

**Authority Meeting #4/18 was held at TRCA Head Office, on Friday, May 25, 2018. The Chair Maria Augimeri, called the meeting to order at 9:30 a.m.**

**PRESENT**

Maria Augimeri	Chair
Paul Ainslie	Member
Kevin Ashe	Member
Jack Ballinger	Member
David Barrow	Member
Ronald Chopowick	Member
Vincent Crisanti	Member
Glenn De Baeremaeker	Member
Chris Fonseca	Member
Jack Heath	Vice Chair
Jennifer Innis	Member
Jim Karygiannis	Member
Maria Kelleher	Member
Matt Mahoney	Member
Giorgio Mammoliti	Member
Glenn Mason	Member
Mike Mattos	Member
Linda Pabst	Member
Michael Palleschi	Member
Gino Rosati	Member

**ABSENT**

Jennifer Drake	Member
Paula Fletcher	Member
Michael Ford	Member
Brenda Hogg	Member
Colleen Jordan	Member
Jennifer McKelvie	Member – On Leave of Absence
Anthony Perruzza	Member
John Sprovieri	Member

The Chair recited the Aboriginal Territorial Acknowledgement

**RES.#A58/18 - MINUTES**

Moved by:	Michael Palleshi
Seconded by:	Kevin Ashe

**THAT the Minutes of Meeting #3/18, held on April 20, 2018, be approved.**

**CARRIED**

**RES.#A59/18 - ORDER OF BUSINESS**

Moved by: Kevin Ashe  
Seconded by: Mike Mattos

**THAT the Order of Business be altered such that presentation 6.2 and associated staff report 9.1 – Toronto and Region Conservation Authority Administrative Office Building Project Update be the first Order of Business.**

**CARRIED**

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**DELEGATIONS**

- 5.1** A delegation from The Honourable Pauline Browes, Chair, Friends of the Rouge National Urban Park, in regard to item 8.1 - Toronto Zoo.
- 5.2** A delegation from Larry Noonan, Chair, Altona Forest Stewardship Committee, in regard to item 8.1 - Toronto Zoo.
- 5.3** A delegation from Jim Robb, General Manager, Friends of the Rouge Watershed, in regard to item 8.1 - Toronto Zoo.

**RES.#A60/18 - DELEGATIONS**

Moved by: Maria Kelleher  
Seconded by: Chris Fonseca

**THAT above-noted delegations 5.1 – 5.3 be received.**

**CARRIED**

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**PRESENTATIONS**

- 6.1** A presentation by Brandon Hester, Senior Property Agent, Property and Risk Management, TRCA, in regard to item 8.1 - [Toronto Zoo](#).
- 6.2** A presentation by Peter Duckworth-Pilkington, Principal, ZAS Architects, in regard to item 9.1 - [Toronto and Region Conservation Authority Administrative Office Building Project Update](#).

**RES.#A61/18 - PRESENTATIONS**

Moved by: Maria Kelleher  
Seconded by: Chris Fonseca

**THAT above-noted presentation 6.1 be received.**

**CARRIED**

**RES.#A62/18 - PRESENTATIONS**

Moved by: Jack Heath  
Seconded by: Ronald Chopowick

**THAT above-noted presentation 6.2 be received.**

**CARRIED**

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**CORRESPONDENCE**

**7.1** A letter from Jennifer McKelvie, Authority Member, in regard to a Leave of Absence.

**7.2** A letter dated May 24, 2018 from Serena Lawrie, Board of Directors, Rouge Valley Foundation, in regard to item 8.1 - Toronto Zoo.

**7.3** A letter dated May 25, 2018 from Jim Robb, General Manager, Friends of the Rouge Watershed, in regard to item 8.1 - Toronto Zoo.

**RES.#A63/18 - CORRESPONDENCE**

Moved by: Paul Ainslie  
Seconded by: Ronald Chopowick

**THAT above-noted correspondence 7.1 be received.**

**CARRIED**

**RES.#A64/18 - CORRESPONDENCE**

Moved by: Jack Ballinger  
Seconded by: Giorgio Mammoliti

**THAT above-noted correspondence 7.2 and 7.3 be received.**

**CARRIED**

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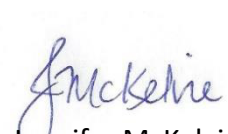
**To:** Kathy Stranks, Toronto and Region Conservation Authority

**From:** Jennifer McKelvie

**Re:** Leave of Absence

Dear Kathy Stranks,

I will be taking a leave of absence from the TRCA Board, effective May 4, 2018. I will provide an update on my status October 23, 2018. I will not be resigning at this time.

A handwritten signature in blue ink that reads "J. McKelvie".

Jennifer McKelvie, Ph.D., P.Geo.

A solid black rectangular redaction box.A solid black rectangular redaction box.



Kathy Stranks  
Clerk and Senior Manager, Corporate Records  
Toronto and Region Conservation Authority  
101 Exchange Avenue  
Vaughan, ON L4K 5R6  
Tel.: 416-661-6600 ext. 5264  
Email: kstranks@trca.on.ca

May 24, 2018

**Re: Item 8.1 Items for Authority Action, May 25, 2018 Authority Meeting**

Dear Chair and Members of the Authority

The Rouge Valley Foundation (RVF) has a long history in the Rouge, as an organization we began in 1984, but the families connected to RVF have been here much longer, some living in the Rouge since the mid 1800's. The RVF pre-dates all existing Park staff and plans to be here long after the current staff retire or moved on to new things. It is this connection to the Rouge and its ecosystems, and the deeply held sense of place that allowed the community to come together to fight for the protection of the Pearse House (Rouge Valley Conservation Centre) and the Rouge Valley from development and other urban pressures. The intent of which was to preserve the area as a wilderness park, which puts nature and its cultural history first, supporting the ideal of preserving its ecological integrity.

At this point in the new Rouge National Urban Park's development, we are formally requesting that a formal Memorandum Of Understanding (MOU) and firm partnership agreement be finalized between RVF and Parks Canada before the land that the Rouge Valley Conservation Centre (Pearse House) sits on is conveyed to Parks Canada. We would like this to be undertaken in order for us to get a better understanding of what is being asked of us, how it will affect our programs, our daily operations, events, interactions with the public and most importantly, the financial costs that may be incurred due to these changes – new additional payments (e.g. lease amount, licence fees, services, etc.) and losses (e.g. grants, services, etc.).

We at the RVF have spent 34 years protecting the Rouge and providing educational programs and events to the public, and over a million dollars, moving, renovating, restoring and up-keeping the Rouge Valley Conservation Centre (Pearse House) and the grounds for 25 years and counting. To suddenly be told that our home, which we paid for and maintain, is being transferred to another party and to have no choice in the matter, being omitted from discussions that, in large part, determines what happens to us and the house that we love and the grounds that we have taken care of for the last quarter century, is a shock.

We understand that Parks Canada has an interest in Rouge Valley Conservation Centre (Pearse House) and our grounds so that it can be part of the cultural heritage of the National Park but they were willing to forgo transfer of Valleyhall, a more culturally significant house than Pearse House. We believe that with our many decades long legacy in the Rouge, our historical maintenance and care for the building and its grounds, our investments both financially in the way of over a million dollars and the many, many hours of time we have invested into our place-based organization, that we must continue to operate as we always have out of the Rouge Valley Conservation Centre (Pearse House). If we had been given the opportunity, we would have preferred to be the ones who the land and building were being transferred to, seeing as it has been deemed surplus property to both the TRCA and Toronto Zoo and given our longstanding investments in the property and the Rouge. But, we were never consulted.

.../2

Although charities are viewed as a lesser business operation, we are a business nevertheless. The RVF has contributed countless hours and millions of dollars since our inception to help protect, and restore the park, as well as conduct our environmental education programs and events. As a business we require an understanding of the operating environment as well as an understanding of the rules and conditions in which we will be operating. At this point we have only just received a rough first draft of an unbinding Letter of Intent from Parks Canada on Tuesday May 22, 2018, and we have not had adequate opportunity for all of our Board of Directors to review and comment on this document. As this is only a starting point to a more formalized agreement which will define our operating environment and conditions, it is important that the land not be transferred until a formal agreement is in place, as a letter of intent that has no legal status and does not offer a secure operating environment. As such, we have deemed a simple letter of intent to be inappropriate and inadequate, given the proposed changes will ultimately define the future of our organization.

While we have not yet been offered an MOU from Parks Canada, it is our understanding that a number of other MOU's have been developed and/or signed with the Toronto Zoo, University of Toronto Scarborough Campus and Cedar Arena. We do not see it in good faith that an MOU has been developed and signed with Cedar Arena and our organization has not been given equal consideration. The RVF has made hugely significant contributions to the Rouge over the years, as well as our legal standing as a registered Canadian Charity.

When the roles are reversed, and we seek to do a basic tree planting in the Park, we have to sign a permit to enter, carry anywhere from 2-5 million dollars in liability insurance, develop a planting plan that has to be reviewed and approved amongst several other legal obligations. The TRCA, Toronto Zoo, and Parks Canada would never accept a letter of intent from us as being acceptable for a simple task like a tree planting. To carry on a business with no legal assurances for our future puts our organization in a very precarious position, and it is unacceptable as a business practice, and is one that the TRCA, Toronto Zoo and Parks Canada would never accept themselves.

In closing, we ask that the decision regarding our future be delayed a little longer in order to give us adequate time to get proper documents from Parks Canada, to look further into the impacts of such a huge proposed change and to properly discuss all of these impacts with our full Board of Directors. We hope that you understand our concerns and appreciate all that we have done for the Rouge, the Pearse House and the public and we hope that you will in turn show us some generosity by providing us with more time to sort out all that is being asked of us.

Sincerely,

A handwritten signature in black ink that reads "Serena Lawrie". The signature is written in a cursive, flowing style.

p.p. Serena Lawrie  
Rouge Valley Foundation  
Board of Directors



May 25, 2018

**FRW respectfully asks the TRCA Board to fully comply with provincial and federal laws, plans and policies by amending the draft Toronto (Zoo), TRCA and Parks Canada Tripartite Agreement to:**

1. Transfer almost all existing Rouge Park and Valley Nature Reserves and ANSIs to Parks Canada for Rouge NU Park, instead of licensing some 200 acres to the Toronto Zoo;
2. Transfer the 41 acres of existing Rouge Park Restoration / Nature Reserve public lands and Ontario Greenbelt NHS lands to Parks Canada for Rouge NU Park, instead of licensing them to the Toronto Zoo for another expensive and unsustainable Zoo expansion which would undermine existing Rouge Park and Ontario Greenbelt Plan policies and Rouge NU Park's legislated priority for ecological integrity, by building on lands which are vital to connecting two Rouge Park ANSIs;
3. Ensure that any park interpretive or gateway facility goes through a further public assessment of alternative sites, including the site east of Meadowvale Avenue and north of the existing RVCC, and the large vacant lot on the NE corner of Sheppard and Meadowvale Road.

#### FRW Patrons

Lois James, "Save the Rouge" founding member and Order of Canada Recipient

Hon. David Peterson, former Ontario Premier

Hon. Gerry Phillips, former MPP Scarborough Agincourt

Hon. Alvin Curling, former MPP Scarborough Rouge River

Derek Lee, former MP Scarborough Rouge River

Rathika Sitsabaiesan, former MP Scarborough Rouge River

Joyce Trimmer, former Mayor of Scarborough, posthumous

Paul Harpley, "Save the Rouge" founding member"

Bobbi Hunter, founding member of Greenpeace Executive

#### Ontario Greenbelt Plan 3.2.7

***"provincial plans and policies ... will continue to apply to lands not proposed for transfer [to Rouge NU Park]...***

***"Ontario will work collaboratively with Parks Canada, municipalities and other relevant agencies and organizations to ensure ecological integrity is the first management priority for the Rouge National Urban Park...."***

**Rouge Park Management Plan** - a provincially created and approved policy document

***4.2.1 Nature Reserve Zones "are of the highest ecological sensitivity, requiring the highest degree of protection in order to ensure their continued health"***

#### 2013 Rouge Land Transfer Memorandum of Agreement between Ontario and Canada

***"Parks Canada will work with Ontario to develop written policies in respect of the creation, management and administration of the Park that meet or exceed provincial policies regarding the Transferred Lands, including the policies... in the Greenbelt Plan"***

**Rouge National Urban Park Act 6 (1) *Maintenance or restoration of ecological integrity, through the protection of natural resources and natural processes, must be the first priority of the Minister when considering all aspects of the management of the Park.***

Giving Nature a voice and a helping hand.  
2259 Meadowvale Road  
Scarborough, Ontario  
M1X 1R2

Web site: [www.frw.ca](http://www.frw.ca)  
Telephone: (416) 208-0252

## **Section I – Items for Authority Action**

### **RES.#A65/18 -**

#### **TORONTO ZOO**

Request to Update the 1978 Tripartite Agreement (CFN 24800). Request from City of Toronto, Toronto Zoo and Parks Canada for Toronto and Region Conservation Authority (TRCA) approval to update the 1978 tripartite agreement between TRCA, Board of Management of the Toronto Zoo, and City of Toronto for use of TRCA lands licensed to the Toronto Zoo in support of Toronto Zoo objectives and of the proposed transfer of TRCA lands to implement the Rouge National Urban Park.

Moved by: Maria Kelleher  
Seconded by: Chris Fonseca

**THAT item 8.1 – Toronto Zoo, be deferred to Authority Meeting #5/18, scheduled to be held on June 22, 2018, for consideration and discussion of the recommendations;**

**AND FURTHER THAT the deputants listed as Delegations 5.1 – 5.3 on this agenda be advised that as they have been heard twice on this matter, that further delegations will not be heard by the Authority when the Toronto Zoo Tripartite Agreement is further considered.**

**CARRIED**

**Report prepared by: Brandon Hester, extension 5767, Mike Fenning, extension 5223**

**Emails: [bhester@trca.on.ca](mailto:bhester@trca.on.ca), [mfenning@trca.on.ca](mailto:mfenning@trca.on.ca)**

**For Information contact: Brandon Hester, extension 5767, Mike Fenning, extension 5223**

**Emails: [bhester@trca.on.ca](mailto:bhester@trca.on.ca), [mfenning@trca.on.ca](mailto:mfenning@trca.on.ca)**

**Date: May 9, 2018**

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**RES.#A66/18 -**

**2018 OPERATING AND CAPITAL BUDGET AND 2019-2022 COST OF LIVING ADJUSTMENT**

Approval of the 2018 operating and capital budget, including Municipal levies and cost of living adjustments (COLA) for 2019 - 2022.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**WHEREAS the *Conservation Authorities Act* (CA Act) provides that a conservation authority, in establishing its annual levy, shall have the power to determine the proportion of the total benefit afforded to all the participating municipalities that is afforded to each of them;**

**THEREFORE LET IT BE RESOLVED THAT, subject to such regulations under the *CA Act* as may be approved by the Lieutenant-Governor-in-Council:**

- (i) all participating municipalities be designated as benefitting for programs included in the 2018 Operating Budget;**
- (ii) Toronto and Region Conservation Authority's (TRCA) share of the cost of the programs included in the 2018 Operating Budget shall be raised from the participating municipalities as part of the general levy;**
- (iii) the 2018 general levy be apportioned to the participating municipalities in the proportion that the modified current value assessment (CVA) of the whole is under the jurisdiction of TRCA, unless otherwise provided in the levy or a project;**
- (iv) appropriate TRCA officials be directed to advise the participating municipalities, pursuant to the *CA Act* and the regulations made thereunder, and to levy the said municipalities the amount of the general levy set forth in the 2018 Operating Budget, and to levy the said municipalities the amount of the project and special levy set forth in the 2018 Capital Budget and in the approved projects of TRCA;**

**THAT the 2018 Operating and Capital Budget, and all projects therein, be adopted;**

**THAT TRCA staff be authorized to amend the 2018 Operating and Capital Budget, to reflect actual 2018 provincial transfer payment allocations in order to set the amount of matching levy required by the *CA 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 partner municipalities and funded by the sponsoring organization or agency, including projects that have not been provided for in the approved budget;**

**THAT, as required by Ontario Regulations 139/96 and 231/97, this recommendation and the accompanying budget documents, including the schedule of matching and non-matching levies, be approved by recorded vote;**

**THAT the presentation of 2017 budget comparisons and related actuals be amended to conform to the presentation adopted in the 2018 budget document;**

**THAT TRCA staff make provision for a cost of living adjustment (COLA) on wages of two percent (2.00%) annually effective April 1 for each of the four years 2019 through 2022;**

**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.**

**RECORDED VOTE**

Paul Ainslie	Yea
Kevin Ashe	Yea
Jack Ballinger	Yea
David Barrow	Yea
Ronald Chopowick	Yea
Glenn De Baeremaeker	Yea
Jack Heath	Yea
Jennifer Innis	Yea
Jim Karygiannis	Yea
Maria Kelleher	Yea
Matt Mahoney	Yea
Giorgio Mammoliti	Yea
Glenn Mason	Yea
Mike Mattos	Yea
Michael Palleschi	Yea
Gino Rosati	Yea
Maria Augimeri	Yea

**THE MOTION WAS**

**CARRIED**

**RATIONALE**

Enclosed in the Attachment is the recommended 2018 Budget, which is composed of operating and capital components. The budget will be presented to the Authority for approval at its meeting scheduled to be held on May 25, 2018.

**Municipal Approvals**

Estimates are prepared in the summer and fall of each year for submission to TRCA's municipal funding partners. Staff meets with municipal staff throughout the budget process and presentations are made to municipal bodies as requested. In the case of Peel Region, TRCA works closely with staff at Credit Valley and Halton conservation authorities to align budget information and requirements. A similar process occurs with York Region where TRCA works closely with the Lake Simcoe Region Conservation Authority. In Durham Region, TRCA staff works with five conservation authorities to align budgets and financial submissions to meet the Region of Durham requirements. TRCA's submissions to the City of Toronto for capital and operating levy are reviewed with Municipal Finance and Toronto Water staff.

The funding identified in the recommended apportionment of the levy reflects the amounts that the municipal funding partners have approved in their 2018 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 member municipalities of the date of the meeting at which the Authority will consider the municipal levy. At the May 25, 2018 Authority meeting a recorded vote on the budget recommendations, including adoption of the non-matching municipal levy, is required. The weighted voting procedure prescribed by regulation will be used.

In the current year, the budget approval process was delayed to coincide with approval of the pay equity and compensation report, which updated TRCA's operating and capital budgets.

#### MNRF Transfer Payments

The 2018 provincial transfer payments to conservation authorities, which must be matched with levy, have not been announced. The 2018 operating budget includes a provision for Ministry of Natural Resources and Forestry (MNRF) transfer payments at an amount equal to the funding received in 2017 or \$774,000.

#### 2018 Budget Classification

In order to meet the provisions of the *CA Act* and the regulations made thereunder, it is necessary to distinguish between general levy (operating) and benefitting levy (capital and special projects). However, due to the unique budgetary requirements of each of the four major participating municipalities, uniformity in the categorization of expenditure between operating and capital is difficult to maintain. The budget presentation format is consistent with the prior year's format. Due to changes to the *CA Act* there is a potential impact on the format of the 2019 operating and capital budget.

The budget includes the following components:

- an expenditure summary which is aligned with the financial statement presentation (i.e., includes amortization, but excludes planned expenditures on tangible capital assets); and
- a summary of expenditures by object classification, also consistent with the financial statement presentation.

#### **Operating Budget Expenditure Overview**

##### Salary/Wage Guideline

Within the pay equity and compensation report brought to the Authority in June 2018 is a wage increase of 1.25%, effective June 10, 2018 which has been accommodated within the 2018 budget. In addition, the Corporate Services budget includes \$400,000 to mitigate the projected compensation adjustment impact.

TRCA cost of living adjustment (COLA) over the last twenty years has averaged 1.93% per year which approximates the consumer price index (CPI) which averaged 1.92% over the same period. As a function of the corporate services re-alignment Finance staff are preparing, for the first time, to develop multi-year budgets for the upcoming term of council (2019-2022). By setting COLA at 2% for the next four years, the budget process will become substantially more efficient as divisions will have improved vision into the primary costs driving the organization, which is their

staffing. Even if actual CPI fluctuates from TRCA's COLA during the period, the difference is not expected to be material in either direction and will be re-assessed prior to the next four year cycle.

Year	TRCA COLA	CPI Increase		Year	TRCA COLA	CPI Increase
2018	1.25%	2.30%*		2008	3.00%	2.30%
2017	1.25%	1.60%		2007	3.00%	2.20%
2016	2.00%	1.40%		2006	2.00%	2.00%
2015	2.00%	1.10%		2005	3.00%	2.20%
2014	2.00%	2.00%		2004	3.00%	1.80%
2013	2.00%	0.90%		2003	2.00%	2.80%
2012	3.00%	1.50%		2002	2.00%	2.20%
2011	0.00%	2.90%		2001	2.00%	2.50%
2010	2.00%	1.80%		2000	1.50%	2.70%
2009	0.00%	0.30%		1999	1.50%	1.80%

\*Based on March 2018

### Staffing Levels and Costs

The full time equivalents (FTE) included in the operating (446.7) and capital budgets (366.2) are projected to be 812.9 for 2018 as compared to 771.2 for 2017. A summary of FTEs by service area is found on page 5, in section I of the budget document.

Wage and benefit costs within the operating budget amount to \$38.7 million or 80.5% of the gross expenditures, representing an increase of about \$2.9 million or 7.9% over 2017 budget. This amount includes the 1.25% cost of living adjustment noted above as well as associated benefit costs. Also provided for are the cost of the new FTEs and the annualization of positions hired in 2017.

### Gross Operating Expenditures/Revenues

The 2018 gross operating expenditure budget is \$48.1 million, an increase of \$3.3 million or 7.3% over the 2017 budget. The increase in expenditures will be financed by additional general levy of \$0.4 million and additional self-generated revenues of \$2.9 million.

## **Operating Budget – General Levy**

### Non-CVA General Levy

Each of TRCA's participating municipalities has its own unique budget requirements and annual budgetary pressures. TRCA worked with municipal staff to adhere to each of their available operating funding constraints, as permitted by TRCA's funding formula. To this end, the 2018 operating levy includes a provision, totaling \$613,500 (2017 - \$497,300) referred to as "Non-CVA Levy". Under the provisions of the Act, TRCA makes a general levy against all of its participating municipalities to fund its general operating requirements. With regard to the portion of the levy that is for "administration costs" as defined in the Act, TRCA must use CVA as the basis of apportionment. With respect to the balance of the general levy which is raised for "maintenance costs" a conservation authority may apportion benefit using another allocation method that is approved in adopting the budget. In essence, the non-CVA levy adjusts the amount of the general levy that relates to maintenance costs that would otherwise be apportioned using CVA as the basis and allows TRCA to meet the unique funding guidelines of each participating municipality.

