrastructure

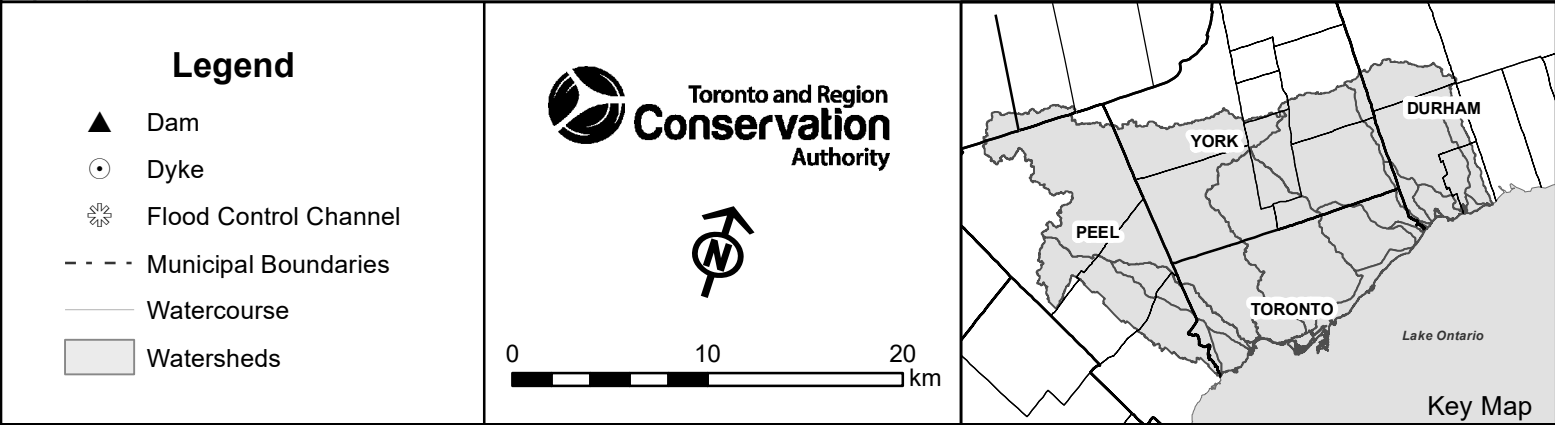
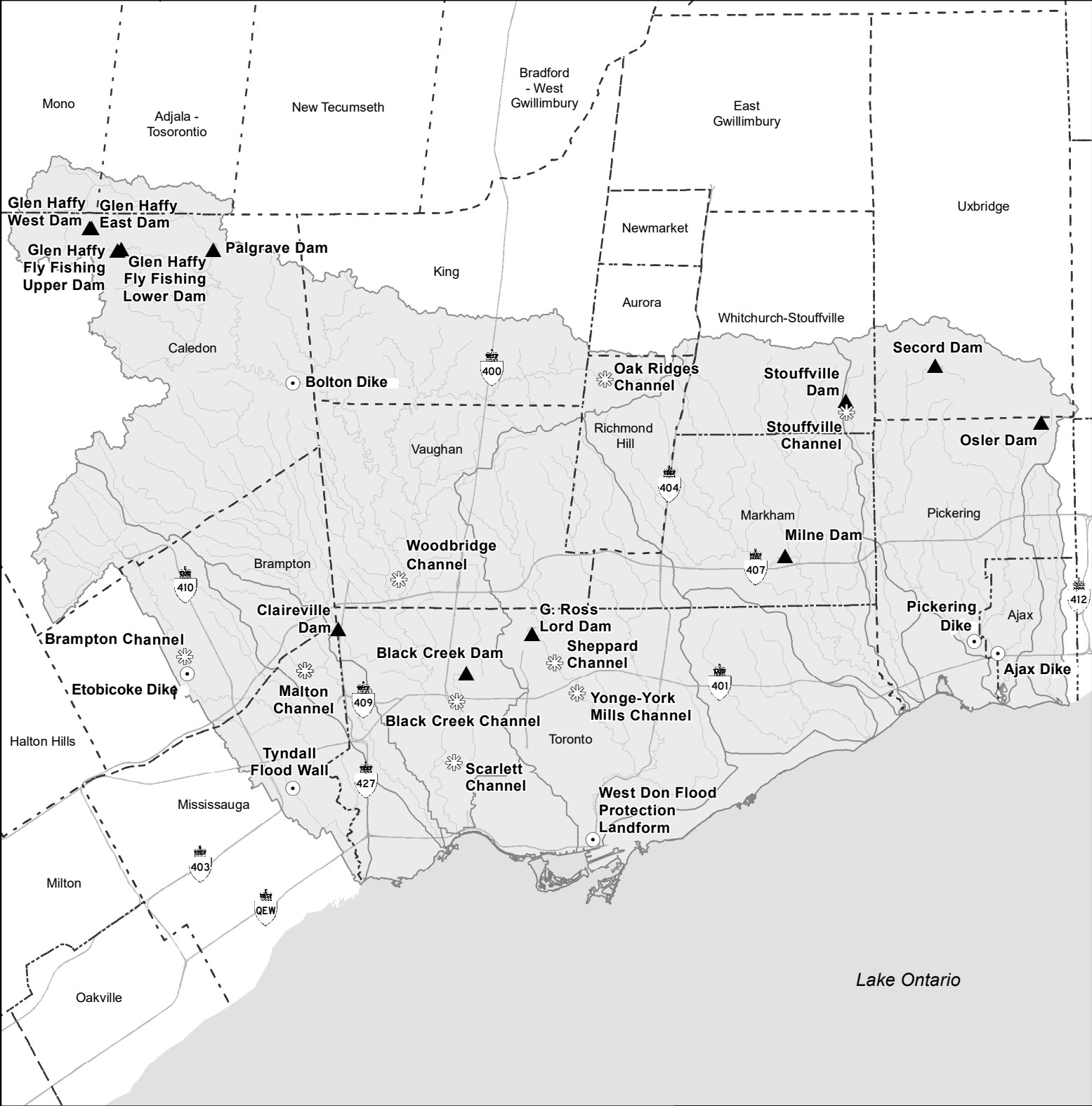
Attachment 2: TRCA Flood Infrastructure Location Details and Deficiency List