The non-CVA levy apportionment applies to the following municipalities:

<b>Municipality</b>	<b>2018</b>	<b>2017</b>
Durham	\$67,300	\$40,500
Peel	\$300,100	\$210,800
York	\$246,100	\$246,000
<b>Total</b>	<b>\$613,500</b>	<b>\$497,300</b>

In order to eliminate the non-CVA levy, TRCA's partner municipalities would need to increase their general levy payments by the following amounts:

<b>Municipality</b>	<b>2018</b>	<b>2017</b>
Adjala-Tosoronto	\$174	\$102
Mono	\$222	\$246
Durham	\$7,922	\$21,172
Peel	-	-
York	\$332,024	\$128,821
Toronto	\$1,719,022	\$983,925
<b>Total</b>	<b>\$2,059,364</b>	<b>\$1,134,266</b>

#### Property Taxes on Conservation Lands

TRCA is required to pay property taxes on its lands, with some exceptions. One exception is where TRCA has received an exemption or partial exemption under the Conservation Land Tax Incentive Program (CLTIP). Another exception occurs in the City of Toronto, where park and conservation lands are exempt from property taxation because the City exercises its rights under the *City of Toronto Act* to exempt them. In the regions of Peel, York and Durham, the Town of Mono and the Township of Adjala-Tosorontio, property taxes are paid on conservation lands not included under CLTIP. In order to be equitable to our municipal partners, TRCA allocates the cost of property taxes to the participating municipality where the property is situated. This is reflected as an adjustment to the apportionment of the general levy, in the amounts noted in the chart below. The sole exception to this practice is provided for property taxes paid on rental properties, where the cost of taxes is recovered from rent collected by TRCA from third parties.

In 2018, there is included a grant from the Region of York and the City of Vaughan in the aggregate amount of \$225,000 to cover the estimated taxes for the interim head office at 101 Exchange Way in Vaughan, in lieu of a tax adjustment to the general levy.

<b>Municipality</b>	<b>2018</b>	<b>2017</b>
Durham	\$95,400	\$117,000
Peel	\$54,200	\$102,000
Toronto	\$700	\$500
York	\$183,300	\$159,500
Mono	\$600	\$1,000
<b>Total</b>	<b>\$334,200</b>	<b>\$380,000</b>

### Interest Levy Adjustment

In 2017 an adjustment to the Toronto special levy commenced to account for the deferral of Toronto's contribution for TRCA's administrative Head Office project. Each of the other participating municipalities commenced contributions to the Project starting in 2017, whereas The City of Toronto will not make contributions until 2023. In order to maintain equity for the participating municipalities Toronto has agreed to make an additional special levy contribution over and above the approved TRCA request, equivalent to the foregone interest based on TRCA's yield on investments. However, once borrowing for the Project commences the adjustment will be based on the actual rate of borrowing. Commencing in 2023, Toronto will increase the size of its payments to take into account the shorter period over which its total contribution will be amortized.

### General Levy

After giving consideration to all of the factors that affect the general levy, TRCA requires total general levy funding in the amount of \$14,321,800, representing an increase over 2017 of 2.82%. The general levy has been allocated to the participating municipalities as follows:

<b>Municipality</b>	<b>2018 General Levy</b>	<b>2017 General Levy</b>	<b>Change over 2017</b>
Durham	\$539,120	\$526,025	2.49%
Peel	\$1,856,000	\$1,798,000	3.23%
Toronto	\$8,602,100	\$8,404,400*	2.35%
York	\$3,322,000	\$3,197,000	3.91%
Mono	\$1,710	\$2,105	-18.76%
Adjala-Tosorontio	\$870	\$870	0.00%
<b>Total</b>	<b>\$14,321,800</b>	<b>\$13,928,400</b>	<b>2.82%</b>

\*Includes \$12,100 for Administrative Office Interest, moved to Capital in 2018.

### **Capital Budget Summary**

The 2018 capital budget is set at \$90.4 million, approximately \$16.1 million higher than the 2017 budget. Municipal levy funding will finance \$55.0 million of the capital program, of which \$44.0 million will be raised in 2018 and the balance (\$11.0 million) is on hand, as it was raised in previous years.

<b>Municipality</b>	<b>2018</b>	<b>Carryforward (net)</b>	<b>2018 Total by Municipality</b>	<b>2017 Total by Municipality</b>
Durham	\$1,075,000	\$79,000	\$1,154,000	\$1,210,000
Peel	\$18,236,000*	\$6,641,000	\$24,877,000	\$20,219,000*
Toronto	\$19,830,000	\$3,372,000	\$23,202,000	\$19,218,000
York	\$4,834,000	\$958,000	\$5,792,000	\$5,468,000
Mono	303	-	303	309
Adjala-Tosorontio	239	-	239	244
<b>TOTAL</b>	<b>\$43,975,542</b>	<b>\$11,050,000</b>	<b>\$55,025,542</b>	<b>\$46,115,553</b>

\*Excludes \$377,000 (\$362,000 in 2017) of the Capital Levy in the Operating Budget for Environmental Assessment Planning and Permitting.

The 2018 FTE estimate within the capital program is 366.14, as compared to 330.2 in 2017. Refer to Page 5 of Attachment 1 for an FTE summary by service area. A summary of the 2018 capital program appears at page 21 of the Attachment.

Capital projects are primarily funded by TRCA's municipal partners and, with few exceptions, these capital projects are undertaken within the funding municipality's jurisdiction. These capital projects include:

- Erosion control projects (Peel, Toronto and York);
- The Living City Action Plan program (Toronto);
- Waterfront development (Toronto, Durham and Peel);
- Natural heritage regeneration projects (Peel and York);
- Black Creek Pioneer Village restoration program (Toronto);
- Flood control works;
- Peel Region Climate Change project;
- Conservation land care (Peel and York and Durham).

A few capital programs are generally benefitting. These include:

- Information technology (IT) - levy based on CVA, used to fund common capital IT needs across the organization;
- Greenspace securement – levy based on CVA, used to acquire greenspace in support of official plans and TRCA's plans and strategies;
- Regulation and planning policy – levy based on CVA, used to develop streamlined protocols for planning and permitting processes;
- Head office administration building and major facilities retrofit - levy based on CVA, used for major administrative capital expenditures.

There are a number of projects which are funded on a watershed basis, including:

- Climate research and adaptation;
- Ecosystem science;
- Regional monitoring;
- Watershed studies and report cards;
- Flood mapping plans.

Certain capital programs are uniquely funded:

- Land acquisition - major acquisitions leverage funding available from participating municipalities, local municipalities, land sale and easement proceeds, and other sources;
- The source water protection program is funded entirely by the Province of Ontario;
- Toronto Waterfront Revitalization Corporation (TWRC) projects - funded directly by TWRC through delivery agreements, including Don Mouth Naturalization and Port Lands Flood Protection Project;
- Groundwater strategies and management - costs shared equally by regions of Peel, York, Durham and the City of Toronto.

Municipal Project Agreements:

- TRCA works with its municipal partners, including many lower tier municipalities, to undertake special projects wherein TRCA has significant, specialized expertise. These special projects include erosion work, construction of trails, bridges and wetlands, and tree planting. This funding varies from year to year and is completely separate from the municipal operating and capital levy funding.

**Summary**

The 2017 financial summary and audited financial statements will be provided at the June meeting of the Budget/Audit Advisory Board. The 2017 actual financial figures are not final as the audit is currently ongoing. The allocation of the surplus between operating and capital reserves will be considered with the approval of the audited financial statements.

**Report prepared by: Janice Darnley, extension 5768**

**Emails: [jdarnley@trca.on.ca](mailto:jdarnley@trca.on.ca)**

**For Information contact: Michael Tolensky, extension 5965**

**Emails: [mtolensky@trca.on.ca](mailto:mtolensky@trca.on.ca)**

**Date: May 1, 2018**

**Attachments: 1**



**Attachment 1**



Toronto and Region  
**Conservation**  
*for The Living City®*

**2018 BUDGET**

**OPERATING AND CAPITAL**

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Toronto and Region Conservation Authority  
2018 Operating and Capital Budget

1

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	14,322,000	13,928,000	13,928,000	394,000	2.8%
Capital levies	55,402,000	46,477,000	38,291,876	8,925,000	19.2%
Contract services	16,802,000	12,717,000	17,721,240	4,085,000	32.1%
Grants	4,950,000	4,036,000	2,720,607	914,000	22.6%
Provincial/Federal					
Provincial grants	3,167,000	3,012,000	4,013,553	155,000	5.1%
Federal grants	2,909,000	1,296,000	1,996,742	1,613,000	124.5%
Contract services	3,093,000	3,966,000	3,875,942	(873,000)	-22.0%
User fees, sales and admissions	24,867,000	21,681,000	22,779,262	3,186,000	14.7%
Contract services					
Compensation agreements	2,323,000	194,000	2,190,707	2,129,000	1097.4%
Corporate and other	4,037,000	2,490,000	3,080,076	1,547,000	62.1%
Rent and property interests	3,328,000	3,397,000	4,325,729	(69,000)	-2.0%
Fundraising					
Donations	397,000	804,000	674,358	(407,000)	-50.6%
The Living City Foundation	2,023,000	1,443,000	4,673,054	580,000	40.2%
Investment income	681,000	625,000	795,214	56,000	9.0%
Sundry	11,000	103,000	686,841	(92,000)	-89.3%
<b>Total Revenue</b>	<b>138,312,000</b>	<b>116,169,000</b>	<b>121,753,201</b>	<b>22,143,000</b>	<b>19.1%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	2,958,000	3,454,000	3,186,907	(496,000)	-14.4%
Climate Science	774,000	689,000	584,304	85,000	12.3%
	<u>3,732,000</u>	<u>4,143,000</u>	<u>3,771,211</u>	<u>(411,000)</u>	<u>-9.9%</u>
Water Risk Management					
Water Resource Science	2,875,000	2,407,000	3,590,971	468,000	19.4%
Erosion Management	26,009,000	22,253,000	23,760,853	3,756,000	16.9%
Flood Management	6,527,000	4,891,000	4,400,356	1,636,000	33.4%
	<u>35,411,000</u>	<u>29,551,000</u>	<u>31,752,180</u>	<u>5,860,000</u>	<u>19.8%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,288,000	2,523,000	1,168,143	(235,000)	-9.3%
Ecosystem Management Research and Directions	1,333,000	990,000	953,018	343,000	34.6%
Forest Management	1,631,000	1,592,000	1,403,316	39,000	2.4%
Restoration and Regeneration	12,022,000	8,226,000	11,112,057	3,796,000	46.1%
	<u>17,274,000</u>	<u>13,331,000</u>	<u>14,636,534</u>	<u>3,943,000</u>	<u>29.6%</u>
Greenspace Securement and Management					
Greenspace Securement	1,790,000	1,517,000	1,805,075	273,000	18.0%
Greenspace Management	4,084,000	2,876,000	3,032,532	1,208,000	42.0%
Rental Properties	1,897,000	2,181,000	2,362,090	(284,000)	-13.0%
	<u>7,771,000</u>	<u>6,574,000</u>	<u>7,199,697</u>	<u>1,197,000</u>	<u>18.2%</u>
Tourism and Recreation					
Waterfront Parks	3,994,000	2,708,000	2,616,554	1,286,000	47.5%
Conservation Parks	6,904,000	6,204,000	6,739,467	700,000	11.3%
Trails	4,276,000	2,929,000	2,971,169	1,347,000	46.0%
Bathurst Glen Golf Course	1,367,000	1,254,000	1,173,680	113,000	9.0%
Black Creek Pioneer Village	4,494,000	6,207,000	6,555,114	(1,713,000)	-27.6%
Events and Festivals	829,000	707,000	1,106,452	122,000	17.3%
Wedding and Corporate Events	1,941,000	1,955,000	1,927,337	(14,000)	-0.7%
	<u>23,805,000</u>	<u>21,964,000</u>	<u>23,089,773</u>	<u>1,841,000</u>	<u>8.4%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	5,897,000	5,029,000	5,434,178	868,000	17.3%
Environmental Assessment Planning and Permitting	3,590,000	3,498,000	2,973,144	92,000	2.6%
Policy Development and Review	846,000	836,000	814,561	10,000	1.2%
	<u>10,333,000</u>	<u>9,363,000</u>	<u>9,221,883</u>	<u>970,000</u>	<u>10.4%</u>
Education and Outreach					
School Programs	13,949,000	7,738,000	8,398,246	6,211,000	80.3%
Newcomer Services	955,000	957,000	1,009,411	(2,000)	-0.2%
Family and Community Programs	1,611,000	1,089,000	1,197,542	522,000	47.9%
	<u>16,515,000</u>	<u>9,784,000</u>	<u>10,605,199</u>	<u>6,731,000</u>	<u>68.8%</u>
Sustainable Communities					
Living City Transition Program	6,625,000	8,708,000	7,257,948	(2,083,000)	-23.9%
Community Engagement	2,893,000	2,845,000	2,619,029	48,000	1.7%
	<u>9,518,000</u>	<u>11,553,000</u>	<u>9,876,977</u>	<u>(2,035,000)</u>	<u>-17.6%</u>

	2018 Budget	Revised 2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Corporate Services					
Financial Management	2,980,000	2,566,000	2,499,527	414,000	16.1%
Corporate Management and Governance	8,504,000	7,719,000	7,367,336	785,000	10.2%
Human Resources	1,521,000	1,030,000	950,722	491,000	47.7%
Corporate Communications	1,676,000	1,619,000	1,555,599	57,000	3.5%
Information Infrastructure and Management	2,787,000	2,702,000	2,456,044	85,000	3.1%
Project Recoveries	(3,310,000)	(3,099,000)	(3,329,845)	(211,000)	6.8%
Vehicles and Equipment	-	375,000	586,417	(375,000)	-100.0%
	<u>14,158,000</u>	<u>12,912,000</u>	<u>12,085,800</u>	<u>1,246,000</u>	<u>9.6%</u>
<b>Total Expenditures</b>	<u>138,517,000</u>	<u>119,175,000</u>	<u>122,239,254</u>	<u>19,342,000</u>	<u>16.2%</u>
<b>Net Surplus (Deficit)</b>	<u>(205,000)</u>	<u>(3,006,000)</u>	<u>(486,053)</u>	<u>2,798,000</u>	<u>-93.1%</u>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - by object classification

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	14,322,000	13,928,000	13,928,000	394,000	2.8%
Capital levies	55,402,000	46,477,000	38,291,876	8,925,000	19.2%
Contract services	16,802,000	12,717,000	17,721,240	4,085,000	32.1%
Grants	4,950,000	4,036,000	2,720,607	914,000	22.6%
Provincial/Federal					
Provincial grants	3,167,000	3,012,000	4,013,553	155,000	5.1%
Federal grants	2,909,000	1,296,000	1,996,742	1,613,000	124.5%
Contract services	3,093,000	3,966,000	3,875,942	(873,000)	-22.0%
User fees, sales and admissions	24,867,000	21,681,000	22,782,018	3,186,000	14.7%
Contract services					
Compensation agreements	2,323,000	194,000	2,190,707	2,129,000	1097.4%
Corporate and other	4,037,000	2,490,000	3,080,076	1,547,000	62.1%
Rent and property interests	3,328,000	3,397,000	4,322,973	(69,000)	-2.0%
Fundraising					
Donations	397,000	804,000	674,358	(407,000)	-50.6%
The Living City Foundation	2,023,000	1,443,000	4,673,054	580,000	40.2%
Investment income	681,000	625,000	795,214	56,000	9.0%
Sundry	11,000	103,000	686,841	(92,000)	-89.3%
<b>Total Revenue</b>	<u>138,312,000</u>	<u>116,169,000</u>	<u>121,753,201</u>	<u>22,143,000</u>	<u>19.1%</u>
<b>Expenditures</b>					
Wages and benefits	70,878,000	63,982,000	63,750,729	6,896,000	10.8%
Contracted services	47,984,000	42,306,000	42,461,068	5,678,000	13.4%
Materials and supplies	17,756,000	10,479,000	14,116,367	7,277,000	69.4%
Utilities	1,063,000	1,164,000	1,020,728	(101,000)	-8.7%
Property taxes	836,000	1,244,000	921,100	(408,000)	-32.8%
	<u>138,517,000</u>	<u>119,175,000</u>	<u>122,269,992</u>	<u>19,342,000</u>	<u>16.2%</u>
Internal Recoveries	(14,334,000)	(14,071,000)	(30,881,392)	(263,000)	1.9%
Internal Charges	14,334,000	14,071,000	30,850,655	263,000	1.9%
<b>Total Expenditures</b>	<u>138,517,000</u>	<u>119,175,000</u>	<u>122,239,255</u>	<u>19,342,000</u>	<u>16.2%</u>
<b>Net Surplus (Deficit)</b>	<u>(205,000)</u>	<u>(3,006,000)</u>	<u>(486,054)</u>	<u>2,801,000</u>	<u>-93.2%</u>

# Toronto and Region Conservation Authority 2018 Operating and Capital Budget

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## Full-time Equivalent Employees (FTEs)

	<b>2018</b>		
	<b>Operating</b>	<b>Capital</b>	<b>Total</b>
Watershed Studies and Strategies	13.15	10.7	23.85
Water Risk Management	7.7	118.14	125.84
Regional Biodiversity	14.73	98.91	113.64
Greenspace Securement and Management	15.1	18.72	33.82
Tourism and Recreation	143.51	29.5	173.01
Planning and Development Review	82.8	2.75	85.55
Education and Outreach	71.44	15.62	87.06
Sustainable Communities	1.27	63.81	65.08
Corporate Services	97.04	7.99	105.03
	<hr/> 446.74	<hr/> 366.14	<hr/> 812.88

	<b>2017</b>		
	<b>Operating</b>	<b>Capital</b>	<b>Total</b>
Watershed Studies and Strategies	13.05	11.46	24.51
Water Risk Management	6.55	88.75	95.30
Regional Biodiversity	14.14	100.21	114.35
Greenspace Securement and Management	16.6	10.5	27.10
Tourism and Recreation	152.34	28.45	180.79
Planning and Development Review	76.15	3.35	79.50
Education and Outreach	68.65	18.85	87.50
Sustainable Communities	2.23	61.73	63.96
Corporate Services	91.27	6.91	98.18
	<hr/> 440.98	<hr/> 330.21	<hr/> 771.19

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Watershed Studies and Strategies

6

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	1,400,000	1,374,000	1,374,000	26,000	1.9%
Capital levies	1,368,000	1,760,000	1,326,466	(392,000)	-22.3%
Contract services	197,000	127,000	142,149	70,000	55.1%
Provincial/Federal					
Provincial grants	420,000	460,000	458,225	(40,000)	-8.7%
Federal grants	250,000	259,000	273,284	(9,000)	-3.5%
Contract services	-	-	74,545	-	0.0%
User fees, sales and admissions	-	-	796	-	0.0%
Contract services					
Corporate and other	4,000	-	27,443	4,000	0.0%
Fundraising					
The Living City Foundation	164,000	143,000	71,000	21,000	14.7%
<b>Total Revenue</b>	<b>3,803,000</b>	<b>4,123,000</b>	<b>3,747,908</b>	<b>(320,000)</b>	<b>-7.8%</b>
<b>Expenditures</b>					
Watershed Planning and Reporting					
Watershed Plans and Strategies	2,786,000	3,093,000	2,890,998	(307,000)	-9.9%
Report Cards	172,000	361,000	295,909	(189,000)	-52.4%
	<u>2,958,000</u>	<u>3,454,000</u>	<u>3,186,907</u>	<u>(496,000)</u>	<u>-14.4%</u>
Climate Science					
Emerging and Integrative Climate Science	774,000	689,000	584,304	85,000	12.3%
	<u>774,000</u>	<u>689,000</u>	<u>584,304</u>	<u>85,000</u>	<u>12.3%</u>
<b>Total Expenditures</b>	<b>3,732,000</b>	<b>4,143,000</b>	<b>3,771,211</b>	<b>(411,000)</b>	<b>-9.9%</b>
<b>Net Surplus (Deficit)</b>	<b>72,000</b>	<b>(20,000)</b>	<b>(23,303)</b>	<b>92,000</b>	<b>-460.0%</b>



Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Water Risk Management

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	685,000	699,000	699,000	(14,000)	-2.0%
Capital levies	20,006,000	19,104,000	15,873,962	902,000	4.7%
Contract services	9,997,000	8,038,000	9,755,724	1,959,000	24.4%
Grants	370,000	31,000	-	339,000	1093.5%
Provincial/Federal					
Provincial grants	1,086,000	897,000	1,939,281	189,000	21.1%
Federal grants	1,077,000	73,000	5,472	1,004,000	1375.3%
Contract services	1,359,000	950,000	452,038	409,000	43.1%
User fees, sales and admissions	47,000	37,000	60,173	10,000	27.0%
Contract services					
Compensation agreements	11,000	-	20,076	11,000	0.0%
Corporate and other	895,000	20,000	920,417	875,000	4375.0%
Rent and property interests	-	-	6,736	-	0.0%
Fundraising					
Donations	-	-	1,270	-	0.0%
The Living City Foundation	-	-	1,163,895	-	0.0%
Investment income	5,000	-	8,496	5,000	0.0%
Sundry	-	-	380	-	0.0%
<b>Total Revenue</b>	<b>35,538,000</b>	<b>29,849,000</b>	<b>30,906,920</b>	<b>5,689,000</b>	<b>19.1%</b>
<b>Expenditures</b>					
Water Resource Science					
Groundwater Strategies	702,000	700,000	784,162	2,000	0.3%
Source Water Protection Strategy	682,000	563,000	639,459	119,000	21.1%
Regional Monitoring - Water	611,000	292,000	1,318,794	319,000	109.2%
Hydrology	200,000	87,000	16,369	113,000	129.9%
Stormwater Management Strategies	567,000	458,000	536,166	109,000	23.8%
Flood Plain Mapping	113,000	307,000	296,022	(194,000)	-63.2%
	<b>2,875,000</b>	<b>2,407,000</b>	<b>3,590,972</b>	<b>468,000</b>	<b>19.4%</b>
Erosion Management					
Capital Works	24,186,000	20,715,000	22,588,707	3,471,000	16.8%
Hazard Monitoring	1,823,000	1,538,000	1,172,146	285,000	18.5%
	<b>26,009,000</b>	<b>22,253,000</b>	<b>23,760,853</b>	<b>3,756,000</b>	<b>16.9%</b>
Flood Management					
Flood Forecasting and Warning	750,000	646,000	672,552	104,000	16.1%
Flood Risk Management	3,930,000	2,457,000	1,674,885	1,473,000	60.0%
Flood Infrastructure and Operations	1,847,000	1,788,000	2,052,919	59,000	3.3%
	<b>6,527,000</b>	<b>4,891,000</b>	<b>4,400,356</b>	<b>1,636,000</b>	<b>33.4%</b>
<b>Total Expenditures</b>	<b>35,411,000</b>	<b>29,551,000</b>	<b>31,752,181</b>	<b>5,860,000</b>	<b>19.8%</b>
<b>Net Surplus (Deficit)</b>	<b>126,000</b>	<b>298,000</b>	<b>(845,259)</b>	<b>(172,000)</b>	<b>-57.7%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Regional Biodiversity

8

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	377,000	132,000	132,000	245,000	185.6%
Capital levies	8,670,000	7,960,000	6,193,601	710,000	8.9%
Contract services	1,757,000	2,164,000	4,095,753	(407,000)	-18.8%
Grants	1,134,000	171,000	420,740	963,000	563.2%
Provincial/Federal					
Provincial grants	125,000	37,000	82,779	88,000	237.8%
Federal grants	418,000	356,000	619,264	62,000	17.4%
Contract services	681,000	523,000	1,203,285	158,000	30.2%
User fees, sales and admissions	60,000	55,000	23,555	5,000	9.1%
Contract services					
Compensation agreements	2,261,000	150,000	1,009,455	2,111,000	1407.3%
Corporate and other	1,331,000	1,005,000	591,884	326,000	32.4%
Rent and property interests	-	-	48,250	-	0.0%
Fundraising					
Donations	5,000	-	5,346	5,000	0.0%
The Living City Foundation	104,000	340,000	301,878	(236,000)	-69.4%
Investment income	-	-	413	-	0.0%
<b>Total Revenue</b>	<b>16,923,000</b>	<b>12,893,000</b>	<b>14,728,203</b>	<b>4,030,000</b>	<b>31.3%</b>
<b>Expenditures</b>					
Biodiversity Monitoring					
Regional Monitoring - Biodiversity	1,047,000	1,270,000	118,941	(223,000)	-17.6%
Activity Based Monitoring	628,000	925,000	617,334	(297,000)	-32.1%
Terrestrial Inventory and Assessment	448,000	328,000	304,682	120,000	36.6%
Waterfront Monitoring	165,000	-	127,187	165,000	0.0%
	<b>2,288,000</b>	<b>2,523,000</b>	<b>1,168,144</b>	<b>(235,000)</b>	<b>-9.3%</b>
Ecosystem Management Research and Directions					
Aquatic System Priority Planning	346,000	359,000	303,110	(13,000)	-3.6%
Terrestrial (and Integrated) Ecosystem Managem	979,000	608,000	577,462	371,000	61.0%
Natural Channel Design	-	23,000	42,273	(23,000)	-100.0%
Restoration Opportunities Bank	8,000	-	30,173	8,000	0.0%
	<b>1,333,000</b>	<b>990,000</b>	<b>953,018</b>	<b>343,000</b>	<b>34.6%</b>
Forest Management					
Managed Forest Tax Incentive Planning	5,000	-	6,653	5,000	0.0%
Hazard Tree Management	592,000	226,000	442,856	366,000	161.9%
Invasive Species Management	344,000	652,000	487,360	(308,000)	-47.2%
Forest Management Planning	35,000	56,000	39,185	(21,000)	-37.5%
Forest Management Operations	655,000	658,000	427,263	(3,000)	-0.5%
	<b>1,631,000</b>	<b>1,592,000</b>	<b>1,403,317</b>	<b>39,000</b>	<b>2.4%</b>
Restoration and Regeneration					
Propagation and Sale of Plants	90,000	65,000	(134,235)	25,000	38.5%
Inland and Lakefill Soil Management	431,000	225,000	34,093	206,000	91.6%
Shoreline Restoration	2,015,000	479,000	1,701,578	1,536,000	320.7%
Wetlands	1,346,000	1,377,000	1,424,584	(31,000)	-2.3%
Riparian and Flood Plain Restoration	598,000	502,000	757,446	96,000	19.1%
Natural Channel and Stream Restoration	1,924,000	2,035,000	2,027,401	(111,000)	-5.5%
Terrestrial Planting	2,330,000	1,996,000	699,829	334,000	16.7%
Wildlife Habitat Management	413,000	181,000	579,844	232,000	128.2%
Compensation Restoration	1,922,000	50,000	849,061	1,872,000	3744.0%
Watershed Restoration	953,000	1,316,000	3,172,457	(363,000)	-27.6%
	<b>12,022,000</b>	<b>8,226,000</b>	<b>11,112,058</b>	<b>3,796,000</b>	<b>46.1%</b>
<b>Total Expenditures</b>	<b>17,274,000</b>	<b>13,331,000</b>	<b>14,636,537</b>	<b>3,943,000</b>	<b>29.6%</b>
<b>Net Surplus (Deficit)</b>	<b>(351,000)</b>	<b>(438,000)</b>	<b>91,669</b>	<b>87,000</b>	<b>-19.9%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Greenspace Securement and Management

9

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Capital levies	1,660,000	2,977,000	2,435,924	(1,317,000)	-44.2%
Contract services	1,761,000	148,000	171,524	1,613,000	1089.9%
Grants	1,147,000	1,147,000	391,500	-	0.0%
Provincial/Federal					
Provincial grants	-	-	12,120	-	0.0%
Federal grants	3,000	-	62,441	3,000	0.0%
Contract services	-	-	16,787	-	0.0%
User fees, sales and admissions	2,000	10,000	16,270	(8,000)	-80.0%
Contract services					
Compensation agreements	40,000	-	825,429	40,000	0.0%
Corporate and other	301,000	387,000	164,111	(86,000)	-22.2%
Rent and property interests	3,117,000	3,244,000	3,880,041	(127,000)	-3.9%
Fundraising					
Donations	250,000	250,000	368,900	-	0.0%
The Living City Foundation	-	-	771	-	0.0%
Investment income	-	-	39,095	-	0.0%
Sundry	5,000	5,000	29,517	-	0.0%
<b>Total Revenue</b>	<b>8,286,000</b>	<b>8,168,000</b>	<b>8,414,430</b>	<b>118,000</b>	<b>1.4%</b>
<b>Expenditures</b>					
Greenspace Securement					
Greenspace Land Acquisition	1,770,000	1,517,000	1,803,314	253,000	16.7%
Greenspace Planning	20,000	-	1,761	20,000	0.0%
	<b>1,790,000</b>	<b>1,517,000</b>	<b>1,805,075</b>	<b>273,000</b>	<b>18.0%</b>
Greenspace Management					
Archaeology	516,000	373,000	450,570	143,000	38.3%
Property Taxes and Insurance	317,000	398,000	292,337	(81,000)	-20.4%
Resource Management Planning	407,000	677,000	431,941	(270,000)	-39.9%
Inventory and Audit	262,000	216,000	258,577	46,000	21.3%
Implementation	2,512,000	912,000	1,435,504	1,600,000	175.4%
Hazard Management	70,000	300,000	163,604	(230,000)	-76.7%
	<b>4,084,000</b>	<b>2,876,000</b>	<b>3,032,533</b>	<b>1,208,000</b>	<b>42.0%</b>
Rental Properties					
Rentals	1,897,000	2,181,000	2,362,090	(284,000)	-13.0%
	<b>1,897,000</b>	<b>2,181,000</b>	<b>2,362,090</b>	<b>(284,000)</b>	<b>-13.0%</b>
<b>Total Expenditures</b>	<b>7,771,000</b>	<b>6,574,000</b>	<b>7,199,698</b>	<b>1,197,000</b>	<b>18.2%</b>
<b>Net Surplus (Deficit)</b>	<b>515,000</b>	<b>1,594,000</b>	<b>1,214,733</b>	<b>(1,079,000)</b>	<b>-67.7%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Tourism and Recreation

10

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	1,624,000	2,111,000	2,110,500	(487,000)	-23.1%
Capital levies	5,061,000	2,525,000	2,590,416	2,536,000	100.4%
Contract services	1,685,000	825,000	1,835,278	860,000	104.2%
Grants	1,960,000	2,287,000	1,300,156	(327,000)	-14.3%
Provincial/Federal					
Provincial grants	220,000	369,000	283,686	(149,000)	-40.4%
Federal grants	585,000	30,000	423,280	555,000	1850.0%
Contract services	281,000	58,000	304,540	223,000	384.5%
User fees, sales and admissions	11,234,000	10,332,000	11,085,846	902,000	8.7%
Contract services					
Compensation agreements	6,000	10,000	279,278	(4,000)	-40.0%
Corporate and other	202,000	101,000	98,961	101,000	100.0%
Rent and property interests	177,000	120,000	366,158	57,000	47.5%
Fundraising					
Donations	-	5,000	51,283	(5,000)	-100.0%
The Living City Foundation	570,000	3,000	133,961	567,000	18900.0%
Investment income	-	-	191	-	0.0%
Sundry	4,000	2,000	300	2,000	100.0%
<b>Total Revenue</b>	<b>23,609,000</b>	<b>18,778,000</b>	<b>20,863,834</b>	<b>4,831,000</b>	<b>25.7%</b>
<b>Expenditures</b>					
Waterfront Parks					
General Maintenance	2,972,000	252,000	412,638	2,720,000	1079.4%
Park Planning	409,000	1,388,000	1,057,908	(979,000)	-70.5%
Arsenal Lands	173,000	1,068,000	1,099,203	(895,000)	-83.8%
Park Development	440,000	-	46,806	440,000	0.0%
	<b>3,994,000</b>	<b>2,708,000</b>	<b>2,616,555</b>	<b>1,286,000</b>	<b>47.5%</b>
Conservation Parks					
Day Use	3,285,000	3,313,000	3,446,663	(28,000)	-0.8%
Picnics	1,046,000	637,000	825,809	409,000	64.2%
Swimming	450,000	520,000	697,268	(70,000)	-13.5%
Fishing	21,000	23,000	30,965	(2,000)	-8.7%
Camping	1,423,000	1,239,000	1,311,103	184,000	14.9%
Cross Country Skiing	26,000	25,000	76,664	1,000	4.0%
Filming	-	-	111	-	0.0%
Park Development	653,000	448,000	350,885	205,000	45.8%
	<b>6,904,000</b>	<b>6,205,000</b>	<b>6,739,468</b>	<b>699,000</b>	<b>11.3%</b>
Trails					
Trail Development	3,696,000	2,558,000	2,172,990	1,138,000	44.5%
Trail Management	262,000	150,000	482,123	112,000	74.7%
Trail Planning	311,000	221,000	295,196	90,000	40.7%
TRCA Trail Strategy	7,000	-	20,860	7,000	0.0%
	<b>4,276,000</b>	<b>2,929,000</b>	<b>2,971,169</b>	<b>1,347,000</b>	<b>46.0%</b>
Bathurst Glen Golf Course					
Golf Course	1,367,000	1,254,000	1,173,680	113,000	9.0%
	<b>1,367,000</b>	<b>1,254,000</b>	<b>1,173,680</b>	<b>113,000</b>	<b>9.0%</b>
Black Creek Pioneer Village					
Heritage Village	4,494,000	6,207,000	6,555,114	(1,713,000)	-27.6%
	<b>4,494,000</b>	<b>6,207,000</b>	<b>6,555,114</b>	<b>(1,713,000)</b>	<b>-27.6%</b>
Events and Festivals					
Kortright	246,000	251,000	331,550	(5,000)	-2.0%
Black Creek Pioneer Village	375,000	291,000	489,496	84,000	28.9%
Other Facilities	208,000	165,000	285,406	43,000	26.1%
	<b>829,000</b>	<b>707,000</b>	<b>1,106,452</b>	<b>122,000</b>	<b>17.3%</b>

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Wedding and Corporate Events					
Kortright	956,000	946,000	1,018,058	10,000	1.1%
Black Creek Pioneer Village	985,000	1,009,000	909,279	(24,000)	-2.4%
	<u>1,941,000</u>	<u>1,955,000</u>	<u>1,927,337</u>	<u>(14,000)</u>	<u>-0.7%</u>
<b>Total Expenditures</b>	<u>23,805,000</u>	<u>21,965,000</u>	<u>23,089,775</u>	<u>1,840,000</u>	<u>8.4%</u>
 <b>Net Surplus (Deficit)</b>	 <u>(196,000)</u>	 <u>(3,185,000)</u>	 <u>(2,225,939)</u>	 <u>2,989,000</u>	 <u>-93.8%</u>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Planning and Development Review

12

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Capital levies	877,000	939,000	930,279	(62,000)	-6.6%
Contract services	864,000	950,000	994,085	(86,000)	-9.1%
Grants	76,000	186,000	94,100	(110,000)	-59.1%
Provincial/Federal					
Provincial grants	150,000	150,000	150,000	-	0.0%
Contract services	407,000	335,000	321,390	72,000	21.5%
User fees, sales and admissions	8,645,000	6,691,000	7,260,932	1,954,000	29.2%
Contract services					
Compensation agreements	-	-	27,335	-	0.0%
Corporate and other	105,000	112,000	122,092	(7,000)	-6.3%
<b>Total Revenue</b>	<b>11,124,000</b>	<b>9,363,000</b>	<b>9,900,213</b>	<b>1,761,000</b>	<b>18.8%</b>
<b>Expenditures</b>					
Development Planning and Regulation Permitting					
Planning	2,069,000	1,795,000	1,735,522	274,000	15.3%
Permitting	1,550,000	1,405,000	1,306,663	145,000	10.3%
Enquiries	38,000	-	2,366	38,000	0.0%
Technical Services	1,813,000	1,418,000	1,962,888	395,000	27.9%
Development Enforcement and Compliance	427,000	412,000	426,740	15,000	3.6%
	<b>5,897,000</b>	<b>5,030,000</b>	<b>5,434,179</b>	<b>867,000</b>	<b>17.2%</b>
Environmental Assessment Planning and Permitting					
Planning (Basic, Servicing Agreements, Master F	1,117,000	1,050,000	994,053	67,000	6.4%
Permitting	1,002,000	955,000	945,380	47,000	4.9%
Development Enforcement and Compliance	284,000	274,000	244,061	10,000	3.6%
Technical Services	1,187,000	1,219,000	789,651	(32,000)	-2.6%
	<b>3,590,000</b>	<b>3,498,000</b>	<b>2,973,145</b>	<b>92,000</b>	<b>2.6%</b>
Policy Development and Review					
Policy	846,000	836,000	814,561	10,000	1.2%
	<b>846,000</b>	<b>836,000</b>	<b>814,561</b>	<b>10,000</b>	<b>1.2%</b>
<b>Total Expenditures</b>	<b>10,333,000</b>	<b>9,364,000</b>	<b>9,221,885</b>	<b>969,000</b>	<b>10.3%</b>
<b>Net Surplus (Deficit)</b>	<b>792,000</b>	<b>-</b>	<b>678,329</b>	<b>792,000</b>	<b>0.0%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Education and Outreach

13

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	1,850,000	1,741,000	1,740,500	109,000	6.3%
Capital levies	8,722,000	2,553,000	2,175,110	6,169,000	241.6%
Contract services	303,000	303,000	357,312	-	0.0%
Grants	-	-	308,200	-	0.0%
Provincial/Federal					
Provincial grants	833,000	859,000	640,672	(26,000)	-3.0%
Federal grants	220,000	141,000	461,801	79,000	56.0%
User fees, sales and admissions	3,787,000	3,452,000	3,267,801	335,000	9.7%
Contract services					
Corporate and other	24,000	19,000	26,597	5,000	26.3%
Fundraising					
Donations	-	25,000	24,442	(25,000)	-100.0%
The Living City Foundation	775,000	691,000	2,696,159	84,000	12.2%
Investment income	-	-	1,106	-	0.0%
Sundry	-	-	450	-	0.0%
<b>Total Revenue</b>	<b>16,514,000</b>	<b>9,784,000</b>	<b>11,700,150</b>	<b>6,730,000</b>	<b>68.8%</b>
<b>Expenditures</b>					
School Programs					
Early Learners	574,000	439,000	479,477	135,000	30.8%
Post Secondary	12,000	16,000	12,197	(4,000)	-25.0%
Elementary	6,102,000	6,416,000	7,187,477	(314,000)	-4.9%
Secondary	7,261,000	867,000	719,095	6,394,000	737.5%
	<b>13,949,000</b>	<b>7,738,000</b>	<b>8,398,246</b>	<b>6,211,000</b>	<b>80.3%</b>
Newcomer Services					
Development of Internationally Trained Professio	778,000	785,000	800,874	(7,000)	-0.9%
Multicultural Connections Program	177,000	172,000	208,538	5,000	2.9%
	<b>955,000</b>	<b>957,000</b>	<b>1,009,412</b>	<b>(2,000)</b>	<b>-0.2%</b>
Family and Community Programs					
Kortright	1,262,000	748,000	838,878	514,000	68.7%
Other Locations	349,000	341,000	358,665	8,000	2.3%
	<b>1,611,000</b>	<b>1,089,000</b>	<b>1,197,543</b>	<b>522,000</b>	<b>47.9%</b>
<b>Total Expenditures</b>	<b>16,515,000</b>	<b>9,784,000</b>	<b>10,605,201</b>	<b>6,731,000</b>	<b>68.8%</b>
<b>Net Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>1,094,950</b>	<b>-</b>	<b>0.0%</b>

Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Sustainable Communities

14

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	155,000	153,000	153,000	2,000	1.3%
Capital levies	5,488,000	5,764,000	4,900,926	(276,000)	-4.8%
Contract services	234,000	162,000	130,555	72,000	44.4%
Grants	38,000	74,000	149,809	(36,000)	-48.6%
Provincial/Federal					
Provincial grants	213,000	120,000	326,790	93,000	77.5%
Federal grants	355,000	437,000	151,200	(82,000)	-18.8%
Contract services	365,000	2,100,000	1,503,356	(1,735,000)	-82.6%
User fees, sales and admissions	968,000	1,027,000	925,844	(59,000)	-5.7%
Contract services					
Compensation agreements	6,000	34,000	333	(28,000)	-82.4%
Corporate and other	1,146,000	847,000	1,090,570	299,000	35.3%
Fundraising					
Donations	142,000	524,000	223,117	(382,000)	-72.9%
The Living City Foundation	410,000	267,000	268,739	143,000	53.6%
Sundry	-	-	861	-	0.0%
<b>Total Revenue</b>	<b>9,520,000</b>	<b>11,509,000</b>	<b>9,825,100</b>	<b>(1,989,000)</b>	<b>-17.3%</b>
<b>Expenditures</b>					
Living City Transition Program					
Sustainable Neighbourhood	972,000	1,055,000	844,296	(83,000)	-7.9%
Community Transformation	1,177,000	1,544,000	1,141,846	(367,000)	-23.8%
Partners in Project Green	1,413,000	3,301,000	2,445,090	(1,888,000)	-57.2%
Urban Agriculture	171,000	328,000	152,762	(157,000)	-47.9%
Sustainable Technology Evaluation Program	2,301,000	1,925,000	2,250,120	376,000	19.5%
Climate Consortium	304,000	323,000	301,348	(19,000)	-5.9%
Green Infrastructure Ontario	287,000	232,000	122,486	55,000	23.7%
	<b>6,625,000</b>	<b>8,708,000</b>	<b>7,257,948</b>	<b>(2,083,000)</b>	<b>-23.9%</b>
Community Engagement					
Citizen Based Regeneration	1,446,000	1,515,000	1,630,965	(69,000)	-4.6%
Stewardship	687,000	686,000	645,577	1,000	0.1%
Watershed Engagement	760,000	645,000	342,487	115,000	17.8%
	<b>2,893,000</b>	<b>2,846,000</b>	<b>2,619,029</b>	<b>47,000</b>	<b>1.7%</b>
<b>Total Expenditures</b>	<b>9,518,000</b>	<b>11,554,000</b>	<b>9,876,977</b>	<b>(2,036,000)</b>	<b>-17.6%</b>
<b>Net Surplus (Deficit)</b>	<b>2,000</b>	<b>(44,000)</b>	<b>(51,877)</b>	<b>46,000</b>	<b>-104.5%</b>



Toronto and Region Conservation Authority  
2018 Operating and Capital Budget - Corporate Services

15

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	8,231,000	7,719,000	7,719,000	512,000	6.6%
Capital levies	3,552,000	2,896,000	1,865,191	656,000	22.7%
Contract services	5,000	-	238,860	5,000	0.0%
Grants	225,000	140,000	56,102	85,000	60.7%
Provincial/Federal					
Provincial grants	120,000	120,000	120,000	-	0.0%
User fees, sales and admissions	125,000	77,000	138,047	48,000	62.3%
Contract services					
Compensation agreements	-	-	28,800	-	0.0%
Corporate and other	30,000	-	38,000	30,000	0.0%
Rent and property interests	34,000	33,000	24,545	1,000	3.0%
Fundraising					
The Living City Foundation	-	-	36,651	-	0.0%
Investment income	676,000	625,000	745,913	51,000	8.2%
Sundry	2,000	96,000	655,332	(94,000)	-97.9%
<b>Total Revenue</b>	<b>13,000,000</b>	<b>11,706,000</b>	<b>11,666,441</b>	<b>1,294,000</b>	<b>11.1%</b>
<b>Expenditures</b>					
Financial Management					
Accounting and Reporting	2,173,000	1,777,000	1,798,577	396,000	22.3%
Business Planning and Strategic Management	807,000	789,000	700,949	18,000	2.3%
	<b>2,980,000</b>	<b>2,566,000</b>	<b>2,499,526</b>	<b>414,000</b>	<b>16.1%</b>
Corporate Management and Governance					
Corporate Secretariat	1,383,000	1,307,000	1,422,411	76,000	5.8%
Corporate Sustainability Management	44,000	192,000	102,309	(148,000)	-77.1%
Support Services	6,998,000	6,207,000	5,837,643	791,000	12.7%
Office of the CEO	80,000	12,000	4,973	68,000	566.7%
	<b>8,505,000</b>	<b>7,718,000</b>	<b>7,367,336</b>	<b>787,000</b>	<b>10.2%</b>
Human Resources					
Volunteers	-	21,000	47,464	(21,000)	-100.0%
Employee Support	1,521,000	1,009,000	902,979	512,000	50.7%
Health and Safety	-	-	279	-	0.0%
	<b>1,521,000</b>	<b>1,030,000</b>	<b>950,722</b>	<b>491,000</b>	<b>47.7%</b>
Corporate Communications					
Communications	1,619,000	1,549,000	1,492,930	70,000	4.5%
Digital and Social Media	57,000	70,000	62,669	(13,000)	-18.6%
	<b>1,676,000</b>	<b>1,619,000</b>	<b>1,555,599</b>	<b>57,000</b>	<b>3.5%</b>
Information Infrastructure and Management					
Information Technology	855,000	808,000	836,085	47,000	5.8%
Knowledge and Data Management	1,694,000	1,591,000	1,422,799	103,000	6.5%
Business Software	239,000	303,000	197,160	(64,000)	-21.1%
	<b>2,788,000</b>	<b>2,702,000</b>	<b>2,456,044</b>	<b>86,000</b>	<b>3.2%</b>

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Project Recoveries					
Project Recoveries	(3,310,000)	(3,099,000)	(3,329,845)	(211,000)	6.8%
	<u>(3,310,000)</u>	<u>(3,099,000)</u>	<u>(3,329,845)</u>	<u>(211,000)</u>	<u>6.8%</u>
Vehicles and Equipment					
Operations	(690,000)	(630,000)	(471,108)	(60,000)	9.5%
Acquisitions	690,000	1,005,000	1,057,525	(315,000)	-31.3%
	<u>-</u>	<u>375,000</u>	<u>586,417</u>	<u>(375,000)</u>	<u>-100.0%</u>
<b>Total Expenditures</b>	<u>14,160,000</u>	<u>12,911,000</u>	<u>12,085,799</u>	<u>1,249,000</u>	<u>9.7%</u>
<b>Net Surplus (Deficit)</b>	<u>(1,165,000)</u>	<u>(1,211,000)</u>	<u>(419,359)</u>	<u>46,000</u>	<u>-3.8%</u>

# Toronto and Region Conservation Authority

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Summary by Service Area (Surplus/Deficit)  
(\$000s)