Attachment 3: TRCA Flood Infrastructure State of Repair and Risk Ranking

Attachment 4: Photographs of various TRCA flood infrastructure and projects

Attachment 5: TRCA Flood Infrastructure Project Priority List







## Attachment 2: TRCA Flood Infrastructure Location Detail and Deficiency List

Table 1

<b>Dams</b>						
<b>Dame Name</b>	<b>Dam Height (m)</b>	<b>Region/Municipality</b>	<b>Second Tier Municipality</b>	<b>Hazard Potential Classification*</b>	<b>Date Constructed</b>	<b>Known Deficiencies</b>
G. Ross Lord Dam	19.3	Toronto	N/A	Very High	1972	<ul style="list-style-type: none"> <li>• Dam Safety Review due in 2024.</li> <li>• Dam foundation drainage system investigation and maintenance.</li> </ul>
Claireville Dam	15.0	Toronto/Peel	Brampton	Very High	1963	<ul style="list-style-type: none"> <li>• Spillway capacity is too small, and the dam is at risk of overtopping during extreme events.</li> <li>• Right bank wing wall has settled and needs replacement.</li> <li>• Gates and hoisting systems require major maintenance.</li> <li>• Spillway stilling basin is too short for extreme events.</li> </ul>
Stouffville Dam	7.6	York	Whitchurch-Stouffville	Very High	1969	<ul style="list-style-type: none"> <li>• Emergency spillway requires erosion protection.</li> <li>• Earthen embankment does not meet factor of safety requirements.</li> </ul>
Milne Dam	9.3	York	Markham	Very High	1969	<ul style="list-style-type: none"> <li>• Spillway capacity is too small, and the dam is at risk of overtopping during extreme events.</li> <li>• Spillway does not meet loading requirements and is at risk of sliding during extreme events.</li> <li>• Spillway stilling basin is too short for extreme events.</li> </ul>
Palgrave Dam	4.3	Peel	Caledon	Very High	1860	<ul style="list-style-type: none"> <li>• Spillway capacity is too small, and the dam is at risk of overtopping during extreme events.</li> <li>• Dam requires upgrades to the stop log lifting system.</li> <li>• Earthen embankment does not meet factor of safety requirements.</li> </ul>
Black Creek Dam	7.3	Toronto	N/A	Moderate	1959	<ul style="list-style-type: none"> <li>• Flow control structure is susceptible to debris blockages and requires reconfiguration</li> </ul>
Secord Dam	5.0	Durham	Uxbridge	Low	1930	<ul style="list-style-type: none"> <li>• Earthen embankment is in very poor condition.</li> <li>• Dam is at risk of failing.</li> </ul>
Osler Dam	5.0	Durham	Uxbridge	Low (Assumed)	1937	<ul style="list-style-type: none"> <li>• Concrete flow control structure is failing.</li> <li>• Dam is at risk of failing.</li> </ul>
Glen Haffy Dam West	5.5	Peel	Caledon	Low	1950's	<ul style="list-style-type: none"> <li>• Dam has separated discharge pipe.</li> </ul>
Glen Haffy Dam East	5.5	Peel	Caledon	Low	1950's	<ul style="list-style-type: none"> <li>• Requires vegetation removal from embankment.</li> </ul>
Glen Haffy Extension Upper Dam	5.0	Peel	Caledon	Low	1950's	<ul style="list-style-type: none"> <li>• Spillway pipe failing</li> <li>• Embankment unstable</li> <li>• Dam is at risk of failing</li> </ul>
Glen Haffy Extension Lower Dam	5.0	Peel	Caledon	Low	1950's	<ul style="list-style-type: none"> <li>• Embankment unstable</li> <li>• Dam is at risk of failing</li> </ul>