Service Area	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Watershed Studies and Strategies	72	(20)	(23)	92	-460%
Water Risk Management	126	298	(845)	(172)	-58%
Regional Biodiversity	(351)	(438)	92	87	-20%
Greenspace Securement and Managemer	515	1,594	1,215	(1,079)	-68%
Tourism and Recreation	(196)	(3,185)	(2,226)	2,989	-94%
Planning and Development Review	792	-	678	792	-
Education and Outreach	-	-	1,094	-	-
Sustainable Communities	2	(44)	(52)	46	-105%
Corporate Services	<u>(1,165)</u>	<u>(1,211)</u>	<u>(419)</u>	<u>42</u>	<u>-3%</u>
Net Surplus (Deficit)	<u><u>(205)</u></u>	<u><u>(3,006)</u></u>	<u><u>(486)</u></u>	<u><u>2,801</u></u>	<u><u>-93%</u></u>

Toronto and Region Conservation Authority  
2018 Operating Budget

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	14,322,000	13,928,000	13,928,000	394,000	2.8%
Capital levies	377,000	362,000	362,000	15,000	4.1%
Contract services	1,059,000	976,000	1,156,952	83,000	8.5%
Grants	371,000	396,000	405,485	(25,000)	-6.3%
Provincial/Federal					
Provincial grants	1,756,000	1,716,000	1,660,577	40,000	2.3%
Federal grants	102,000	15,000	566,072	87,000	580.0%
Contract services	939,000	335,000	1,381,368	604,000	180.3%
User fees, sales and admissions	23,803,000	20,550,000	21,750,793	3,253,000	15.8%
Contract services					
Compensation agreements	-	-	27,335	-	0.0%
Corporate and other	857,000	881,000	610,678	(24,000)	-2.7%
Rent and property interests	3,098,000	3,377,000	4,141,099	(279,000)	-8.3%
Fundraising					
Donations	-	5,000	62,173	(5,000)	-100.0%
The Living City Foundation	719,000	713,000	422,207	6,000	0.8%
Investment income	676,000	625,000	747,210	51,000	8.2%
Sundry	9,000	103,000	685,980	(94,000)	-91.3%
<b>Total Revenue</b>	<b>48,088,000</b>	<b>43,982,000</b>	<b>47,907,929</b>	<b>4,106,000</b>	<b>9.3%</b>

Toronto and Region Conservation Authority  
2018 Operating Budget

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,637,000	1,608,000	1,566,200	29,000	1.8%
Climate Science	102,000	99,000	104,785	3,000	3.0%
	<u>1,739,000</u>	<u>1,707,000</u>	<u>1,670,985</u>	<u>32,000</u>	<u>1.9%</u>
Water Risk Management					
Erosion Management	-	-	(49,200)	-	0.0%
Flood Management	1,137,000	1,033,000	1,069,488	104,000	10.1%
	<u>1,137,000</u>	<u>1,033,000</u>	<u>1,020,288</u>	<u>104,000</u>	<u>10.1%</u>
Regional Biodiversity					
Biodiversity Monitoring	22,000	3,000	12,601	19,000	633.3%
Ecosystem Management Research and Directions	-	-	19,250	-	0.0%
Forest Management	140,000	137,000	132,580	3,000	2.2%
Restoration and Regeneration	1,136,000	572,000	1,299,225	564,000	98.6%
	<u>1,298,000</u>	<u>712,000</u>	<u>1,463,656</u>	<u>586,000</u>	<u>82.3%</u>
Greenspace Securement and Management					
Greenspace Securement	-	-	(11,855)	-	0.0%
Greenspace Management	1,044,000	981,000	935,942	63,000	6.4%
Rental Properties	1,897,000	2,181,000	2,362,090	(284,000)	-13.0%
	<u>2,941,000</u>	<u>3,162,000</u>	<u>3,286,177</u>	<u>(221,000)</u>	<u>-7.0%</u>
Tourism and Recreation					
Conservation Parks	5,211,000	5,031,000	5,582,801	180,000	3.6%
Bathurst Glen Golf Course	1,367,000	1,254,000	1,173,680	113,000	9.0%
Black Creek Pioneer Village	4,118,000	4,005,000	4,033,827	113,000	2.8%
Events and Festivals	829,000	707,000	1,106,349	122,000	17.3%
Wedding and Corporate Events	1,941,000	1,955,000	1,927,337	(14,000)	-0.7%
	<u>13,466,000</u>	<u>12,952,000</u>	<u>13,823,994</u>	<u>514,000</u>	<u>4.0%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	5,845,000	4,897,000	5,429,734	948,000	19.4%
Environmental Assessment Planning and Permitting	3,590,000	3,498,000	2,973,144	92,000	2.6%
Policy Development and Review	346,000	259,000	249,038	87,000	33.6%
	<u>9,781,000</u>	<u>8,654,000</u>	<u>8,651,916</u>	<u>1,127,000</u>	<u>13.0%</u>
Education and Outreach					
School Programs	5,207,000	4,767,000	4,608,459	440,000	9.2%
Newcomer Services	778,000	785,000	800,874	(7,000)	-0.9%
Family and Community Programs	921,000	796,000	821,007	125,000	15.7%
	<u>6,906,000</u>	<u>6,348,000</u>	<u>6,230,340</u>	<u>558,000</u>	<u>8.8%</u>
Sustainable Communities					
Living City Transition Program	144,000	143,000	110,017	1,000	0.7%
Community Engagement	73,000	92,000	64,021	(19,000)	-20.7%
	<u>217,000</u>	<u>235,000</u>	<u>174,038</u>	<u>(18,000)</u>	<u>-7.7%</u>

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Corporate Services					
Financial Management	2,980,000	2,566,000	2,499,527	414,000	16.1%
Corporate Management and Governance	5,414,000	5,223,000	5,329,081	191,000	3.7%
Human Resources	1,521,000	1,030,000	913,792	491,000	47.7%
Corporate Communications	1,676,000	1,619,000	1,555,599	57,000	3.5%
Information Infrastructure and Management	2,327,000	2,302,000	2,148,264	25,000	1.1%
Project Recoveries	(3,315,000)	(3,099,000)	(3,409,392)	(216,000)	7.0%
Vehicles and Equipment	-	375,000	581,659	(375,000)	-100.0%
	<u>10,603,000</u>	<u>10,016,000</u>	<u>9,618,530</u>	<u>587,000</u>	<u>5.9%</u>
<b>Total Expenditures</b>	<u>48,088,000</u>	<u>44,819,000</u>	<u>45,939,924</u>	<u>3,269,000</u>	<u>7.3%</u>
<b>Net Surplus (Deficit)</b>	<u>-</u>	<u>(835,000)</u>	<u>1,968,006</u>	<u>835,000</u>	<u>-100.0%</u>

Toronto and Region Conservation Authority  
Apportionment of 2018 General Levy

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	Matching Levy	Matching Non-Levy	Tax Adjustment	Non-CVA Levy	2018 General Levy	2017 General Levy	Change Over 2017	
	\$	\$	\$		\$	\$	\$	%
ADJALA-TOSORONTIO	50	820			870	870	-	0.00%
DURHAM	21,784	354,630	95,400	67,306	539,120	526,025	13,095	2.49%
TORONTO	497,788	8,103,612	700		8,602,100	8,404,400	197,700	2.35%
MONO	64	1,046	600		1,710	2,105	(395)	-18.76%
PEEL	86,907	1,414,776	54,200	300,117	1,856,000	1,798,000	58,000	3.23%
YORK	167,407	2,725,216	183,300	246,077	3,322,000	3,197,000	125,000	3.91%
	774,000	12,600,100	334,200	613,500	14,321,800	13,928,400	393,400	2.82%

Toronto and Region Conservation Authority  
2018 Basis of Apportionment - Municipal Levy

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Municipality	Current Value Assessment	% OF Municipality in Authority	Current Value Assessment in Watershed	Total Population	Population in Authority
	\$(000's)		\$(000's)		
Township of Adjala-Tosorontio	1,944,361	4	77,774	9,427	377
Durham, Regional Municipality of	40,579,521	*	33,572,598	194,725	162,324
City of Toronto	767,170,958	100	767,170,958	2,168,186	2,168,186
Town of Mono	1,981,685	5	99,084	7,303	365
Peel, Regional Municipality of	302,325,205	*	133,937,982	1,056,763	485,681
York, Regional Municipality of	283,355,316	*	257,999,311	761,188	684,913
	<u>1,397,357,046</u>		<u>1,192,857,708</u>	<u>4,197,592</u>	<u>3,501,846</u>
<u>Analysis of Regional Municipalities*</u>					
Durham, Regional Municipality of					
Ajax, Town of	18,132,236	86	15,593,723	95,948	82,515
Pickering, Town of	18,044,593	95	17,142,363	80,317	76,301
Uxbridge Township	4,402,692	19	836,511	18,460	3,507
	<u>40,579,521</u>		<u>33,572,598</u>	<u>194,725</u>	<u>162,324</u>
Peel, Regional Municipality of					
Brampton, City	101,210,435	63	63,762,574	414,128	260,901
Mississauga, City of	183,807,796	33	60,656,573	584,858	193,003
Caledon, Town of	17,306,974	55	9,518,836	57,777	31,777
	<u>302,325,205</u>		<u>133,937,982</u>	<u>1,056,763</u>	<u>485,681</u>
York, Regional Municipality of					
Aurora, Town of	14,758,902	4	590,356	45,303	1,812
Markham, Town of	90,841,684	100	90,841,684	254,855	254,855
Richmond Hill, Town of	55,143,345	99	54,591,912	150,716	149,209
Vaughan, Town of	103,678,647	100	103,678,647	254,715	254,715
Whitchurch-Stouffville, Town of	11,150,993	43	4,794,927	34,877	14,997
King Township	7,781,745	45	3,501,785	20,722	9,325
	<u>283,355,316</u>		<u>257,999,311</u>	<u>761,188</u>	<u>684,913</u>

\*As provided by the Ministry of Natural Resources and Forestry



Toronto and Region Conservation Authority  
2018 Capital Budget

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Capital levies	55,025,000	46,115,000	37,929,876	8,910,000	19.3%
Contract services	15,743,000	11,741,000	16,564,288	4,002,000	34.1%
Grants	4,579,000	3,640,000	2,315,122	939,000	25.8%
Provincial/Federal					
Provincial grants	1,411,000	1,296,000	2,352,976	115,000	8.9%
Federal grants	2,807,000	1,281,000	1,430,671	1,526,000	119.1%
Contract services	2,154,000	3,631,000	2,494,574	(1,477,000)	-40.7%
User fees, sales and admissions	1,064,000	1,131,000	1,028,469	(67,000)	-5.9%
Contract services					
Compensation agreements	2,323,000	194,000	2,163,372	2,129,000	1097.4%
Corporate and other	3,180,000	1,609,000	2,469,397	1,571,000	97.6%
Rent and property interests	230,000	20,000	184,630	210,000	1050.0%
Fundraising					
Donations	397,000	799,000	612,185	(402,000)	-50.3%
The Living City Foundation	1,304,000	730,000	4,250,848	574,000	78.6%
Investment income	5,000	-	48,004	5,000	0.0%
Sundry	2,000	-	861	2,000	0.0%
<b>Total Revenue</b>	<b>90,224,000</b>	<b>72,187,000</b>	<b>73,845,273</b>	<b>18,037,000</b>	<b>25.0%</b>

Toronto and Region Conservation Authority  
2018 Capital Budget

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	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,321,000	1,846,000	1,620,707	(525,000)	-28.4%
Climate Science	672,000	590,000	479,519	82,000	13.9%
	<u>1,993,000</u>	<u>2,436,000</u>	<u>2,100,226</u>	<u>(443,000)</u>	<u>-18.2%</u>
Water Risk Management					
Water Resource Science	2,875,000	2,407,000	3,590,971	468,000	19.4%
Erosion Management	26,009,000	22,253,000	23,810,053	3,756,000	16.9%
Flood Management	5,390,000	3,858,000	3,330,868	1,532,000	39.7%
	<u>34,274,000</u>	<u>28,518,000</u>	<u>30,731,892</u>	<u>5,756,000</u>	<u>20.2%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,266,000	2,520,000	1,155,542	(254,000)	-10.1%
Ecosystem Management Research and Directions	1,332,000	990,000	933,768	342,000	34.5%
Forest Management	1,491,000	1,455,000	1,270,736	36,000	2.5%
Restoration and Regeneration	10,886,000	7,654,000	9,812,832	3,232,000	42.2%
	<u>15,975,000</u>	<u>12,619,000</u>	<u>13,172,878</u>	<u>3,356,000</u>	<u>26.6%</u>
Greenspace Securement and Management					
Greenspace Securement	1,790,000	1,517,000	1,816,930	273,000	18.0%
Greenspace Management	3,040,000	1,895,000	2,096,590	1,145,000	60.4%
	<u>4,830,000</u>	<u>3,412,000</u>	<u>3,913,520</u>	<u>1,418,000</u>	<u>41.6%</u>
Tourism and Recreation					
Waterfront Parks	3,994,000	2,708,000	2,616,554	1,286,000	47.5%
Conservation Parks	1,692,000	1,173,000	1,156,666	519,000	44.2%
Trails	4,276,000	2,929,000	2,971,169	1,347,000	46.0%
Black Creek Pioneer Village	376,000	2,202,000	2,521,287	(1,826,000)	-82.9%
Events and Festivals	-	-	103	-	0.0%
	<u>10,338,000</u>	<u>9,012,000</u>	<u>9,265,779</u>	<u>1,326,000</u>	<u>14.7%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	52,000	132,000	4,444	(80,000)	-60.6%
Policy Development and Review	500,000	577,000	565,523	(77,000)	-13.3%
	<u>552,000</u>	<u>709,000</u>	<u>569,967</u>	<u>(157,000)</u>	<u>-22.1%</u>
Education and Outreach					
School Programs	8,742,000	2,971,000	3,789,788	5,771,000	194.2%
Newcomer Services	177,000	172,000	208,538	5,000	2.9%
Family and Community Programs	690,000	293,000	376,535	397,000	135.5%
	<u>9,609,000</u>	<u>3,436,000</u>	<u>4,374,861</u>	<u>6,173,000</u>	<u>179.7%</u>
Sustainable Communities					
Living City Transition Program	6,480,000	8,565,000	7,147,931	(2,085,000)	-24.3%
Community Engagement	2,820,000	2,753,000	2,555,009	67,000	2.4%
	<u>9,300,000</u>	<u>11,318,000</u>	<u>9,702,940</u>	<u>(2,018,000)</u>	<u>-17.8%</u>

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Corporate Services					
Corporate Management and Governance	3,092,000	2,496,000	2,038,256	596,000	23.9%
Human Resources	-	-	36,930	-	0.0%
Information Infrastructure and Management	460,000	400,000	307,779	60,000	15.0%
Project Recoveries	5,000	-	79,547	5,000	0.0%
Vehicles and Equipment	-	-	4,758	-	0.0%
	<u>3,557,000</u>	<u>2,896,000</u>	<u>2,467,270</u>	<u>661,000</u>	<u>22.8%</u>
<b>Total Expenditures</b>	<u>90,428,000</u>	<u>74,356,000</u>	<u>76,299,333</u>	<u>16,072,000</u>	<u>21.6%</u>
<b>Net Surplus (Deficit)</b>	<u>(205,000)</u>	<u>(2,168,000)</u>	<u>(2,454,059)</u>	<u>1,963,000</u>	<u>-90.5%</u>

Toronto and Region Conservation Authority  
2018 Capital Levy Summary by Service Area  
(\$000s)

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Service Area	Peel	Toronto	York	Durham	Adjala	Mono	Total by Service Area
Watershed Studies and Strategies	742	246	189	9			1,186
Water Risk Management	2,107	11,247	1,831	337			15,522
Regional Biodiversity	3,465	3,016	1,010	423			7,914
Greenspace Securement and Management	756	64	201	3			1,024
Tourism and Recreation	1,537	2,941	193	105			4,776
Planning and Development Review	57	322 *	107	14			500
Education and Outreach	5,306	147	177				5,630
Sustainable Communities	3,350	898	505	102			4,855
Corporate Services	916	949	621	82			2,568
	18,236	19,830	4,834	1,075	-	-	43,975
Carryforward (net)	6,641	3,372	958	79			11,050
							-
<b>Total by Municipality</b>	<b>24,877</b>	<b>23,202</b>	<b>5,792</b>	<b>1,154</b>	<b>-</b>	<b>-</b>	<b>55,025</b>

\*Excludes \$377,000 in Operating Budget in Planning and Development Review Service Area for Environmental Assessment Planning and Permitting

# Toronto and Region Conservation Authority

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## 2018 Operating and Capital Budget - excluding tangible capital asset expenditures

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	14,322,000	13,928,000	13,928,000	394,000	2.8%
Capital levies	55,402,000	46,477,000	38,291,876	8,925,000	19.2%
Contract services	16,802,000	12,717,000	17,721,240	4,085,000	32.1%
Grants	4,950,000	4,036,000	2,720,607	914,000	22.6%
Provincial/Federal					
Provincial grants	3,167,000	3,012,000	4,013,553	155,000	5.1%
Federal grants	2,909,000	1,296,000	1,996,742	1,613,000	124.5%
Contract services	3,093,000	3,966,000	3,875,942	(873,000)	-22.0%
User fees, sales and admissions	24,867,000	21,681,000	22,779,262	3,186,000	14.7%
Contract services					
Compensation agreements	2,323,000	194,000	2,190,707	2,129,000	1097.4%
Corporate and other	4,037,000	2,490,000	3,080,076	1,547,000	62.1%
Rent and property interests	3,328,000	3,397,000	4,325,729	(69,000)	-2.0%
Fundraising					
Donations	397,000	804,000	674,358	(407,000)	-50.6%
The Living City Foundation	2,023,000	1,443,000	4,673,054	580,000	40.2%
Investment income	681,000	625,000	795,214	56,000	9.0%
Sundry	11,000	103,000	686,841	(92,000)	-89.3%
<b>Total Revenue</b>	<b>138,312,000</b>	<b>116,169,000</b>	<b>121,753,201</b>	<b>22,143,000</b>	<b>19.1%</b>

# Toronto and Region Conservation Authority

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## 2018 Operating and Capital Budget - excluding tangible capital asset expenditures

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	2,954,000	3,330,000	3,206,127	(376,000)	-11.3%
Climate Science	775,000	690,000	574,658	85,000	12.3%
	<u>3,729,000</u>	<u>4,020,000</u>	<u>3,780,785</u>	<u>(291,000)</u>	<u>-7.2%</u>
Water Risk Management					
Water Resource Science	2,807,000	2,415,000	3,610,458	392,000	16.2%
Erosion Management	25,214,000	20,821,000	17,407,249	4,393,000	21.1%
Flood Management	6,804,000	5,189,000	4,041,879	1,615,000	31.1%
	<u>34,825,000</u>	<u>28,425,000</u>	<u>25,059,586</u>	<u>6,400,000</u>	<u>22.5%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,298,000	2,538,000	1,139,195	(240,000)	-9.5%
Ecosystem Management Research and Directions	1,320,000	967,000	968,659	353,000	36.5%
Forest Management	1,634,000	1,597,000	1,411,174	37,000	2.3%
Restoration and Regeneration	11,700,000	8,207,000	10,750,319	3,493,000	42.6%
	<u>16,952,000</u>	<u>13,309,000</u>	<u>14,269,347</u>	<u>3,643,000</u>	<u>27.4%</u>
Greenspace Securement and Management					
Greenspace Securement	48,000	25,000	490,126	23,000	92.0%
Greenspace Management	4,134,000	2,889,000	2,902,873	1,245,000	43.1%
Rental Properties	2,635,000	2,940,000	2,890,474	(305,000)	-10.4%
	<u>6,817,000</u>	<u>5,854,000</u>	<u>6,283,473</u>	<u>963,000</u>	<u>16.5%</u>
Tourism and Recreation					
Waterfront Parks	2,681,000	3,178,000	3,406,010	(497,000)	-15.6%
Conservation Parks	7,419,000	6,504,000	6,980,812	915,000	14.1%
Trails	4,267,000	2,879,000	2,560,992	1,388,000	48.2%
Bathurst Glen Golf Course	1,372,000	1,224,000	1,178,348	148,000	12.1%
Black Creek Pioneer Village	4,637,000	5,826,000	4,690,062	(1,189,000)	-20.4%
Events and Festivals	842,000	702,000	1,102,271	140,000	19.9%
Wedding and Corporate Events	1,942,000	1,945,000	1,926,254	(3,000)	-0.2%
	<u>23,160,000</u>	<u>22,258,000</u>	<u>21,844,749</u>	<u>902,000</u>	<u>4.1%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	5,884,000	5,022,000	5,455,296	862,000	17.2%
Environmental Assessment Planning and Permitting	3,556,000	3,483,000	3,019,268	73,000	2.1%
Policy Development and Review	846,000	834,000	815,432	12,000	1.4%
	<u>10,286,000</u>	<u>9,339,000</u>	<u>9,289,996</u>	<u>947,000</u>	<u>10.1%</u>
Education and Outreach					
School Programs	9,773,000	5,245,000	6,637,833	4,528,000	86.3%
Newcomer Services	957,000	958,000	1,024,573	(1,000)	-0.1%
Family and Community Programs	1,444,000	807,000	1,153,761	637,000	78.9%
	<u>12,174,000</u>	<u>7,010,000</u>	<u>8,816,167</u>	<u>5,164,000</u>	<u>73.7%</u>
Sustainable Communities					
Living City Transition Program	6,513,000	8,749,000	5,953,783	(2,236,000)	-25.6%
Community Engagement	2,893,000	2,852,000	2,630,383	41,000	1.4%
	<u>9,406,000</u>	<u>11,601,000</u>	<u>8,584,166</u>	<u>(2,195,000)</u>	<u>-18.9%</u>

	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Corporate Services					
Financial Management	2,872,000	2,460,000	2,484,009	412,000	16.7%
Corporate Management and Governance	7,140,000	7,008,000	6,720,944	132,000	1.9%
Human Resources	1,521,000	1,032,000	946,933	489,000	47.4%
Corporate Communications	1,653,000	1,585,000	1,590,604	68,000	4.3%
Information Infrastructure and Management	2,538,000	2,494,000	2,735,703	44,000	1.8%
Project Recoveries	(3,329,000)	(3,125,000)	(3,299,672)	(204,000)	6.5%
Vehicles and Equipment	(126,000)	239,000	(424,734)	(365,000)	-152.7%
	<u>12,269,000</u>	<u>11,693,000</u>	<u>10,753,787</u>	<u>576,000</u>	<u>4.9%</u>
<b>Total Expenditures</b>	<u>129,620,018</u>	<u>113,511,017</u>	<u>108,684,073</u>	<u>16,109,000</u>	<u>14.2%</u>
<b>Net Surplus (Deficit)</b>	<u>8,695,000</u>	<u>2,662,000</u>	<u>9,960,043</u>	<u>6,033,000</u>	<u>226.6%</u>

# Toronto and Region Conservation Authority

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## 2018 Operating and Capital Budget - by object classification - excluding tangible capital asset expenditures

	2018 Budget	2017 Budget	Unaudited 2017 Year to date	\$ Change over 2017 Budget	% Change over 2017 Budget
<b>Revenue</b>					
Municipal					
Operating levies	14,322,000	13,928,000	13,928,000	394,000	2.8%
Capital Levies	55,403,000	46,477,000	38,291,874	8,926,000	19.2%
Contract services	16,802,000	12,717,000	17,721,240	4,085,000	32.1%
Grants	4,950,000	4,036,000	2,720,607	914,000	22.6%
Government					
Provincial	3,167,000	3,012,000	4,013,553	155,000	5.1%
Federal	2,909,000	1,296,000	1,996,742	1,613,000	124.5%
Contract services	3,093,000	3,966,000	3,875,942	(873,000)	-22.0%
User fees, sales and admissions	24,867,000	21,681,000	22,779,262	3,186,000	14.7%
Contract services					
Compensation agreements	2,323,000	194,000	2,190,707	2,129,000	1097.4%
Corporate and other	4,037,000	2,490,000	3,080,076	1,547,000	62.1%
Rent and property interests	3,328,000	3,397,000	4,325,729	(69,000)	-2.0%
Fundraising					
Donations	397,000	804,000	674,358	(407,000)	-50.6%
The Living City Foundation	2,023,000	1,443,000	4,673,054	580,000	40.2%
Investment income	681,000	625,000	795,214	56,000	9.0%
Net gain/loss on sale of tangible capital assets	-	-	(3,111,105)	-	0.0%
Sundry	11,000	103,000	686,841	(92,000)	-89.3%
<b>Total Revenue</b>	<b>138,312,000</b>	<b>116,169,000</b>	<b>118,642,096</b>	<b>13,218,000</b>	<b>11.4%</b>
<b>Expenditures</b>					
Wages and benefits	70,096,000	61,751,000	61,534,913	8,345,000	13.5%
Contracted services	37,122,000	35,118,000	28,124,622	2,004,000	5.7%
Materials and supplies	12,902,000	7,183,000	10,246,315	5,719,000	79.6%
Utilities	1,061,000	1,159,000	1,020,728	(98,000)	-8.5%
Property taxes	836,000	1,244,000	921,100	(408,000)	-32.8%
	<u>122,017,000</u>	<u>106,455,000</u>	<u>101,847,678</u>	<u>15,562,000</u>	<u>14.6%</u>
Internal Recoveries	(14,334,000)	(14,071,000)	(30,881,392)	(263,000)	1.9%
Internal Charges	14,334,000	14,071,000	30,850,655	263,000	1.9%
	<u>122,017,000</u>	<u>106,455,000</u>	<u>101,816,941</u>	<u>15,562,000</u>	<u>14.6%</u>
Add Amortization	7,600,000	7,052,000	6,865,113	548,000	7.8%
<b>Total Expenditures</b>	<b>129,617,000</b>	<b>113,507,000</b>	<b>108,682,054</b>	<b>16,110,000</b>	<b>14.2%</b>
<b>Net Surplus (Deficit)</b>	<b>8,695,000</b>	<b>2,662,000</b>	<b>9,960,042</b>	<b>(2,892,000)</b>	<b>-108.6%</b>



# Toronto and Region Conservation Authority

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Summary by Service Area (Surplus/Deficit) excluding TCA  
(\$000)

Service Area	2018 Budget	2017 Budget	Unaudited 2017 Actual	\$ Change over 2017 Budget	% Change over 2017 Budget
Watershed Studies and Strategies	74	102	(33)	(28)	-27%
Water Risk Management	713	1,424	5,709	(711)	-50%
Regional Biodiversity	(29)	(416)	459	387	-93%
Greenspace Securement and Managemer	1,469	2,314	(875)	(845)	-37%
Tourism and Recreation	447	(3,479)	(981)	3,926	-113%
Planning and Development Review	838	23	610	815	3543%
Education and Outreach	4,340	2,774	2,884	1,566	56%
Sustainable Communities	114	(92)	1,241	206	-224%
Corporate Services	<u>729</u>	<u>12</u>	<u>946</u>	<u>717</u>	<u>5975%</u>
Net Surplus (Deficit)	<u><u>8,695</u></u>	<u><u>2,662</u></u>	<u><u>9,960</u></u>	<u><u>6,033</u></u>	<u><u>227%</u></u>

**RES.#A67/18 -**

**AMENDMENT OF CONTRACT FOR PROFESSIONAL SECURITY  
GUARD SERVICES**

Contract amendment with Knights on Guard. Request for a contract amendment for Professional Security Guard Services with Knights on Guard to revise the term expiry from June 10, 2018 to January 31, 2019.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**THAT the contract for Professional Security Guard Services for Toronto and Region Conservation Authority (TRCA) public use facilities, campgrounds, offices and select properties that expires on June 10, 2018 be amended to end on January 31, 2019 at a total cost of \$197,352, plus 10% contingency, plus HST, pending approval by both parties.**  
**CARRIED**

**BACKGROUND**

In 2014, TRCA contracted uniformed security services to act as a deterrent and to handle situations that threaten facilities, infrastructure, visitors and staff. There are two types of services required by TRCA: Annual Services are performed daily between January – December; and Seasonal Services are performed between April - October.

The scope of work performed by security personnel includes:

- Foot and car patrols to deter undesirable behaviour and incidents. Patrols include staggered weekday, weekend and statutory holiday periods;
- Spot checks;
- Alarm response;
- Responding to calls for service and/ or complaints regarding unauthorized activities occurring on the premises across all facilities;
- Security services during special events;
- Responding to emergency incidents across all facilities;
- Providing safety escorts for individuals, as required;
- Ensuring all serious criminal occurrences are reported to the police; and
- Attending medical calls and providing emergency first aid when required.

Annual Services (January – December) are required for alarm response, patrols, and spot checks across TRCA offices, rental properties and education facilities. In addition, security coverage at Black Creek Pioneer Village and 5 Shoreham Drive is required sixteen (16) hours per day, seven (7) days a week annually.

TRCA requires Seasonal Services (April – October) for Heart Lake Conservation Area (CA), Petticoat Creek CA, Boyd CA, Kortright Centre, Boyd Centre, Restoration Services Centre, Bolton Camp, Bond Lake, Phillips Lake, Indian Line Campground, Albion Hills Campground, and Glen Rouge Campground.

The security services have been performed by Knights on Guard since June 2014, as were approved at Authority Meeting #04-13, RES A83/14:

*“THAT the contract to provide uniformed security services for Toronto and Region Conservation Authority (TRCA) public use facilities, campgrounds, offices and select properties for a three year (2014-2017) be awarded to Knights On Guard Protective Services at a total cost not to exceed \$722,929.68, plus 15% contingency, plus HST it being the highest ranked proposal meeting TRCA specifications;*

*THAT an option one year extension at the discretion of TRCA staff be available at an additional cost not to exceed \$240,976.56 plus 15% contingency, plus HST;*

*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.”*

Knights on Guard responds to an average of 70 alarms, conducts approximately 300 spot checks, and delivers over 9,000 hours of guard service each year.

### **RATIONALE**

The initial term of the existing contract with Knights on Guard was until June 10, 2017 and TRCA subsequently exercised its option for a one year renewal until June 10, 2018. Staff recommends that the existing contract be amended to conclude on January 31, 2019. This will allow for continuity and uninterrupted security services while requests for proposals are sought for a security services provider.

The existing security service provider contract is complex and spans multiple geographic locations. A request for proposals requires input and coordination from several TRCA internal stakeholders and the contract transition period will entail close management, coordination and feedback monitoring from TRCA staff.

Therefore, staff recommends that the request for proposals provide a contract start for February 1, 2019, allowing appropriate time for coordination of the request for proposals and operational issues, prior to the start of a busy operating season in 2019.

TRCA has met with Knights on Guard and obtained pricing for the proposed amendment – this pricing incorporates a \$2/hour wage increase resulting from Bill 148. The cost breakdown of an eight (8) month contract extension is as follows:

### **Cost Summary for KOG Professional Security Guard Services June 2018 – January 2019**

<b>Service Location</b>	<b>Cost (plus HST)</b>
Parks Facilities	\$55,694
Black Creek Pioneer Village (BCPV) and 5 Shoreham Drive	\$97,150
Rental Properties Spot Checks	\$5,250
Alarm Response	\$4,800
Bolton Camp	\$20,000
Bond Lake and Philips Lake	\$10,458
Special Events and Other Service Requests	\$4,000
<b>TOTAL</b>	<b>\$197,352</b>

Therefore, it is recommended that the contract with Knights on Guard for Professional Security Guard Services be amended to now conclude on January 31, 2019 at a total cost not to exceed \$197,352, plus 10% contingency, plus HST.

#### **FINANCIAL DETAILS**

Funds have been identified for contract services within respective operating budgets from TRCA's municipal funding partners.

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

Upon Authority approval, TRCA staff will execute an amendment to the existing contract to now conclude on January 31, 2019.

Subsequently, TRCA staff will issue a Request for Proposal (RFP) for a new contract that will commence on February 1, 2019. Staff anticipate requesting approval of the award of the contract prior to the end of the current year.

**Report prepared by: Kate Pankov, extension 6418**

**Emails: [kpnakov@trca.on.ca](mailto:kpnakov@trca.on.ca)**

**For Information contact: Brian Moyle, extension 5229**

**Emails: [bmoyle@trca.on.ca](mailto:bmoyle@trca.on.ca)**

**Date: May 14, 2018**

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**RES.#A68/18 -**

**LAKEVIEW WATERFRONT CONNECTION PROJECT**

Extension of Contracts. Extension of Contracts #10003792, 10003793, 10003794, 10003795, and 10003797 for the supply and delivery of additional armourstone and rip rap for the ongoing construction of the Lakeview Waterfront Connection Project.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**THAT Contract #10003792 awarded to Glenn Windrem Trucking for the supply and delivery of 3,875 tonnes of 225 – 450 mm rip-rap to the Lakeview Waterfront Connection Project in the City of Mississauga, be extended by 2,905 tonnes for a total unit price of \$32.34 per tonne and a total cost not to exceed \$93,947.70 plus HST;**

**THAT Contract #10003793 awarded to Glenn Windrem Trucking for the supply and delivery of approximately 2,485 tonnes of 0.4 – 0.8 tonne non-stackable armourstone to the Lakeview Waterfront Connection Project in the City of Mississauga, be extended by 1,865 tonnes for a total unit price of \$31.32 per tonne and a total cost not to exceed \$58,411.80 plus HST;**

**THAT Contract #10003794 awarded to Atlantis Marine Construction Canada Inc for the supply and delivery of approximately 6,815 tonnes of 2 – 5 tonne non-stackable armourstone to the Lakeview Waterfront Connection Project in the City of Mississauga, be extended by 5,110 tonnes for a total unit price of \$51.87 per tonne and a total cost not to exceed \$265,055.70 plus HST;**

**THAT Contract #10003795 awarded to Glenn Windrem Trucking for the supply and delivery of approximately 6,450 tonnes of 3 – 5 tonne non-stackable armourstone to the Lakeview Waterfront Connection Project in the City of Mississauga, be extended by 4,840 tonnes for a total unit price of \$46.27 per tonne and a total cost not to exceed \$223,946.80 plus HST;**

**THAT Contract #10003797 awarded to Atlantis Marine Construction Canada Inc for the supply and delivery of approximately 1,350 tonnes of 6 – 8 tonne armourstone with flat bottom and top to the Lakeview Waterfront Connection Project in the City of Mississauga, be extended by 1,010 tonnes for a total unit price of \$51.87 per tonne and a total cost not to exceed \$52,388.70 plus HST;**

**AND FURTHER THAT authorized TRCA officials be directed to take all necessary actions to implement the foregoing, including the signing and execution of any documents.**

**CARRIED**

**BACKGROUND**

The Regional Municipality of Peel, Credit Valley Conservation, and Toronto and Region Conservation Authority (TRCA), are collaborating in the development of a new natural waterfront park amenity along the eastern waterfront in the City of Mississauga, known as the Lakeview Waterfront Connection. The project goals and objectives are to: provide public access to and along the waterfront, recreate lost coastal wetlands, allow fish access to Serson Creek, re-establish extensive new meadow and forest coastal habitats, and to soften the existing shoreline by increasing the amount of beach habitat within the area.

Contracts 10003792, 10003793, 10003794, 10003795, and 10003797 were previously approved at Authority Meeting #3/17, held on April 21, 2017 under Resolution #A66/17 as follows:

- Glenn Windrem Trucking be awarded Contract #10003792 for the supply and delivery of 3,875 tonnes of 225 – 450mm rip-rap for the unit cost of \$31.80 per tonne and a total cost not to exceed \$123,225.00, plus HST;
- Glenn Windrem Trucking be awarded Contract #10003793 for the supply and delivery of 2,485 tonnes of 0.4 – 0.8 tonne non-stackable armourstone for the unit cost of \$30.80 per tonne and a total cost not to exceed \$76,538.00, plus HST;
- Atlantis Marine Construction Canada Inc be awarded Contract #10003794 for the supply and delivery of 6,815 tonnes of 2 – 5 tonne stackable armourstone for the unit cost of \$51.00 per tonne and a total cost not to exceed \$347,565.00, plus HST;
- Glenn Windrem Trucking be awarded Contract #10003795 for the supply and delivery of 6,450 tonnes of 3 – 5 tonne non-stackable armourstone for the unit cost of \$45.50 per tonne and a total cost not to exceed \$293,475.00, plus HST; and
- Atlantis Marine Construction Canada Inc. be awarded Contract #10003797 for the supply and delivery of 1,350 tonnes of 6 – 8 tonne armourstone with flat bottom and top pieces for the unit cost of \$51.00 per tonne and a total cost not to exceed \$68,850.00, plus HST

these suppliers being the lowest bidders meeting TRCA specifications.

The original contracts were based on staff's estimate of the quantity of aggregate needed for 2017, which included the construction of the revetment west of Serson Creek. However, due to delays in the supply of rubble fill material and lost time and materials from several severe storm events, the west revetment is still under construction and additional material is now required to complete this project deliverable. As the schedule now anticipates completing the west revetment in June 2018 and then site staff are scheduled to immediately commence the construction of another revetment on the east side of Serson Creek on or after July 1, 2018, it is preferable to extend the existing contracts to capture the quantity of material needed for both items of work. By doing so, potential disruptions associated with new suppliers or other issues that may arise from retendering mid-year can be avoided.

## **RATIONALE**

Both suppliers have requested a nominal increase of 1.7% over the 2017 tendered rates to account for inflation. Staff subsequently compared the proposed rates with TRCA's vendor of record (VOR) rates to see whether the increased rates demonstrate good value, the results of which are summarized as follows:

### **Extension to Contract #10003792: 225mm-450mm rip rap**

Extension unit rate (i.e. with 1.7% increase): **\$32.34 per tonne**  
VOR unit rate comparison: **\$32.00 per tonne\***

\*Closest ranges are 150mm-300mm and 300mm-600mm rip rap; note that this unit rate is expected to increase in July 2018 by 2% (approximately \$32.64 per tonne) with the VOR contract extension

### **Extension to Contract #10003793: 0.4 - 0.8 tonne non-stackable armourstone**

Extension unit rate: **\$31.32 per tonne**

VOR unit rate comparison: **\$33.00 per tonne\***

\*400-800mm rip rap

### **Extension to Contract #10003794: 2-5 tonne stackable armourstone**

Extension unit rate: **\$51.87 per tonne**

VOR unit rate comparison: **\$64.00 per tonne\***

\*2-4 tonne stackable armourstone

### **Extension to Contract #10003795: 3-5 tonne non-stackable armourstone**

Extension unit rate: **\$46.27 per tonne**

VOR unit rate comparison: **\$50-55 per tonne\***

\*Not in VOR; based on recent past procurements

### **Contract #10003797: 6-8 tonne stackable armourstone**

Extension unit rate: **\$51.87 per tonne**

VOR unit rate comparison: **\$60.50 per tonne**

Through this comparative evaluation process, staff have determined that the proposed unit rate increases are fair and of good value. Furthermore, the suppliers have done a satisfactory job during the course of the original contract period. The extensions are expected to result in an overall cost savings to the Lakeview Project by avoiding a new tendering process for these materials.

Based on this rationale, TRCA staff recommend that contracts 10003792, 10003793, 10003794, 10003795, and 10003797 be extended with the proposed 1.7% unit rate increases and to the limit of the quantities described in the Recommendations section to provide the aggregate required for the remainder of 2018.

This project to create a new park along Lakeview's shoreline is in line with TRCA's 10-Year Strategic Plan #3 'rethink greenspace to maximize its value', Strategic Plan #4 'create complete communities that integrate nature and the built environment', and strategic plan #7 'build partnerships and new business models'. These strategic plans are applicable as the Lakeview project will engage more people with nature, which will be integrated with the built environment, as well as strengthen TRCA's partnership with the Region of Peel.

### **FINANCIAL DETAILS**

Funding for this project is available from the Region of Peel, Account 252-52.

**Report prepared by: Ron Ofer, 647-501-0856**

**Emails: [rofer@trca.on.ca](mailto:rofer@trca.on.ca)**

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

**Email: [mpuusa@trca.on.ca](mailto:mpuusa@trca.on.ca)**

**Date: May 11, 2018**

**RES.#A69/18 -**

**NAME CHANGE OF THE LIVING CITY FOUNDATION**

Request for Endorsement. Endorsement for changing the name of The Living City Foundation to Toronto and Region Conservation Foundation.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**WHEREAS The Living City Foundation (the Foundation) exists to connect, engage and inspire people and organizations to donate and support the work of Toronto and Region Conservation Authority (TRCA);**

**AND WHEREAS the Foundation's current name does not clearly convey its role as the fundraising and charitable arm of TRCA;**

**AND WHEREAS The Foundation's Board of Directors has carried a motion to rename the Foundation to better align the organization with TRCA;**

**THEREFORE LET IT BE RESOLVED THAT The Living City Foundation proposal to be renamed Toronto and Region Conservation Foundation be endorsed;**

**AND FURTHER THAT the name change include transition measures including but not limited to filing a business name registration, rebranding promotional items, filing supplementary letters patent to affect the legal name change at a time to be determined, and communicating the name change to stakeholders and donors to ensure a smooth transition.**

**CARRIED**

**BACKGROUND**

The Foundation is a registered charity that exists to build support for the work of TRCA. It raises money for TRCA projects and programs that are making communities in the Toronto region cleaner, greener and healthier.

The Foundation was established in 1961 as The Metropolitan Toronto and Region Conservation Foundation. It was renamed The Conservation Foundation of Greater Toronto in 1990. In late 2010, a rebranding and renaming exercise was undertaken. This resulted in the change of the Foundation's name and logo to what it is today. These changes were approved by the Foundation Board of Directors on October 6, 2010, and endorsed by the Authority on February 25, 2011.

Although the Foundation has realized many accomplishments since its rebrand, its name has created confusion both within TRCA and outside of the organization. The current name abstracts the Foundation's focus and reach (i.e., conservation in Toronto and surrounding regions), and fails to clearly articulate the relationship between the Foundation and TRCA. As the Foundation wishes to better convey its purpose through its name, staff proposes that the Foundation name be changed to "Toronto and Region Conservation Foundation".

At The Living City Foundation's Annual General Meeting #1/18, held on May 2, 2018, Resolution #DR10/18 was approved as follows:

*THAT the proposed name change be approved;*



*AND THAT the name change include transition measures including, but not limited to, filing a business name registration, changing letterhead, filing of the supplementary letters patent to affect the legal name change at a time to be determined, and communicating the name change to stakeholders and donors to ensure a smooth transition.*

## **RATIONALE**

Commonly, public foundations that exist to raise money for an associated organization strive to show similarity in name. Some examples include the Toronto Public Library Foundation, the Credit Valley Conservation Foundation, and the Sunnybrook Hospital Foundation. While the Foundation is a public foundation whose principal purpose is to raise funds for TRCA, the relationship between the two entities is not evident based on name alone. This makes it challenging for donors, prospects and new audiences to easily understand that gifts to the Foundation support the vital conservation work of TRCA. By showing a tangible link to TRCA, the proposed name change will help the Foundation better convey its purpose to audiences.

The proposed name change also has the potential to help the Foundation build its brand and reach new prospects. TRCA is internationally recognized and has a growing network of partners and supporters across Canada. Many of these supporters know little about the Foundation and its role as the fundraising and charitable arm of TRCA. If the Foundation can more closely align its brand with TRCA, it will be well-positioned to gain the trust and respect of prospects who applaud the work of TRCA but are unaware of the Foundation and the many opportunities for giving.

## **FINANCIAL DETAILS**

All costs associated with the renaming will be funded through the Foundation's operating budget, account number 650-01-316.

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

With Authority endorsement, staff will carry out transition measures including but not limited to:

- (1) filing a business name registration;
- (2) Rebranding and updating marketing materials;
- (3) Filing the supplementary letters patent to affect the legal name change at a time to be determined; and
- (4) Communicating the name change to stakeholders and donors to ensure a smooth transition.

Staff will carry out the name change process with minimal disruption to the Foundation's campaigns and day-to-day operations.

The concept of "The Living City" will remain part of the Foundation's communications and fundraising (e.g., The Living City Environmental Dinner). It will be used strategically to show how Foundation-funded projects and programs contribute to TRCA's broader vision for the Toronto region.

**Report prepared by: Derek Edwards, extension 5672**

**Email: [dedwards@trca.on.ca](mailto:dedwards@trca.on.ca)**

**For information contact: Derek Edwards, extension 5672**

**Email: [dedwards@trca.on.ca](mailto:dedwards@trca.on.ca)**

**Date: May 9, 2018**

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**RES.#A70/18 -**

**THE LIVING CITY FOUNDATION 2018 BUDGET**

Approval of 2018 budget for The Living City Foundation.

Moved by: Jennifer Innis

Seconded by: David Barrow

**THAT The Living City Foundation's (LCF) 2018 budget be approved by the Authority;**

**AND FURTHER THAT information on 2018 funding allocations for the Meadoway project be received.**

**CARRIED**

**BACKGROUND**

The Living City Foundation is the fundraising and charitable arm of Toronto and Region Conservation Authority (TRCA). Since 1961, the Foundation has raised over \$40 million to support TRCA initiatives.

On May 3, 2017, TRCA and the Foundation entered into a Management and Administrative Services agreement to support the common goals of both organizations. At Authority Meeting #5/17, held on June 23, 2017, Resolution #A125/17 was approved, in part, as follows:

*"...THEREFORE LET IT BE RESOLVED THAT the Management and Administrative Services agreement as well as updates regarding the two major fundraising campaigns be received."*

The agreement defines how TRCA employees will be providing management and administrative services to LCF to promote a harmonious day-to-day relationship between the two organizations. Under this agreement, the Foundation and TRCA have agreed to work collaboratively at the end of each calendar year to prepare a budget for the following calendar year and to submit this budget to their respective boards for approval.

The purpose of this report is to: (a) present The Living City Foundation's 2018 budget for Authority approval, and (b) share budget updates related to an improvement in the Foundation's operating deficit and to recently announced funding for The Meadoway.