\*See Table 4 below for criteria used to determine Hazard Potential Classification for dams



## Attachment 2: TRCA Flood Infrastructure Location Detail and Deficiency List

Table 2

Flood Control Channels					
Channel Name	Channel Length(m)	Region/Municipality	Second Tier Municipality	Date Constructed	Known Deficiencies
Yonge/York Mills Channel	530m	Toronto	Toronto	1959	<ul style="list-style-type: none"> <li>Gabion lining has deteriorated.</li> </ul>
Woodbridge Channel	1850m	York	Vaughan	1962	<ul style="list-style-type: none"> <li>Two grade-control baffle chute structures are public safety issues and should be removed.</li> </ul>
Stouffville Channel	370m	York	Whitchurch-Stouffville	1980	<ul style="list-style-type: none"> <li>Gabion baskets are deteriorated and causing channel walls to fail.</li> <li>Sediment in channel requires removal.</li> </ul>
Black Creek Channel	2370m	Toronto	Toronto	1969	<ul style="list-style-type: none"> <li>Many concrete panels have cracked and settled.</li> </ul>
Scarlett Channel	3600m	Toronto	Toronto	1959	<ul style="list-style-type: none"> <li>Many concrete panels have cracked and settled.</li> </ul>
Brampton Channel	570m	Peel	Brampton	1951	<ul style="list-style-type: none"> <li>Channel outfall is a public safety hazard.</li> </ul>
Sheppard Channel	350m	Toronto	Toronto	1960's	<ul style="list-style-type: none"> <li>Many concrete panels have cracked and settled.</li> <li>Low flow channel is failing</li> </ul>
Mimico Malton Channel	650m	Peel	Mississauga	1969	<ul style="list-style-type: none"> <li>Requires maintenance dredging and clearing</li> </ul>
Oak Ridges Channel	90m	York	King	1981	<ul style="list-style-type: none"> <li>Requires maintenance dredging and clearing</li> </ul>