Updates are as follows with The Meadoway deliverables and budget outlined in Attachment 1, while the Foundation's 2018 budget for Authority approval is outlined in Attachment 2. At The Living City Foundation Board of Directors Meeting #6/17, held on March 28, 2018, Resolution #DR69/17 was approved as follows:

*"THAT The 2018 Preliminary Budget be approved."*

***The Living City Foundation Operating Deficit***

For the year-ended December 31, 2016, The Living City Foundation reported an operating deficit of \$446,900, an improvement of \$54,900 from the 2015 operating deficit balance of \$501,800. For the year ended December 31, 2017, LCF has an accumulated operating deficit of \$103,500, an improvement of \$343,400, of which \$187,500 is related to ongoing operations and \$155,900 is related to a one-time transaction explained below.

During the year, the Foundation received two significant donations from TACC Construction Ltd., previously reported to the Board of Directors on October 11, 2017, in the amounts of \$2,598,200 and \$1,161,700 for services received by and paid for by TRCA for utility servicing of the Kortright Centre for Conservation and construction of the Boyd Conservation Area bridge, respectively, in 2017. Previously, no administration fee was proposed to be taken by the Foundation on these flow-through donations, which is in line with historical practice. However, TRCA was able to leverage municipal funds toward the Kortright servicing work, to allow for a 6% administration fee of \$155,900 to be taken by the Foundation on the initial \$2,598,200 donation. The remaining funds were paid back to TRCA to recover the costs of the related work.

Based on the 2018 budget prepared by management, it is expected that a surplus of \$23,700 will be realized to further reduce the accumulated operating deficit.

### ***The Meadoway 2018 Funding Allocations***

The Meadoway is a transformative, city-building initiative taking place in Toronto. Led by TRCA in partnership with the City of Toronto and The W. Garfield Weston Foundation, The Meadoway is transforming 16 kilometres of transmission corridor in Scarborough into one of the largest urban linear greenspaces in Canada.

On April 11, 2018, Mayor John Tory along with the Directors of The W. Garfield Weston Foundation and representatives from TRCA and The Living City Foundation jointly announced The Meadoway at a ceremony in Scarborough. As part of this announcement The W. Garfield Weston Foundation announced a pledge up to \$25 million to support the project as it evolves over the coming months and years, with a firm commitment of \$10 million available immediately, and with all funds to flow through The Living City Foundation to TRCA and other project partners. The City of Toronto has committed \$6.3 million in its capital budget for infrastructure investments. The project has a total proposed budget of \$85 million, and nearly 40% of the budget has been pledged to date.

In 2018, work will focus on community engagement and communications, trail development, landscape designs and the initiation of a feasibility study (in partnership with the Ontario's Ministry of Transportation) to construct a bridge over Highway 401. Similar to other projects in which The Living City Foundation raises restricted funding and TRCA staff completes the deliverables, revenues will be recognized as deliverables are completed. A breakdown of the 2018 deliverables and corresponding budget implications is outlined in Attachment 1.

### **FINANCIAL DETAILS**

Attachment 2 presents The Living City Foundation's 2018 budget, as approved by the Foundation's Board of Directors, excluding the financial impact of The Meadoway.

Identified in the budget are both restricted revenues (i.e., can only be used to support their designated purpose) and unrestricted revenues (i.e., can be used to support any purpose).

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

Management will create new line items in The Living City Foundation's budget to capture 2018 funding allocations for The Meadoway.

Updates will be provided to the Authority as required.

**For Information contact: Derek Edwards, extension 5672**

**Emails: [dedwards@trca.on.ca](mailto:dedwards@trca.on.ca)**

**Date: May 9, 2018**

**Attachments: 2**

**Attachment 1 - The Meadoway – 2018 Deliverables and Budget Allocations**

<b>Deliverable</b>	<b>2018 Budget</b>
<b>Community Engagement and Communications</b>	
Project Launch	\$50,000
Engagement Strategy Development	\$80,000
Engagement Program Development	\$75,000
Community Programming	\$50,000
Operations and Administration	\$100,000
Landscape Design Plans and Consolidation	\$90,000
Marketing and Communications	\$100,000
<b>Subtotal</b>	<b>\$545,000</b>
<b>Meadow Restoration</b>	
Monitoring and Reporting	\$50,000
Adaptive Management	\$50,000
<b>Subtotal</b>	<b>\$100,000</b>
<b>Active Transportation and Connections</b>	
Planning (EA) and Detailed Design	\$500,000
Trail Construction (Eglinton to Victoria Park)	\$350,000
East Don Ravine Connection	\$1,100,000
<b>Subtotal</b>	<b>\$1,950,000</b>
<b>Bridge Connection Over Highway 401</b>	
Feasibility Study (With MTO)	\$250,000
<b>Subtotal</b>	<b>\$250,000</b>
<b>TOTAL</b>	<b>\$2,845,000</b>

## Attachment 2 - The Living City Foundation - Budget for Jan. 1 to Dec. 31, 2018

Revenues	Restricted	Unrestricted	Total
<b>Events</b>			
Corporate Events (Tree and Pollinator Planting)	\$70,000	\$30,000	\$100,000
Corporate Events (Other)	\$0	\$20,000	\$20,000
Living City Dinner	\$0	\$300,000	\$300,000
Paddle the Don	\$89,300	\$5,700	\$95,000
Other Events	\$9,400	\$600	\$10,000
<b>Subtotal</b>	<b>\$168,700</b>	<b>\$356,300</b>	<b>\$525,000</b>
<b>Major Gifts</b>			
Black Creek Pioneer Village	\$28,200	\$1,800	\$30,000
Tommy Thompson Park	\$4,700	\$300	\$5,000
Conservation Field Centres	\$282,000	\$18,000	\$300,000
Environmental Projects	\$1,410,000	\$90,000	\$1,500,000
Other Funds	\$2,800	\$200	\$3,000
<b>Subtotal</b>	<b>\$1,727,700</b>	<b>\$110,300</b>	<b>\$1,838,000</b>
<b>Campaigns</b>			
Black Creek Pioneer Village	\$160,000	\$40,000	\$200,000
Tommy Thompson Park Campaign	\$2,000	\$500	\$2,500
<b>Subtotal</b>	<b>\$162,000</b>	<b>\$40,500</b>	<b>\$202,500</b>
<b>Other</b>			
Monthlies, Direct Response, Planned Giving, Gifts	\$0	\$100,000	\$100,000
Interest	\$0	\$100,000	\$100,000
Gifts In-Kind	\$30,000	\$0	\$0
<b>Subtotal</b>	<b>\$30,000</b>	<b>\$200,000</b>	<b>\$200,000</b>
<b>TOTAL REVENUE</b>	<b>\$2,088,400</b>	<b>\$707,100</b>	<b>\$2,765,500</b>
<b>Expenditures</b>			
Wages, Benefits and Employee Development	\$0	\$473,200	\$473,200
Software, Equipment and Communications	\$0	\$29,700	\$29,700
Advertising and Promotional Materials	\$0	\$17,500	\$17,500
Event Entertainment and Facility Rental	\$0	\$95,000	\$95,000
Bank and Credit Card Fees	\$0	\$10,000	\$10,000
Travel, Meals and Accommodations	\$0	\$12,800	\$12,800
Supplies	\$0	\$19,500	\$19,500
Audit and Legal Fees	\$0	\$9,000	\$9,000
Other Contract Services	\$0	\$12,200	\$12,200
Scholarships	\$8,000	\$0	\$8,000
Insurance	\$0	\$4,500	\$4,500
<b>TOTAL EXPENDITURES</b>	<b>\$8,000</b>	<b>\$683,400</b>	<b>\$691,400</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$2,080,500</b>	<b>\$23,700</b>	<b>\$2,074,100</b>

**RES.#A71/18 -**

**YORK REGION INCLUSION CHARTER**

Endorsement of York Region Inclusion Charter

Moved by: Jennifer Innis

Seconded by: David Barrow

**WHEREAS Toronto and Region Conservation Authority (TRCA) is a member of York Region's Municipal Diversity and Inclusion Working Group;**

**AND WHEREAS TRCA's 2013 Strategic Plan, Building The Living City, identifies engagement of the diverse cultural communities within our watersheds as a core goal;**

**THEREFORE LET IT BE RESOLVED THAT the York Region Inclusion Charter be endorsed.**  
**CARRIED**

**BACKGROUND**

York Region is one of the fastest growing and most diverse communities in Canada. As of the 2016 Census, 1.2 million people called York Region home, representing all ages, backgrounds and interests. York Region communities include people who speak over 120 different languages and come from 230 distinct ethnic origins. Forty-nine per cent of residents identified themselves as a visible minority in 2016, and 46 per cent were born outside of Canada. As the population of York Region grows, so will its diversity. This diversity is recognized as a source of strength, vitality and economic opportunity and is a key area of focus of the work of TRCA as we strive to achieve strategic priorities within *Building The Living City* (2013).

The Inclusion Charter for York Region has been developed by the Municipal Diversity and Inclusion Group which includes 20 member organizations that serve people who live, work and visit the region. Co-Chaired by York Region and York Regional Police, this community collaboration brings together municipalities, police services, hospitals, school boards, conservation authorities and agencies with a common commitment to welcoming and inclusive communities.

The Charter has also involved the Community Partnership Council which leads the development of local strategies to welcome and include newcomers from around the world to York Region communities. TRCA is an active member of the Community Partnership Council, and participation in this Council supports TRCA work related to multicultural outreach, bridge training and the development of community engagement centres. Endorsement of the Charter will begin with members of the Municipal Diversity and Inclusion Working Group and the Community Partnership Council, with future endorsement from other sectors including businesses and community organizations.

The Charter is the result of three rounds of community consultations and discussions with individuals, organizations, boards, councils and groups. Thousands of individuals and organizations have been part of its development and it is a strong example of community collaboration resulting in achieving shared goals.

**Municipal Diversity and Inclusion Group Member Organizations:**

<b>Municipalities</b>
The Regional Municipality of York (York Region) – (Co-chair)
Town of Aurora
Town of East Gwillimbury
Town of Georgina
Township of King
City of Markham
Town of Newmarket
Town of Richmond Hill
City of Vaughan
Town of Whitchurch-Stouffville
<b>Police Services</b>
York Regional Police (Co-chair)
<b>School Boards</b>
York Region District School Board
York Catholic District School Board
<b>Hospitals</b>
Markham Stouffville Hospital
Southlake Regional Health Centre
Mackenzie Health
<b>Agencies</b>
United Way of Toronto and York Region
York Region Children's Aid Society
<b>Authorities</b>
Lake Simcoe Region Conservation Authority
Toronto and Region Conservation Authority

**Members of the Community Partnership Council represent the following sectors:**

- Welcome centres;
- Language training;
- Employment skills and training;
- Labour market development;
- Academic;
- Police services;
- Health services;
- Education;
- Francophone communities;
- Social services;
- Conservation authorities;
- Municipalities, York Region, the governments of Ontario and Canada.

**RATIONALE**

The Inclusion Charter model was identified as an effective way to respond positively to rapidly changing demographics and provide a framework for promoting programs, services, facilities and workplaces that are inclusive of all people. By endorsing the Inclusion Charter participating organizations affirm their commitment to becoming increasingly inclusive for employees and customers alike. The draft TRCA Inclusive Charter is outlined in Attachment 1.

Creating an intentionally inclusive organization offers many benefits including higher employee engagement, greater opportunity to access and retain talent, innovative thinking, greater customer experiences as well as the potential for the organization to lift business performance. An inclusive organization also benefits the community it serves. Inclusive organizations allow everyone to enjoy programs and services that are responsive to their needs.

**FINANCIAL DETAILS**

There are no anticipated costs associated with TRCA's endorsement of the Inclusion Charter.

**DETAILS OF WORK TO BE DONE**

Members of the Municipal Diversity and Inclusion Working Group are now bringing the Inclusion Charter to their councils, boards and senior leadership for endorsement. Most organizations will endorse the Charter by June, with a goal of endorsement by all members of the Municipal Diversity and Inclusion Group and Community Partnership Council by early 2019. The Group is also developing a collective action plan to promote communities that are welcoming and inclusive of everyone.

**Report prepared by: Darryl Gray, 416-791-0327**

**Emails: [dgray@trca.on.ca](mailto:dgray@trca.on.ca)**

**For Information contact: Darryl Gray, 416-791-0327**

**Emails: [dgray@trca.on.ca](mailto:dgray@trca.on.ca)**

**Date: April 24, 2018**

**Attachments: 1**



# INCLUSION CHARTER

OUR COMMITMENT  
TO **WELCOMING** AND  
**INCLUSIVE** COMMUNITIES

The **Inclusion Charter for York Region** is a community initiative that brings together businesses, community organizations, municipalities, police services, hospitals, school boards, conservation authorities and agencies with a common commitment to create an inclusive environment with equality for all who work, live and play here. Together our organizations share the vision of York Region as a welcoming and inclusive community where diversity is celebrated and where everyone can develop to their full potential, participate freely in society and live with respect, dignity and freedom from discrimination.

The Charter reflects an evolving approach in support of existing federal and provincial legislation that promotes human rights and accessibility. By endorsing this Charter we affirm our commitment to inclusion, whereby all people feel they belong and have access to the same opportunities.

## TORONTO AND REGION CONSERVATION AUTHORITY

Together with other participating organizations, Toronto and Region Conservation Authority (TRCA) is committed to taking action to achieve the vision of the Charter in our organization and in the community.

The Charter supports TRCA's vision to promote an inclusive community that is welcoming of all people and will be accomplished through an inclusion action plan. TRCA celebrates the growing and diverse population that resides within our watersheds as a source of strength, vitality and opportunity and is committed to creating an inclusive organization that attracts and retains the best talent, promotes innovation and provides an excellent customer experience.

Endorsed by:

Maria Augimeri  
Chair

John MacKenzie  
CEO

Endorsed this 25th day of May, 2018.

**RES.#A72/18 -**

**REGION OF PEEL COMMUNITY CLIMATE CHANGE PARTNERSHIP PLAN**

Approval in principle of the Region of Peel Community Climate Change Partnership Plan, and direction for TRCA staff to participate in implementation

Moved by: Jennifer Innis  
Seconded by: David Barrow

**WHEREAS the Region of Peel Climate Change Strategy was developed in 2011, at a regional scale, in collaboration with six partners, including the Region of Peel, area municipalities and conservation authorities (CA).**

**WHEREAS the renewal of collaborative efforts of the Region of Peel Community Climate Change Partnership was approved by Peel Regional Council on September 28, 2017 (Resolution 2017-730);**

**AND WHEREAS the Region of Peel Community Climate Change Partnership Plan ('the Plan') is generally consistent with the objectives and actions stated within Toronto and Region Conservation Authority's (TRCA) 10 Year Strategic Plan to address the challenges of a changing climate;**

**THEREFORE LET IT BE RESOLVED THAT the Region of Peel Community Partnership Plan be approved, in principle;**

**THAT staff be directed to continue to work with partners to achieve the desired outcomes established in the Plan;**

**AND FURTHER THAT staff report back to the Authority annually regarding progress made toward these outcomes.**

**CARRIED**

**BACKGROUND**

In 2008, the Region of Peel, working with partners CAs, developed a Service Strategy Business Plan (SSBP) at the direction of Regional Council that would address climate change adaptation and mitigation, and significantly advance environmental initiatives in Peel Region. The SSBP identified climate change as a key priority for the partners to collaboratively address.

Subsequently, in 2011, the City of Brampton, City of Mississauga, Town of Caledon, Credit Valley Conservation Authority, TRCA and the Region of Peel worked together to develop the Peel Climate Change Strategy to respond to climate change at the local scale. The strength of the Strategy was that it built on ongoing and previous plans, policies and actions being undertaken by the six partners, thereby resulting in immediate actions being possible in several areas. Through the collaborative efforts of the Peel Community Climate Change Partnership ('the Partnership'), many of the priority actions outlined in the strategy were implemented, including the development of a climate trends and futures report, cross sector community climate change vulnerability assessments, and a community greenhouse gas emissions inventory.

In 2017, the Partnership determined that a renewal of its original commitment was required in order to achieve greater collective impact over the next five years. Each of the partner organizations have, or are in the process of developing, their own climate change plans and initiatives consistent with their organizational mandates. The purpose of the Partnership is to identify those areas in which strategic collaboration will be most advantageous.

To this end, the Partnership has developed a five-year plan organized around the following four strategies:

1. **Low Carbon Communities** to reduce community greenhouse gas emissions;
2. **Flood Resiliency** to reduce flood risk in vulnerable areas;
3. **Green Natural Infrastructure** to increase tree cover in heat vulnerable areas; and
4. **Public Education** to communicate to residents the actions that can be taken by organizations and individuals to adapt to and mitigate the effects of climate change

Staff has assisted in the scoping and design of these strategies, and has been requested to continue to participate as a Steering Committee member, as well as implementation team leads for several of the planned actions.

## **RATIONALE**

TRCA's expertise in assessing the vulnerability of assets to climate change, ongoing environmental monitoring and management (e.g., natural heritage and hazards), flood plain management and flood remediation, erosion monitoring and management for municipal infrastructure, urban forest studies, evaluation of green infrastructure technologies and community engagement, can be applied through continued participation and collaboration with Peel and partner organizations to enhance the resiliency of watersheds in TRCA's jurisdiction.

TRCA can also leverage its network of academic researchers in order to produce rigorous and defensible climate information. Currently, such critical information is being generated by a collective of interdisciplinary researchers and practitioners from across Ontario, working under the umbrella of the Ontario Climate Consortium (OCC), for which TRCA serves as the Secretariat. Services of the OCC are designed to help municipal and industry decision-makers develop strategic, coordinated and scientifically-informed responses to extreme weather.

Staff participation will also advance TRCA's stated objectives related to climate change in the 2013-2022 Strategic Plan (e.g. Strategic Direction #2).

## **FINANCIAL DETAILS**

TRCA and OCC staff time will be resourced using approved Peel Region climate levy. Additional funding may be accessed through relevant external grants (e.g. Federation of Canadian Municipalities), if determined necessary by the Partnership.

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

The partner organizations have identified the resources needed to begin implementation of the Plan. The initial focus will be placed on mapping to identify areas for joint action across Peel in the following areas:

- Reducing flood risk;
- Increasing the number of healthy trees to reduce surface temperature and increase provision of other co-benefits (e.g. air quality, water quantity and quantity);
- Increasing the number and use of electric vehicle charging stations on public and private property; and
- Reducing energy use in residential neighborhoods.

Actions planned for 2018 will continue in parallel to the mapping exercise. Attachment 1 contains a summary including 2018 planned actions. TRCA staff will report on progress to the Authority annually.

**Report prepared by: Meaghan Eastwood, extension 5734**

**Emails: [meastwood@trca.on.ca](mailto:meastwood@trca.on.ca)**

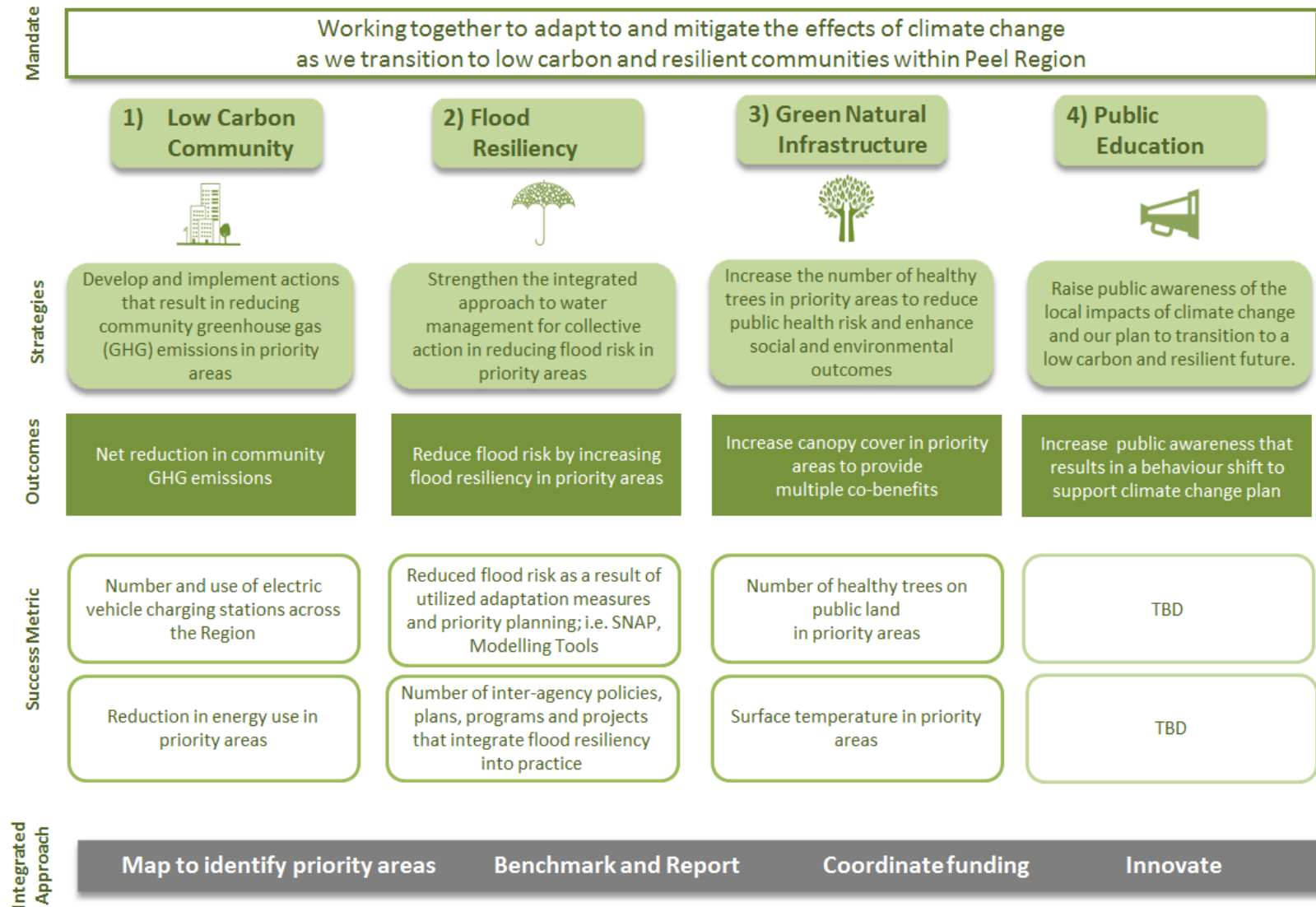
**For Information contact: Meaghan Eastwood, extension 5734**

**Emails: [meastwood@trca.on.ca](mailto:meastwood@trca.on.ca)**

**Date: May 25, 2018**

**Attachments: 1**

# Community Climate Change Partnership Plan 2018-2022



# High Level Action Plan: Low Carbon Communities

**Strategy:** Develop and implement actions that result in reducing community greenhouse gas (GHG) emissions in priority areas