## Attachment 2: TRCA Flood Infrastructure Location Detail and Deficiency List

Table 3

<b>Dikes</b>					
<b>Dike Name</b>	<b>Dike Length(m)</b>	<b>Region/Municipality</b>	<b>Second Tier Municipality</b>	<b>Date Constructed</b>	<b>Known Deficiencies</b>
Pickering Dike	1250m	Durham Region	Pickering	1983	<ul style="list-style-type: none"> <li>• Dike does not meet current engineering requirements for stability</li> </ul>
Ajax Dike	350m	Durham Region	Ajax	1983	<ul style="list-style-type: none"> <li>• Dike does not meet current engineering requirements for stability</li> </ul>
Bolton Dike	800m	Peel Region	Caledon	1983	None
Etobicoke Dike	460m	Peel Region	Brampton	1969	<ul style="list-style-type: none"> <li>• Dike has small erosion scar that needs to be repaired</li> </ul>
West Don Flood Protection Landform	710m	City of Toronto	City of Toronto	2015	None
Tyndall Flood Wall	100m	Peel Region	Mississauga	1991	None

Table 4

<b>Hazard Potential Classification</b>				
<b>Hazard Potential</b>	<b>Life Safety</b>	<b>Property Losses</b>	<b>Environmental Losses</b>	<b>Cultural Losses</b>
<b>Low</b>	No Potential Loss of Life	Minimal damage to property with estimated losses not to exceed \$300,000.	Minimal loss of fish and/or wildlife habitat with high capability of natural restoration resulting in a very low likelihood of negatively affecting the status of the population.	Reversible damage to municipally designated cultural heritage sites under the Ontario Heritage Act.
<b>Moderate</b>	No Potential Loss of Life	<p>Moderate damage with estimated losses not to exceed \$3 million, to agricultural, forestry, mineral aggregate and mining, and petroleum resource operations, other dams or structures not for human habitation, infrastructure and services including local roads and railway lines.</p> <p>The inundation zone is typically undeveloped or predominantly rural or agricultural, or it is managed so that the land usage is for transient activities such as with day-use facilities.</p> <p>Minimal damage to residential, commercial, and industrial areas, or land identified as designated growth areas as shown in official plans.</p>	Moderate loss or deterioration of fish and/or wildlife habitat with moderate capability of natural restoration resulting in a low likelihood of negatively affecting the status of the population.	<p>Irreversible damage to municipal designated cultural heritage sites under the Ontario Heritage Act.</p> <p>Reversible damage to provincially designated cultural heritage sites under the Ontario Heritage Act or nationally recognized heritage sites.</p>
<b>High</b>	Potential Loss of Life of 1-10 persons	Appreciable damage with estimated losses not to exceed \$30 million, to agricultural, forestry, mineral aggregate and mining, and petroleum resource operations, other dams or residential,	Appreciable loss of fish and/ or wildlife habitat or significant deterioration of critical fish and/ or wildlife habitat with reasonable likelihood of being able to apply	Irreversible damage to provincially designated cultural heritage sites under the Ontario Heritage Act or damage to



		commercial, industrial areas, infrastructure and services, or land identified as designated growth areas as shown in official plans. Infrastructure and services includes regional roads, railway lines, or municipal water and wastewater treatment facilities and publicly-owned utilities.	natural or assisted recovery activities to promote species recovery to viable population levels. Loss of a portion of the population of a species classified under the Ontario Endangered Species Act as Extirpated, Threatened or Endangered, or reversible damage to the habitat of that species.	nationally recognized heritage sites.
<b>Very High</b>	Potential Loss of Life of 11 or more persons	Extensive damage, estimated losses in excess of \$30 million, to buildings, agricultural, forestry, mineral aggregate and mining, and petroleum resource operations, infrastructure and services. Typically includes destruction of, or extensive damage to, large residential, institutional, concentrated commercial and industrial areas and major infrastructure and services, or land identified as designated growth areas as shown in official plans. Infrastructure and services include highways, railway lines or municipal water and wastewater treatment facilities and publicly-owned utilities.	Extensive loss of fish and/ or wildlife habitat or significant deterioration of critical fish and/ or wildlife habitat with very little or no feasibility of being able to apply natural or assisted recovery activities to promote species recovery to viable population levels. Loss of a viable portion of the population of a species classified under the Ontario Endangered Species Act as Extirpated, Threatened or Endangered or irreversible damage to the habitat of that species.	

**Notes:**

1. Incremental losses are those losses resulting from dam failure above those which would occur under the same conditions (flood, earthquake or other event) with the dam in place but without failure of the dam.
2. Life safety. Refer to Technical Guide – River and Streams Systems: Flooding Hazard Limits, Ontario Ministry of Natural Resources, 2002, for definition of 2 x 2 rule. The 2 x 2 rule defines that people would be at risk if the product of the velocity and the depth exceeded 0.37 square metres per second or if velocity exceeds 1.7 metres per second or if depth of water exceeds 0.8 metres. For dam failures under flood conditions the potential for loss of life is assessed based on permanent dwellings (including habitable buildings and trailer parks) only. For dam failures under normal (sunny day) conditions the potential for loss of life is assessed based on both permanent dwellings (including habitable dwellings, trailer parks and seasonal campgrounds) and transient persons.
3. Property losses refer to all direct losses to third parties; they do not include losses to the owner, such as loss of the dam, or revenue. The dollar losses, where identified, are indexed to Statistics Canada values Year 2000.
4. An HPC must be developed under both flood and normal (sunny day) conditions.
5. Evaluation of the hazard potential is based on both present land use and on anticipated development as outlined in the pertinent official planning documents (e.g. Official Plan). In the absence of an approved Official Plan the HPC should be based on expected development within the foreseeable future. Under the Provincial Policy Statement, 'designated growth areas' means lands within settlement areas designated in an official plan for growth over the long-term planning horizon (specifies normal time horizon of up to 20 years), but which have not yet been fully developed. Designated growth areas include lands which are designated and available for residential growth in accordance with the policy, as well as lands required for employment and other uses (Italicized terms as defined in the PPS, 2005).
6. Where several dams are situated along the same watercourse, consideration must be given to the cascade effect of failures when classifying the structures, such that if failure of an upstream dam could contribute to failure of a downstream dam, then the HPC of the upstream dam must be the same as or greater than that of the downstream structure.
7. The HPC is determined by the highest potential consequences, whether life safety, property losses, environmental losses, or cultural-built heritage losses.



### Attachment 3: TRCA's Flood Infrastructure State of Repair and Risk Ranking

Table 1

<b>Dams</b>							
<b>Dame Name</b>	<b>Consequence Rating Score<sup>1</sup></b>	<b>Probability of Failure/Structure Condition – Normal Conditions<sup>2</sup></b>	<b>Risk Rating - Normal Condition<sup>3</sup></b>	<b>Probability of Failure – Extreme Flood Conditions<sup>4</sup></b>	<b>Risk Rating – Extreme Flood Conditions<sup>5</sup></b>	<b>Probability of Failure – Extreme Seismic Condition<sup>6</sup></b>	<b>Risk Rating – Extreme Seismic Condition<sup>7</sup></b>
G. Ross Lord Dam	5	1	5	2	10	1	5
Claireville Dam	5	1	5	3	15	2	10
Stouffville Dam	5	2	10	3	15	2	10
Milne Dam	5	2	10	4	20	2	10
Palgrave Dam	5	3	15	5	25	2	10
Black Creek Dam	2	1	2	1	2	1	2
Secord Dam	2	4	8	5	10	3	10
Osler Dam	2	5	10	5	10	5	10
Glen Haffy Dam West	1	2	3	3	3	3	3
Glen Haffy Dam East	1	2	3	3	3	3	3
Glen Haffy Extension Upper Dam	2	5	10	5	10	5	10
Glen Haffy Extension Lower Dam	2	5	10	5	10	5	10

1. Consequence Rating Score – expected damage should the dam fail based on risk to life, property and the environment. See Table 2 in the report.
2. Probability of Failure/Structure Condition Score – based the dam's ability to withstand typical floods and normal loading conditions. See Table 1 in the report.
3. Risk Rating – Normal Conditions. This is the Consequence Rating Score multiplied by the Probability of Failure/Structure Condition Score. See Table 3 in the report.
4. Probability of Failure – Extreme Flood Conditions. This is based on the dam's ability to safely pass extreme floods.
5. Risk Rating – Extreme Floods. This is the Consequence Rating Score multiplied by Probability of Failure score. See Table 3 in the report.
6. Probability of Failure – Extreme Seismic Condition. The is based on the dam's ability to withstand an extreme earthquake.
7. Risk Rating – Extreme Seismic Event. This is the Consequence Rating Score multiplied by the Probability of Failure score. See Table 3 in the report.