Strategy	Outcome	Planned Action	Millstone Deliverable	Strategy Lead	Implementation Team	2018	2019	2020	2021	2022
Low Carbon Community	Net reduction in community GHG emissions	Map existing EV charging stations, Residential Energy Demand and Renewable Energy Potential across the Region in order to identify priority areas to support the reduction in GHG emissions	Maps	Katelyn McFadyen	Tow of Caledon (Katelyn McFadyen to identify implementation lead)					
		Identify current and planned low carbon policies plans and projects being implemented by partners in priority areas	Baseline Inventory of Partnership Initiatives		Tow of Caledon (Katelyn McFadyen to identify implementation lead)					
		Propose technology options, policy opportunities and model zoning bylaws to be used by local municipalities to increase access to EV infrastructure and reduce energy consumption and carbon emissions in priority areas	Proposed Policy and Guidance		Tow of Caledon (Katelyn McFadyen to identify implementation lead)					
		Update Region of Peel GHG Inventory to understand changes in community emissions portfolio to inform the low carbon community strategy.	Community Greenhouse Gas Inventory		Tow of Caledon (Katelyn McFadyen to identify implementation lead)					

# High Level Action Plan: Flood Resiliency

**Strategy:** Strengthen the integrated approach to water management for collective action in reducing flood risk in priority areas

Strategy	Outcome	Planned Action	Milestone Deliverable	Strategy Lead	Implementation Team	2018	2019	2020	2021	2022
Flood Resiliency	Reduce flood risk by increasing flood resiliency in priority areas	Map current and planned partner stormwater and sanitary (Inflow/Infiltration) initiatives (including studies, capital works projects, floodplain mapping, programs and projects) that contribute to reducing flood risk in priority area's	Flood resilient opportunity zones identified and mapped	Christine Zimmer	Credit Valley Conservation (Christine Zimmer to identify implementation lead)					
		Implement a collaborative flood resiliency planning approach that defines the level of services required to address future flood risk in priority areas in light of climate change.	Baseline Inventory of partnership initiatives and current level of community flood risk.  Proposed collaborative approach to flood resiliency planning  Proposed shared definition of flood risk and resiliency		Credit Valley Conservation (Christine Zimmer to identify implementation lead)					
		Propose integrated management options to reduce risk and maximize return on investment in priority areas in light of climate projections; Propose land use policy options and model zoning bylaws to be used by local municipalities to increase flood resiliency.	Proposed policy and Guidance  Return on investment tool developed and deployed		Credit Valley Conservation (Christine Zimmer to identify implementation lead)					
		Pilot inspection and maintenance monitoring protocols for various stormwater measures to inform a model stormwater monitoring strategy	Performance monitoring to maximize return on investment of management options		Credit Valley Conservation (Christine Zimmer to identify implementation lead)					

# High Level Action Plan: Green Natural Infrastructure

**Strategy:** Increase the number of healthy trees in priority areas to reduce public health risk and enhance social and environmental outcomes

Strategy	Outcome	Planned Action	Milestone Deliverable	Strategy Lead	Implementation Team	2018	2019	2020	2021	2022
Green Natural Infrastructure	Increase canopy cover in priority areas that provide multiple co-benefits	Map to identify one priority area in each municipality; consult with Peel Urban Forest Working Group and validate selection of three priority areas for tree planting program	Spatial analysis and visual products to assist with the prioritization of priority area selection.	Heather Hewitt	Region of Peel (Heather Hewitt to identify implementation lead)					
		Identify current and planned urban forest policies, plans and projects being implemented by partners. Prioritize and identify opportunities for additional funding to increase capacity	Baseline inventory of partnership initiatives		Region of Peel (Heather Hewitt to identify implementation lead)					
		Prioritize and identify opportunities for additional funding to increase capacity	Funding opportunity prioritization		Region of Peel (Heather Hewitt to identify implementation lead)					
		Develop a Policies, Guidelines and Standards Best Practices Manual for Urban Trees, which includes enhanced standards for tree planting, model land use planning policy, and tree protection by-laws that will increase urban forest resilience to future climate conditions	Policy and guidance documents		Region of Peel (Heather Hewitt to identify implementation lead)					
		Plan for a tree planting program in 2019 in three priority areas; utilize a diverse mix of tree species and demonstrate best practice as outlined in Manual; Initiate discussion on "more trees please" communication and marketing campaign	Number of trees planted per year		Region of Peel (Heather Hewitt to identify implementation lead)					
		Initiate discussion on methods to collect and monitor planting programs in consultation with the Peel Urban Forest Working Group; Include discussion on future modelling of the multiple benefits tree canopy increase in priority areas can have over 10 and 30 years	Monitoring and reporting plan and process		Region of Peel (Heather Hewitt to identify implementation lead)					
		Model the multiple benefits tree canopy increase in priority areas over 10 and 30 years	Ecosystem benefits model		Region of Peel (Heather Hewitt to identify implementation lead)					



# High Level Action Plan: Public Education

**Strategy:** Raise public awareness of the local impacts of climate change and our plan to transition to a low carbon and resilient future.

Strategy	Outcome	Plan	Planned Action	Milestone Deliverable	Strategy Lead	Implementation Team	2018	2019	2020	2021	2022
Public Education	Increase public awareness that results in a behaviour shift to support the climate change partnership plan	Community Climate Change Partnership Plan	Develop communication plan that promotes our shared commitment to respond to climate change at the community level; and increase public awareness of climate change and what we can do to adapt to and mitigate its effects.	Partnership Communication Strategy Public Opinion Survey	Julius Lindsay	City of Mississauga (Julius Lindsay to identify implementation lead)					
		Low Carbon Community	Engage the community to raise awareness of opportunities to access EV charging stations, reduce building energy use and use renewable energy.	Communication Plan Number of Partnerships		City of Mississauga (Julius Lindsay to identify implementation lead)					
		Flood Resiliency	Deliver coordinated public education messages on flood resiliency in priority (SNAP) areas across Peel	Communication plan		City of Mississauga (Julius Lindsay to identify implementation lead)					
		Green Natural Infrastructure	Develop "more trees please" communication and marketing campaign	Communication and marketing plan		City of Mississauga (Julius Lindsay to identify implementation lead)					

**RES.#A73/18 -**

**NAMING OF TORONTO AND REGION CONSERVATION AUTHORITY  
ASSET**

Toronto and Region Conservation Authority Trail at the Bolton Camp Property in the Town of Caledon, Regional Municipality of Peel. Approval to name TRCA Asset located at 13540 Caledon King Townline South.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**THAT 1,860 metres of Toronto and Region Conservation Authority (TRCA) owned land at Bolton Camp in the Town of Caledon (Attachment 1), be officially named "Murray Stewart Trail";**

**THAT TRCA staff be directed to erect a sign designating a trail at the Bolton Camp property as the Murray Stewart Trail;**

**AND FURTHER THAT the Town of Caledon, Rotary Club of Bolton and Murray Stewart be so advised.**

**CARRIED**

**BACKGROUND**

The subject TRCA-owned lands are located on the Bolton Camp property at 13540 Caledon King Towline South. TRCA staff was approached by the Rotary Club of Bolton regarding naming the trail identified as Phase 1 Trail and Phase 2 Trail on the lands (identified in Attachment 1), in honour of Murray Stewart, a long-time Rotarian member and supporter of the revitalization of Bolton Camp.

TRCA purchased the Bolton Camp lands in 2011 and since then staff has been working with municipal partners, school boards, community groups and the general public to create a vision for a renewed Bolton Camp. Through this process, the community has crafted a concept plan for re-purposing Bolton Camp from its previous use as an overnight summer camp to an outdoor community centre for participants of all ages, where people come together to learn, live, play and share in experiences. Community developed and community driven, the new Bolton Camp will bring the business sector, not-for-profits, social enterprises and others together to provide youth, artists and entrepreneurs the opportunity to transform this historic landscape into a unique attraction that will make a significant contribution to increasing the employment and cultural vitality of the greater Toronto region.

To jump start community use of Bolton Camp, and continue the strong tradition of social equity and inclusion in the Toronto region, TRCA has been providing employment, training and mentorship programs on site since 2015. In addition, TRCA staff has been working with community groups and organizations such as the Rotary Club of Bolton to support such programming and host public events on site.

Murray Stewart joined Bolton Rotary in June 1968. At that time the Bolton club was part of the same district as the Toronto Rotary Club. During this time, the buildings at the Bolton Camp site were being renovated and the Toronto Rotary Club took the lead in raising the funds for this restoration. Many of the weekly meetings were held in the dining hall building located on the property.

Murray Stewart has lived in Caledon for over 50 years, with his wife, Marnie. He grew up on a farm on 6th line Albion or Duffy's Lane. Having lived on the farm, his interest and education took him to the University of Guelph for agricultural programs. He has made a tremendous impact on the quality of life for Caledon citizens through his involvement with the Rotary Club of Bolton, numerous boards, task forces and committees such as the Albion Bolton Agricultural Society and 4-H. His longtime career with Canada Packers as the Public Relations Manager also meant he never forgot about "home". He helped establish the "Canada Packers Quilt Collection" which travelled to fairs across Ontario and possibly Canada. His most recent involvement is with Bethell Hospice and Caledon Community Services Homelessness initiatives. One of his many talents is auctioneering, through which he has volunteered his time and voice to countless benefit functions. Murray has been a regular attendee and supporter of The Living City Dinner.

His activities with the Rotary Club of Bolton include:

- 50 years membership;
- Held recent executive roles: President, Vocational, Director at Large, Rotary Foundation;
- Hosted many Rotary Youth Exchange (16 year-old) students who are in Canada for a one-year emersion into Canadian culture, education and society;
- Camp Enterprise board member – a 4 day residential camp experience for youth in grade 11/12 to learn how to develop a business, leadership skills, entrepreneurship and team-building experience, which at one time was held at the conference centre at Bolton Camp;
- Adventures in Citizenship program in which a student is selected to spend a week in Ottawa learning about government, citizenship and humanitarian issues;
- Global philanthropy with water and literacy projects in Guatemala, Honduras and Mexico.

At Authority Meeting #9/03, held on November 28, 2003, Resolution #A255/03 was approved, which set the protocol for the naming of TRCA assets. In accordance with the protocol, a naming may contain any or all of the following:

- The name of a major individual or corporate/public sector organization;
- The name of an individual prominent in the environmental or conservation community;
- A relevant historical name associated with the geographic area or community;
- The name of a strategic initiative, a citizen's group or other partnership of TRCA; and/or
- Other names that may have significance for a specific site and area.

## **RATIONALE**

Since 2015, The Rotary Club of Bolton has supported the redevelopment of Bolton Camp through various financial donations. Donations include a total of \$12,500 for the Girls Can Too to assist with program and material costs. In addition, The Rotary Club of Bolton has provided a financial donation of \$36,000 for the resurfacing of Trail A works that took place at Bolton Camp lands in summer 2017, and has committed an additional \$25,000 financial donation for the resurfacing of Trail B works to take place on site in summer 2018.

The Rotary Club of Bolton has requested that the Trail A and Trail B located at Bolton Camp property be named "Murray Stewart Trail," after Murray Stewart, who has been a member with the Club for 50 years and is a long-time community supporter of the Bolton Camp property.

**DETAILS OF WORK TO BE DONE**

TRCA staff will complete the Trail B resurfacing project during summer 2018. TRCA staff will produce and install an appropriate sign on the completed Trail A and Trail B to identify the trail name, history and acknowledging the generous donation to TRCA. A commemorative event for the sign unveiling is being planned for the end of October 2018 to coincide with the annual Haunted Hill 5K/10K Run/Walk event hosted by The Rotary Club of Bolton at the Bolton Camp property.

**FINANCIAL DETAILS**

The estimated cost of producing and installing the sign on the property is \$2,500. This expense will be covered by The Rotary Club of Bolton.

**Report prepared by: Lucia Piccinni, 647-537-4184**

**Emails: [lpiccinni@trca.on.ca](mailto:lpiccinni@trca.on.ca)**

**For Information contact: Darryl Gray, 416-791-0327**

**Emails: [dgray@trca.on.ca](mailto:dgray@trca.on.ca)**

**Date: April 25, 2018**

**Attachments: 1**



CALEDON KING TOWNLINE

KINGSVIEW DR

KING ST E

### Legend

- Phase 1 Trail - 1100 m
- Phase 2 Trail - 760 m
- Proposed\_Wayfinding
- Proposed\_Kiosk
- Watercourse

0 40 80 160 Meters





**RES.#A74/18 -**

**VALLEY EROSION HAZARDS PROJECTS - 2018**

Proposed Workplan to Address Erosion Damage Arising from the July 8, 2013 Storm and Other Severe Weather Events in the City of Toronto. Submission of TRCA's proposed 2018 workplan for Valley Erosion Hazards Projects in accordance with the City of Toronto's Coordinated Watercourse Management Plan (2014) to address erosion damage to private and public lands arising from the July 8, 2013 storm and other severe weather events in the City of Toronto.

Moved by: Jennifer Innis  
Seconded by: David Barrow

**WHEREAS** Toronto and Region Conservation Authority (TRCA) staff has reported to the Authority at least annually on the management of erosion and slope stability hazards related to the July 8, 2013 storm and subsequent severe weather events since Authority Meeting #6/13, held on July 26, 2013, and most recently at Authority Meeting #5/17, held on June 23, 2017;

**AND WHEREAS** staff was directed at Authority Meeting #4/16 by Resolution #A71/16 to allocate up to 15% of the funding to lower priority sites where proactive and/or minor works may prevent significant future damage to, or loss of, property;

**AND WHEREAS** staff was directed at Authority Meeting #5/17 by Resolution #A101/17 to pursue additional sources of funding from the Province of Ontario and federal government for erosion control works;

**AND WHEREAS** staff was authorized at Authority Meeting #5/17 by Resolution #A101/17 to proceed with the implementation of new and ongoing projects outlined in the 2017 Workplan;

**THEREFORE LET IT BE RESOLVED THAT** staff allocate 5% of the available funding for 2018 to lower priority sites where proactive and/or minor works may prevent significant future damage to or loss of property;

**THAT** staff continue to pursue additional sources of funding from the Province of Ontario and federal government for erosion control works;

**THAT** staff proceed with the new and ongoing projects as outlined in the proposed 2018 workplan described in Attachment 1;

**AND FURTHER THAT** a copy of this report be provided to Toronto Water in compliance with the City of Toronto's 2014 Coordinated Watercourse Management Plan.

**CARRIED**

**BACKGROUND**

On July 8, 2013 an intense downpour rolled through the Toronto area, causing wide-spread flooding, surcharges of water infrastructure, and significant damage to the river and valley systems including extensive damage to park trails and pedestrian bridges, numerous debris jams, and an unprecedented number of slope failures on hundreds of private properties that border these natural areas. TRCA Restoration and Infrastructure staff were the first responders to flood and erosion related damage following this event, inventorying and assessing more than 500 sites over the course of several months.

TRCA has been inventorying, assessing and remediating erosion hazards for more than 30 years under various program names and special projects, but the July 8, 2013 event significantly increased the number of hazards in the Toronto area, requiring TRCA to rethink its approach to erosion management in its jurisdiction to more effectively deal with the effects of climate change.

On July 26, 2013 staff brought the first post-storm erosion damage report to Authority Meeting #6/13, providing an overview of the information collected to date with recommendations for further action. Staff has continued to submit mid-year and/or annual reports to the Authority as required since 2013. For a complete record of all Authority meetings and resolutions approved to date, refer to Authority Meeting #5/17, Resolution #A101/17.

## **RATIONALE**

The 2018 workplan outlines the status of each project currently in progress from 2017 or proposed with 2018 funding. Project specific details are described in Attachment 1. As in previous years, some in-year adjustments to the workplan may be required as more information is received from engineering studies, subsequent storm events worsen conditions at certain sites, and other projects are delayed due to negotiations with landowners and other factors.

As the primary objective of TRCA's Erosion Risk Management Program is to reduce risk to life and property from the hazards of erosion, the majority of funding continues to be allocated to sites where significant damage has already occurred. Since receiving direction from the Authority at Meeting #7/15, held on the July 24, 2015 to allocate up to 15% of each year's funding to lower priority sites where proactive and minor works may prevent future failures, staff has initiated an extensive review of potential candidate sites to inform the appropriate portion of annual funding that should be allocated to this category of work. As illustrated in Attachment 1, the proposed allocation to proactive and minor works in 2018 is approximately 5% of the total available budget for valley erosion hazards in 2018, as the remainder of the budget is needed to complete works at higher risk sites. The proposed 5% budget allocation is approximate and subject to securing all necessary landowner agreements prior to proceeding with work.

## **FINANCIAL DETAILS**

The total budget for Valley and Erosion Hazards in 2018 is \$3.21 million, which includes \$2.6 million in 2018 capital funding and approximately \$610,000 in funds carried forward from 2017 to continue with projects already in progress.

All funding for this portfolio of work is provided by the City of Toronto within account 133-01 as outlined in Attachment 1 except where noted otherwise. Some funding is expected to be received from benefiting landowners on select projects in accordance with TRCA's Private Landowner Contribution for Erosion Control Works policy and the Ministry of Natural Resources and Forestry (MNRF) through its annual Water and Erosion Control Infrastructure (WECI) Program on a project-by-project basis. Attachment 1 shows how the \$3.21 million is allocated across the priority projects.

Some adjustments to individual projects funded under this capital works program may be proposed by Toronto Water, and it is noted that the allocations are subject to revision as the work progresses. With the potential delays and other unknown factors associated with landowner negotiations, staff has included alternate projects for approval in the 2018 workplan. Alternate projects are priority projects for which no budget is allocated this fiscal year. In the case where landowner negotiations stall on an approved project, staff will reassign the available budget to an approved alternate project.

**DETAILS OF WORK TO BE DONE**

Refer to the 2018 workplan (Attachment 1) for the details of work to be done for each project.

**Report prepared by: Courtney Rennie, extension 5523**

**Email: [courtney.ennie@trca.on.ca](mailto:courtney.ennie@trca.on.ca)**

**Report approved by: Moranne McDonnell, extension 5500**

**Email: [moranne.mcdonnell@trca.on.ca](mailto:moranne.mcdonnell@trca.on.ca)**

**Date: May 1, 2018**

**Attachments: 1**



## Attachment 1

Funding Account	Project Name	2017 Year End Balance (Carried forward to 2018)	2018 Approved Capital Funding	2018 Proposed Revised Capital Funding	Other Funding	2018 Proposed Budget	Status	2018 Project Details
133-01	Valley Erosion Hazards (including July 8, 2013 and May 2017 severe weather events)	(\$610,000)	(\$2,600,000)	(\$3,210,000)			Ongoing from 2013	<ul style="list-style-type: none"> <li>See information by subproject in italics below</li> </ul>
	<b>PROGRAM MANAGEMENT / EROSION HAZARD MONITORING / MINOR WORKS</b>							
	Program management, erosion hazard monitoring, legal support (multiple Wards)				-	\$420,000	Annual	<ul style="list-style-type: none"> <li>General program management</li> <li>Annual re-inspection of participating properties (400+ erosion hazard sites) (shared cost with other accounts)</li> <li>Legal support to execute agreements</li> </ul>
	Minor and proactive works (multiple wards, varied scope of work)				-	\$140,000	Annual	<ul style="list-style-type: none"> <li>Minor and proactive works such as downspout extensions/redirections, removal of unstable structures, regrading, plantings, and other undertakings to prevent erosion damage from lower ranking sites</li> <li>Approximate allocation of reduced from 15% to 5% of 2018 Capital Levy</li> </ul>
	<b>CONSTRUCTION</b>							
	Black Creek in Downsview Dells between 111 Whitburn Crescent to 2 Jennifer Court Erosion Damage Restoration Project (111 – 117 Whitburn Crescent) (Ward 9)				(\$275,000)	\$950,000	Ongoing from 2014	<ul style="list-style-type: none"> <li>Ongoing remedial works to protect infrastructure and private property at the top of slope</li> <li>Construction of bed and grade control structures along the south tributary, and slope stabilization and upper drainage improvements at 111 Whitburn Crescent (pending successful negotiations with landowners)</li> </ul>
	Black Creek in Downsview Dells between 2 Jennifer Court – 111 Whitburn Crescent - Multi-use Trail Connection Project (Ward 9)				(\$148,000)	\$2,000	Ongoing from 2014	<ul style="list-style-type: none"> <li>Construction of an AODA compliant multi-use trail from Keele Street East to Downsview Dells Park on behalf of the City of Toronto</li> <li>Scope of work to include removal of existing brick rubble access road and final site restoration of the north tributary upon completion of multi-use trail</li> <li>Proposed budget based on anticipated OoS with City of Toronto for construction of trail in 2018</li> </ul>
	1025 Scarlett Road Erosion Control and Slope Stabilization Project ('Phase 1 & 2') (Ward 2)				(\$189,500)	(\$60,000)	Ongoing from 2015	<ul style="list-style-type: none"> <li>Phase 1 works complete</li> <li>2018 involves relocation of all existing structures at the top of slope away from the long term stable slope crest, and restoration of disturbed areas (Phase 2)</li> </ul>
	Black Creek Tributary between Appletree Court and Seeley Drive Erosion Control and Slope Stabilization Project ('Phase 1 & 2') (Ward 9)				-	\$345,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Completion of all ongoing slope stabilization works behind 12, 14, and 16 Appletree Court and channel works to protect City of Toronto sanitary sewer infrastructure (Phase 1)</li> <li>Updates to Class EA through 2018 to identify and select the preferred alternative solution for Phase 2</li> <li>Development of detailed designs for remaining channel incl. collection of geotechnical information (Phase 2). Detail design to be finalized through 2018</li> </ul>
	21 – 24 Disan Court Erosion Control and Slope Stabilization Project (Ward 1)				-	\$425,000	Ongoing from 2016	<ul style="list-style-type: none"> <li>Removal of failed retaining walls, minor regrading, and construction of a SiennaStone retaining wall behind 21 – 24 Disan Court</li> <li>Scope to incl. reconstruction of a City of Toronto concrete working platform supporting existing storm and sanitary infrastructure</li> </ul>
	9 Alderbrook Drive – Interim (Ward 25)				(\$150,000)	\$175,000	Ongoing from 2017	<ul style="list-style-type: none"> <li>Detailed design to be finalized through 2018</li> <li>2018 involves interim channel works to protect 9 Alderbrook Drive (pending successful negotiations with landowners)</li> </ul>
	Greyabbey Trail				(\$337,000)	\$63,000	Ongoing from 2017	<ul style="list-style-type: none"> <li>Detail design to be finalized through 2018</li> <li>Implementation of interim works through 2018</li> </ul>
	3030 – 3068 Weston Road Major Maintenance Project				-	\$400,000	New site	<ul style="list-style-type: none"> <li>Major maintenance through 2018</li> </ul>