### Attachment 3: TRCA's Flood Infrastructure State of Repair and Risk Ranking

Table 2

Flood Control Channels			
Channel Name	Consequence Rating Score <sup>1</sup>	Probability of Failure/Structure Condition – Normal Conditions <sup>2</sup>	Risk Rating - Normal Condition <sup>3</sup>
Yonge/York Mills Channel	4	1	4
Woodbridge Channel	3	1	3
Stouffville Channel	3	4	12
Black Creek Channel	4	1	4
Scarlett Channel	4	1	4
Brampton Channel	4	1	4
Sheppard Channel	3	2	6
Mimico Malton Channel	4	1	4
Oak Ridges Channel	4	1	4

1. Consequence Rating Score – expected damage should the channel fail based on risk to life, property and the environment. See Table 2 in the report.
2. Probability of Failure/Structure Condition Score – based the channel's ability to withstand typical floods and normal loading conditions. See Table 1 in the report.
3. Risk Rating – Normal Conditions. This is the Consequence Rating Score multiplied by the Probability of Failure/Structure Condition Score. See Table 3 in the report.



### Attachment 3: TRCA's Flood Infrastructure State of Repair and Risk Ranking

Table 3

<b>Dikes</b>			
<b>Dike Name</b>	<b>Consequence Rating Score<sup>1</sup></b>	<b>Probability of Failure/Structure Condition – Normal Conditions<sup>2</sup></b>	<b>Risk Rating - Normal Condition<sup>3</sup></b>
Pickering Dike	4	4	16
Ajax Dike	4	4	16
Bolton Dike	4	1	4
Etobicoke Dike	4	1	4
West Don Flood Protection Landform	5	1	5
Tyndall Flood Wall	3	1	3

1. Consequence Rating Score – expected damage should the dike fail based on risk to life, property, and the environment. See Table 2 in the report.
2. Probability of Failure/Structure Condition Score – based the dike's ability to withstand typical floods and normal loading conditions. See Table 1 in the report.
3. Risk Rating – Normal Conditions. This is the Consequence Rating Score multiplied by the Probability of Failure/Structure Condition Score. See Table 3 in the report.



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 1** G. Ross Lord Dam carries the highest potential risk of any TRCA dam based on risk to life and property.



**Figure 2** Claireville Dam was constructed in 1963 and requires major maintenance to meet current dam safety guidelines.



**Attachment 4: Photographs of various TRCA flood infrastructure and projects**



**Figure 3** Claireville Dam wing wall settlement investigation.



**Figure 4** Failed spillway pipe at Glen Haffy Fly Fishing Upper Dam



**Attachment 4: Photographs of various TRCA flood infrastructure and projects**



**Figure 5** Yonge/York Mills Channel concrete repair in 2020.



**Figure 6** Bolton Berm 2016 geotechnical investigation.



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 7** Stouffville Dam undergoing earthquake liquefaction investigation.



**Figure 8** TRCA remote-controlled slope mower cutting the G. Ross Lord Dam embankment. This equipment allows very steep slopes to be maintained without putting staff at risk.



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 9** Milne Dam's spillway is too small for extreme floods and requires upgrades to withstand overtopping.



**Figure 10** Black Creek Flood Control Channel undergoing major maintenance to restore conveyance.



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 11** Scarlett Flood Control Channel erosion repair before and after photos.



**Figure 12** Vegetation removal at Yonge/York Mills Channel as part of TRCA's preventative maintenance program.



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 13** Partially blocked flood control channel at Black Creek.



**Figure 14** Black Creek Channel after major maintenance (2014).



#### Attachment 4: Photographs of various TRCA flood infrastructure and projects



**Figure 15** Boltan Berm before major maintenance and upgrades.



**Figure 16** Boltan Berm repair as seen from drone survey (2020).



**Figure 17** Boltan Berm rip rap installation (2020).



## Attachment 5: Priority Project List of TRCA's Flood Infrastructure Deficiencies

Dams						
Project Name	Structure	Priority	Funding Status	Potential Funding	Estimated Cost (2023 dollars)	Description
Stouffville Dam Embankment and Emergency Spillway Repair	Stouffville Dam	High	Unfunded	WECI/ICIP	\$505,000	<ul style="list-style-type: none"> <li>• Embankment requires rip rap buttressing on downstream slope to increase factor of safety.</li> <li>• Emergency spillway requires erosion protection.</li> </ul>
Palgrave Dam Major Maintenance and Overtopping Protection	Palgrave Dam	High	Unfunded	WECI/ICIP/DMAF	\$1,125,000	<ul style="list-style-type: none"> <li>• Dam requires repairs to install overtopping protection on the embankment.</li> <li>• Stop log deck and hoisting system require upgrades to allow installation and removal of stop logs.</li> </ul>
Glen Haffy Extension Dams Decommissioning	Glen Haffy Extension Upper Dam and Lower Dam	High	Partially Funded	WECI/ICIP/DMAF	\$1,687,000	<ul style="list-style-type: none"> <li>• Engineering study for decommissioning approvals.</li> <li>• Implementation of decommissioning.</li> </ul>
Stouffville Dam Embankment Repair	Stouffville Dam	Medium	Unfunded	WECI/ICIP/DMAF	\$281,000	<ul style="list-style-type: none"> <li>• Emergency spillway requires erosion protection.</li> <li>• Earthen embankment does not meet factor of safety requirements.</li> </ul>
Stouffville Channel Major Maintenance and Naturalization	Stouffville Dam	High	Unfunded	ICIP/DMAF	\$1,012,000	<ul style="list-style-type: none"> <li>• Removal of existing gabion basket lining and replace with natural channel materials.</li> </ul>
Pickering/Ajax Dyke Reconstruction	Pickering Dyke/Ajax Dyke	High	Unfunded	ICIP/DMAF	\$14,175,000	<ul style="list-style-type: none"> <li>• Reconstruct dykes to meet current engineering guidelines.</li> </ul>
Black Creek Dam Spillway Pipe Modification	Black Creek Dam	Medium	Unfunded	WECI/ICIP/DMAF	\$1,125,000	<ul style="list-style-type: none"> <li>• Modify spillway pipe to eliminate debris blockages.</li> </ul>
G. Ross Lord Dam Gate Optimization and Operational Study	G. Ross Lord Dam	Medium	Partially funded	WECI/ICIP/DMAF	\$393,000	<ul style="list-style-type: none"> <li>• Engineering study to maximize G. Ross Lord Dam's reservoir storage for short duration, high intensity storms.</li> </ul>
Secord Dam Decommissioning	Secord Dam	Medium	Unfunded	ICIP/DMAF	\$1,237,000	<ul style="list-style-type: none"> <li>• Engineering studies and dam decommissioning works.</li> </ul>
Osler Dam Decommissioning	Osler Dam	High	Unfunded	ICIP/DMAF	\$337,000	<ul style="list-style-type: none"> <li>• Engineering studies and dam decommissioning works.</li> </ul>
Woodbridge Grade Control Structure Removal (Board of Trade Weirs)	Woodbridge Channel	Low	Unfunded	ICIP/DMAF	\$1,125,000	<ul style="list-style-type: none"> <li>• Engineering study and removal of two grade control weirs.</li> </ul>
G. Ross Lord Dam Safety Review	G. Ross Lord Dam	Low	Funded	WECI	\$191,000	<ul style="list-style-type: none"> <li>• Undertake Dam Safety Review</li> </ul>
Claireville Dam Major Maintenance	Claireville Dam	Low	Unfunded	WECI/ICIP/DMAF	\$7,875,000	<ul style="list-style-type: none"> <li>• Enlarge spillway apron for extreme flows.</li> <li>• Upgrade gate hoisting systems and repaint gates.</li> <li>• Repair spillway wall.</li> </ul>
Milne Dam Major Maintenance	Milne Dam	Medium	Unfunded	WECI/ICIP/DMAF	\$3,037,000	<ul style="list-style-type: none"> <li>• Install overtopping protection to earthen embankment.</li> <li>• Enlarge spillway apron for extreme flows.</li> <li>• Increase factor of safety for spillway and wing walls.</li> </ul>
<b>Total</b>					<b>\$34,105,000</b>	