Funding Account	Project Name	2017 Year End Balance (Carried forward to 2018)	2018 Approved Capital Funding	2018 Proposed Revised Capital Funding	Other Funding	2018 Proposed Budget	Status	2018 Project Details
<b>PLANNING / DESIGN</b>								
	30 Northline Road Erosion Control and Slope Stabilization Project (Ward 31)		-			\$15,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Class EA through 2018 to identify and select the preferred alternative solution</li> <li>Detailed design to be finalized through 2018</li> </ul>
	Rose Park Crescent Erosion Control and Slope Stabilization Project (Ward 27)		-			\$20,000	Ongoing from 2017 (May Severe Rainfall Event)	<ul style="list-style-type: none"> <li>Class EA through 2018 to identify and select the preferred alternative solution</li> <li>Detail design to be finalized through 2018</li> </ul>
	219 – 226 Roslin Avenue Erosion Control and Slope Stabilization Project (Ward 25)		-			\$20,000	Ongoing from 2016	<ul style="list-style-type: none"> <li>Detail design for major maintenance to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	2 Kevi Lane Erosion Control and Slope Stabilization Project (Ward 3)		-			\$30,000	Ongoing from 2017	<ul style="list-style-type: none"> <li>Class EA through 2018 to identify and select the preferred alternative solution</li> <li>Detail design to be finalized through 2018</li> </ul>
	Heath Street East and Heath Crescent Erosion Control and Slope Stabilization Project (Ward 27)		(\$43,000)			\$40,000	Ongoing from 2016	<ul style="list-style-type: none"> <li>Class EA through 2018 to identify and select the preferred alternative solution</li> <li>Scope of work to include removal of the existing failed stairway and reinstating safe pedestrian access into David A. Balfour Park on behalf of the City of Toronto</li> <li>Detail designs to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	7 – 17 Eldorado Court Slope Stabilization Project (Ward 9)		-			\$15,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Class EA underway through 2018 to identify and select the preferred alternative solution</li> <li>Detailed design to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	19 – 31 Ridge Point Crescent Slope Stabilization Project (Ward 12)		-			\$15,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Class EA underway through 2018 to identify and select the preferred alternative solution</li> <li>Detailed design to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	19 – 25 Ridgeway Crescent Erosion Control and Slope Stabilization Project (Ward 5)		-			\$15,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Class EA underway through 2018 to identify and select the preferred alternative solution</li> <li>Detailed design to be finalized through 2018</li> </ul>
	21 – 25 Peacham Crescent Slope Stabilization Project (Ward 9)		-			\$20,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Class EA through 2018 to identify and select the preferred alternative solution</li> <li>Detail design to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	191 – 195 Hudson Drive Slope Stabilization Project (Ward 27)		-			\$100,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Detail design to be finalized through 2018 (pending successful negotiations with landowners)</li> </ul>
	23 Brixham Terrace Drainage and Slope Stabilization Project (Ward 9)		-			\$20,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Detail design for drainage improvements to be finalized through 2018</li> </ul>
	100 – 102 Gwendolen Crescent Erosion Control Project (Ward 23)		(\$4,750)			(\$2,000)	Ongoing from 2016	<ul style="list-style-type: none"> <li>Completion of the slope stability and erosion risk assessment from 2017</li> <li>Detail design for major maintenance to be initiated through 2018 and funded from account 134-01</li> </ul>
	Mimico Creek Geomorphic Systems Master Plan		-			\$25,000	N/A	<ul style="list-style-type: none"> <li>2018 involves working with the City of Toronto for the development of the Mimico Creek Geomorphic Systems Master Plan</li> <li>Year 1 plot set up and ecological monitoring</li> </ul>
<b>PRE PLANNING</b>								
	37 – 39 Topcliff Avenue Erosion Control and Slope Stabilization Project		-			-	Ongoing from 2014	<ul style="list-style-type: none"> <li>No budget allocated for 2018</li> <li>Approval to proceed with detailed design development should budget be re-allocated due to delays with landowner negotiations for other approved projects</li> </ul>
	73 – 95 Clarinda Drive (Ward 24)					\$3,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff time for meeting with Councillor and homeowners</li> <li>Baseline data collection as required</li> </ul>

Funding Account	Project Name	2017 Year End Balance (Carried forward to 2018)	2018 Approved Capital Funding	2018 Proposed Revised Capital Funding	Other Funding	2018 Proposed Budget	Status	2018 Project Details
								<ul style="list-style-type: none"> <li>Approval to proceed with detailed design development in 2018 should budget be re-allocated due to delays with landowner negotiations for other approved projects</li> </ul>
	11 – 53 Storer Drive (Ward 7)					\$5,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff time for meeting with Councillor and homeowners</li> <li>Baseline data collection as required</li> <li>Approval to proceed with detailed design development in 2018 should budget be re-allocated due to delays with landowner negotiations for other approved projects</li> </ul>
	<b>EROSION STUDIES AND ANALYSIS</b>							
	22 – 32 Norfield Crescent (Ward 2)				-	\$15,000	Ongoing from 2015	<ul style="list-style-type: none"> <li>Emergency works previously completed at 26 Norfield Crescent in 2015</li> <li>Update of the LTSSC for the remaining properties through 2018 following construction of an armoustone wall at the toe of the slope by Toronto Water in 2015</li> </ul>
	Chapman Creek (Ward 2)					\$45,000	N/A	<ul style="list-style-type: none"> <li>Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff time for meeting with Councillor and homeowners</li> <li>Baseline data collection as required</li> </ul>
	Windhill Crescent (Ward 7)					\$40,000	N/A	<ul style="list-style-type: none"> <li>Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff time for meeting with Councillor and homeowners</li> <li>Baseline data collection as required</li> </ul>
	Placeholder Slope Stability and Erosion Risk Assessment (Site TBD based on updated erosion hazard monitoring priority rankings)					\$15,000	New site in 2018	<ul style="list-style-type: none"> <li>Approval to proceed with slope stability and erosion risk assessment in 2018 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff to select the next highest ranking erosion hazard monitoring site based on erosion hazard monitoring priority rankings</li> </ul>
	Placeholder Slope Stability and Erosion Risk Assessment (Site TBD based on updated erosion hazard monitoring priority rankings)					\$15,000	New site in 2018	<ul style="list-style-type: none"> <li>Approval to proceed with slope stability and erosion risk assessment in 2018 to confirm extent of risk and prioritize assistance with erosion control works</li> <li>Staff to select the next highest ranking erosion hazard monitoring site based on erosion hazard monitoring priority rankings</li> </ul>
	<b>COMPLETE / RESTORATION / MAINTENANCE</b>							
	114 Camborne Avenue Erosion Control and Slope Stabilization Project				(\$4,000)	(\$4,000)	Ongoing from 2014	<ul style="list-style-type: none"> <li>Financial contribution from private landowner for works completed in 2014</li> </ul>
	5 Old Yonge incl 14 – 16 Brookfield Road Erosion Control and Slope Stabilization Project (Ward 25)				(\$125,000)	(\$120,000)	Ongoing from 2014	<ul style="list-style-type: none"> <li>Financial contribution from private landowner for works completed in 2016</li> <li>Post construction monitoring and weeding</li> </ul>
	Riverhead Drive Emergency Erosion Control and Slope Stabilization Works ('Phase 1') and Slope Stability and Erosion Risk Assessments ('Phase 2') (Ward 2)				-	\$3,000	Ongoing from 2014	<ul style="list-style-type: none"> <li>File Emergency Works Report and satisfy any outstanding CO Class EA requirements</li> <li>Site meetings and outreach with landowners within the Phase 2 study area. Minor works to be funded from minor and proactive works' funding</li> </ul>

**RES.#A75/18 -**

**GREENLANDS ACQUISITION PROJECT FOR 2016-2020**

Flood Plain Conservation Component, Humber River Watershed 1539028 Ontario Inc. (CFN 59546). Acquisition of property located west of Kipling Avenue and south of Kirby Road, in the City of Vaughan, Regional Municipality of York, under the "Greenlands Acquisition Project for 2016-2020", Flood Plain and Conservation Component, Humber River watershed.

*(Executive Res.#B37/18)*

Moved by: Paul Ainslie  
Seconded by: Gino Rosati

**THAT 9.29 hectares (22.97 acres), more or less, of vacant land, located west of Kipling Avenue and south of Kirby Road, said land being Part of Lot 30, Concession 8, designated as Blocks 39 and 40 on a draft Plan of Subdivision prepared by Guido Papa Surveying, under their Reference No. 15-18-070-00, dated July 20, 2017, in the City of Vaughan, Regional Municipality of York, be purchased from 1539028 Ontario Inc.;**

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

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

**THAT the firm Gardiner Roberts LLP, be instructed to complete the transaction at the earliest possible date. 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**

**RES.#A76/18 -**

**APPRAISAL SERVICES**

Award of Contract #10006800 for the Vendor of Record for Supply of Appraisal Services. Award of Vendor or Record Contract #10006800 for the supply of appraisal services for a three year period.

*(Executive Res.#B38/18)*

Moved by: Paul Ainslie  
Seconded by: Gino Rosati

**WHEREAS Toronto and Region Conservation Authority (TRCA) is engaged in a variety of projects that require expert appraisal services;**

**AND WHEREAS TRCA solicited proposals through a publicly advertised process and evaluated the proposals based on experience, certification and references;**

**THEREFORE LET IT BE RESOLVED THAT TRCA staff be directed to establish a Vendors of Record (VOR) arrangement with three appraisal firms for the supply of appraisal services for the period of June 1, 2018 to June 1, 2021;**

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

**CARRIED**

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**RES.#A77/18 -**

**PAY EQUITY AND COMPENSATION**

Results and Recommendations of Comprehensive Compensation Review for Full-Time Staff. Approval to implement the pay equity and comprehensive compensation review recommendations for full-time staff and to outline the work plan to ensure compliance with Bill 148 and the Pay Equity Act with respect to supplementary (contract, part-time and seasonal) positions.

*(Executive Res.#B41/18 & Res.#B42/18)*

Moved by: Paul Ainslie  
Seconded by: Gino Rosati

**THAT the 2018 full-time salary grid, contained in the body of this report, with an implementation date of June 10, 2018 be approved;**

**THAT the salary grid be adjusted annually having regard to average projected adjustments provided by the comparator group, published survey projections, and ability to pay;**

**THAT the Salary Administration protocol be updated to show job rates reflected in the 2018 salary grid;**

**THAT Human Resources staff be directed to undertake a review of all supplementary (contract, part-time and seasonal) staff job rates, ensuring compliance with Bill 148 and the *Pay Equity Act* to recommend and implement any required adjustments;**

**THAT the Chief Executive Officer and Senior Manager, HR, Safety and Professional Development be directed to undertake the necessary adjustments to implement the Pay Equity and Comprehensive Compensation Review findings (the pay Equity and Compensation Review Plan), including phasing of the plan to minimize financial impacts as well as producing a pay equity summary document;**

**THAT the consultant and staff recommended date for the retro-active payment of Pay Equity impacts due to placement in the new banding structure, be June 15, 2016, which reflects the launch of the project, be approved;**

**THAT Human Resources staff report back on approaches to be implemented to ensure equity, including but not limited to updated guidelines, policies and succession plans;**

**AND FURTHER THAT salaries be reviewed at a minimum every five years and include additional comparators prepared for Authority consideration and that an update to the comprehensive compensation review will take place at a minimum every 10 years following Authority approval of these recommendations.**

**CARRIED**

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**Section II – Items for Authority Information**

**RES.#A78/18 -**

**SECTION II – ITEMS FOR AUTHORITY INFORMATION**

Moved by: Giorgio Mammoliti  
Seconded by: Ronald Chopowick

**THAT Section II item 11.2.1 – Etobicoke Creek North Trail, contained in Executive Committee Minutes #3/18, held on May 4, 2018, be received.**

**CARRIED**

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

#### **RES.#A79/18 -**

#### **TORONTO AND REGION CONSERVATION AUTHORITY ADMINISTRATIVE OFFICE BUILDING PROJECT UPDATE**

Design and Site Plan Approval Process. Update on design and Site Plan approval process related to TRCA new administrative office building located at 5 Shoreham Drive, Toronto.

Moved by: Jack Heath  
Seconded by: Ronald Chopowick

**THAT the project update and presentation detailing the status of the design and Site Plan approval process in support of the construction of an administrative office building at 5 Shoreham Drive in Toronto be received.**

**CARRIED**

#### **BACKGROUND**

At Authority Meeting #5/16, held on June 24, 2016, Resolution #A85/16 approved the construction of an administrative office building at 5 Shoreham Drive in Toronto and directed staff to take the necessary action to complete the project, including the submission of formal requests for approval to the participating municipalities and the Province of Ontario. Following the receipt of funding approval by all six of Toronto and Region Conservation Authority's (TRCA) participating municipalities in February 2017, TRCA retained an integrated design team to further develop TRCA's vision for a healthy and functional office space, featuring mass timber construction, green design and thoughtful integration with the unique ravine setting.

Led by ZAS Architects and Bucholz McEvoy Architects in joint venture, the design team is supported by the expertise of TRCA's project manager, Jones Lang LaSalle Canada; construction manager, Eastern Construction Company Limited; sustainability specialist, Green Reason; and quantity surveyor, A.W. Hooker to realize a highly sustainable, efficient and cost effective building. Since October 2017, key TRCA staff has had nine working sessions with this team to inform the planning and design of the project. The design team has also conducted team interviews over three days to review and refine the existing program of the building.

#### **RATIONALE**

On April 23, 2018, the integrated design team presented the refined building design, environmental strategy and landscape plan for TRCA's new administrative offices at 5 Shoreham Drive. This design strives to meet the needs and ambitions of TRCA now and into the future and demonstrates a comprehensive understanding of the core mission and requirements of TRCA.

The schematic design consists of a four storey, 7,430 m<sup>2</sup> (80,000 ft<sup>2</sup>) mass timber office building that will feature universal design principles, and will at minimum achieve Tier II Toronto Green Standards, Leadership in Energy and Environmental Design (LEED) Platinum and WELL Building Silver certifications. The design is also targeting to meet zero carbon status, and the project will be evaluated using the five key components from the Canadian Green Building Council's (CaGBC) Carbon Framework as a pilot study participant under the Zero Carbon Building Immersion Program.

The building massing and siting is consistent with the City of Toronto Official Plan and TRCA's The Living City policies. The building location respects the natural ravine setting and complies with the required setback from the natural slope hazard. The building massing responds to the natural setting by occupying the space of the former office and parking lot by fanning out along Shoreham Drive and stepping back floor by floor in a similar manner as the adjacent ravine. The building is sited to both embrace the Black Creek ravine landscape and extend that ravine landscape into the site and visually into the building. The building's wood structural system also makes both a literal and figurative connection to the ravine's ecology and makes clear the project's sustainability goals that can be found in all aspects of the project.

The project promotes a strong urban connection to Shoreham Drive. The siting of the building creates a gateway into the larger university community and safer entry from the controlled intersection at Shoreham Drive and Murray Ross Parkway. The main building entrance faces Shoreham Drive with a secondary entrance facing Tennis Canada and the on-site parking. Parking will be accommodated on site and, similar to the original office, across Shoreham Drive in the Black Creek Pioneer Village parking lot. This strategy has the advantage of minimizing the effect of parking on the site, reducing costs and utilizing an existing TRCA asset.

The landscape design embraces the culture and ecology of the ravine and, similar to the building, celebrates TRCA's role in maintaining and enhancing the ravine system. The landscape plan demonstrates TRCA's The Living City vision by bolstering the natural heritage attributes of the site and integrating innovative low impact development (LID) systems. At all moments of the landscape design, sustainability is underscored by ensuring stormwater is managed and treated on site and by ensuring that the existing natural cover is protected and enhanced with interconnections to the ravine. An effort has been made to extend the interior programming into the site with outdoor meeting and eating areas. The life of the café will be enhanced through the provision of a kitchen garden. The landscape is also welcoming to the larger community and provides both pedestrian and cycling connections.

The ambition of creating a great place to work was met by the design team with open, light filled floor plans that meet the programmatic requirements of TRCA, and take advantage of views into the ravine landscape. The main floor area offers space for large meetings and community engagement, transitional exhibition space, as well as an inviting cafeteria, reception and planning desk. This floor also provides space for equipment and supply storage, TRCA's emergency operation centre, central file and mailroom functions, bike storage, staff showers and change rooms. The majority of TRCA's approximate 400 staff complement are accommodated on the second, third and fourth floors. On these floors workstations are centrally located, with adjacent rooms that facilitate collaboration and team work or quiet, focused work. Offices and smaller sized meeting rooms are located on the north side of the building, while large meeting rooms are positioned to the south, adjacent to stairways that interconnect floors and take advantage of ravine views. The open floor plans support flexibility to accommodate future staff growth through building programming revisions, adoption of flexible work arrangements or through a future fifth storey addition of 640 to 1,237 m<sup>2</sup> (6,889 to 13,315 ft<sup>2</sup>).

The design team has met the challenge of creating a comfortable indoor environment and achieving TRCA's ambitious sustainability and wellness objectives. The design has been informed from an evidenced based approach that has used extensive computer modeling to maximize passive design features to take advantage of the local climate, micro-climate and simple strategies for reducing the building's energy-use. The building massing and orientation have been developed to respond to the site and its surroundings. The mass timber structure reduces the embodied carbon content for the building, while floor to ceiling heights, as well as studied placement of glazing, optimize natural daylighting of the workspaces to the reduce the energy needed for artificial lighting.



The design team's concepts for a passive design building also include ensuring the envelope design responds to solar orientation and the peak design day temperatures. The building will feature natural ventilation techniques to reduce energy usage in shoulder seasons (spring/fall) when outside conditions are suitable for simply opening the windows. Solar chimneys combined with water walls will be used to allow the building to breathe and make use of water to pre-condition the outside air and thereby reducing the amount of energy required. The south and southeast façades will also feature "pre-heat" zones where double facades will be used to make use of solar preheating which will extend the natural ventilation hours for the year, further reducing energy use. The double facades also provide active shading during periods of high radiant heat gain and glare.

Once all the passive opportunities are fully captured in the design, active strategies must be optimized and simplified for a creative and low-maintenance solution. Finally, renewable energies from roof mounted photo voltaic (PV) panels and geothermal energy exchangers will be used to meet the minimized building energy demand and target a net zero carbon target for the building.

## **FINANCIAL DETAILS**

On February 24, 2017, at Authority Meeting #1/17, staff reported that all six of TRCA's participating municipalities, by way of their respective Councils, approved the project and the allocation of \$60,000,000 in new and existing capital funding toward the project.

On March 27, 2017 staff submitted a formal request to the Minister of Natural Resources and Forestry (MNRF) for approval of the project and a rate of interest. Minister's approval, pursuant to the requirements of Section 3(5) and 24 of the *Conservation Authorities Act*, is required in order to satisfy the lending conditions of a financial institution for funds borrowed for the project and to allocate approximately \$10,000,000 to the project from existing and future land sale disposition proceeds.

On September 22, 2017 staff reported at Authority Meeting #07/17, that an interest rate not to exceed 3.75% on the funds to be borrowed to finance the construction of the building was approved by the Chief Administrative Officer of MNRF on August 14, 2017. TRCA staff also reported that TRCA received correspondence from MNRF on August 28, 2017 advising that it was the Minister's decision to not grant an exemption to the Ministry's Generated Revenue Policy to enable the use of funds from land dispositions in support of TRCA's project.

As a result of the funding reduction, TRCA challenged the integrated design team, to realize a highly efficient, cost effective building that can be achieved within the available budget \$60,000,000 budget. This included taking measures to reduce the scope of the project, such as the elimination of underground parking and an overall reduction in the size of the building based on a refined building program.

TRCA submitted an urgent financial appeal to the Minister on December 12, 2017. A response from the Minister was received on February 15, 2018 indicating that ministry staff had been asked to explore enabling the use of TRCA's existing land sale generated revenue conditional upon the requirement that TRCA repay those funds from other revenue sources back into the reserve within a determined timeframe. On May 8, 2018, TRCA was notified that it was determined that such an approach is complex and would not be feasible within a reasonable timeline to address the immediate requirements of TRCA. However, in recognition and support of TRCA and its municipalities, the Minister has granted approval to use \$3,538,000 in disposition proceeds from land sales associated with provincial grants (as identified in TRCA's 2016 audited financial statement) with no required repayment. The Minister also confirmed approval of the project under Section 24 of the *Conservation Authorities Act*. These funds will be applied to the project to

ensure that TRCA's future proofing, sustainability and office modernization objectives are met as the design evolves or to reduce the overall term of the required financing.

TRCA staff continues to review opportunities for provincial and federal funding through various grants and programs. As a result of this ongoing review TRCA submitted an expression of interest to the Green Infrastructure Phase II – Energy Efficient Buildings RD&D Program with eligibility of up to \$3.5M in funding but were unsuccessful in the application process. TRCA is also submitting an expression of interest to the Province's GreenON fund with eligibility of up to \$10M in funding. Finally, staff is working with City of Toronto to confirm what financial incentives may be available to TRCA by meeting Toronto Green Standards Tier 2 requirements.

TRCA's six participating municipalities, by way of their respective Councils, and MNRF have approved the project and funding contributions as follows:

<b>Funder</b>	<b>Project Approval Date</b>	<b>Total Project Contribution Over 33 Years</b>
Adjala-Tosorontio	September 12, 2016	\$4,020
Durham	February 8, 2017	\$1,694,820
Mono	August 23, 2016	\$4,800
Peel	September 22, 2016	\$6,823,980
Toronto	February 15, 2017	\$38,617,260
York	December 15, 2016	\$12,855,120
MNRF	May 8, 2018	\$3,538,000
<b>TOTAL</b>		<b>\$63,538,000</b>

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

The key phases of the project are as follows:

### *Project Phases / Duration*

Architectural Design	October, 2017 – July, 2018
Site Plan Approval	June, 2018 – July, 2019
Building Permit	October, 2018 – August, 2019
Tender Contract Documents	July, 2018 – March, 2019
Award Construction Contract	March, 2019 – July, 2019
Construction (assumes partial bldg. permits)	April, 2019 – June, 2021
Occupancy	March, 2021 – June, 2021

The portion of the site where the building will be located is designated as Natural Areas in the City of Toronto Official Plan, and is subject to the former North York Zoning By-law which allows for a TRCA office building. The proposed building has been located in such a way as to avoid the need for a Zoning By-law Amendment. Any identified conflicts with the existing Zoning By-law are anticipated to be addressed through a Minor Variance process which does not involve any changes of use, but rather will address matters related to the need for off-site parking, a reduced parking count or adjustments to setbacks, if any.

On May 3, 2018, TRCA's project team met with City of Toronto staff to provide an overview of TRCA's project and the site at 5 Shoreham Drive, discuss the anticipated approvals and timing and receive comments on TRCA's proposal. The project was well received by City staff and TRCA was very encouraged by the support to the overall project approach and emphasis on sustainability. Based on the feedback received at this meeting TRCA's team will apply for a Preliminary Project Review to confirm that the proposal complies with the Zoning By-Law.

Following the results of this review, the team will finalize and submit TRCA's Site Plan Approval application with the expected schedule as follows:

- Preparation and submission - May to June 2018
- Circulations through the City for comments – June 2018 to April 2019
- Submission Finalized (Notice of Approval Conditions) – April 2019 to July 2019
- Minor Variances – October 2018 to February 2019
- Final Approval – July 2019

**Report prepared by: Jed Braithwaite, extension 5345**

**Emails: [jbraithwaite@trca.on.ca](mailto:jbraithwaite@trca.on.ca)**

**For Information contact: Laura Stephenson, extension 5296**

**Emails: [lstephenson@trca.on.ca](mailto:lstephenson@trca.on.ca)**

**Date: April 27, 2018**

**Attachments: 2**



LANDSCAPE PLAN





## RENDERED VIEW - BUILDING APPROACH FROM SHOREHAM DRIVE



**Section IV – Ontario Regulation 166/06, as Amended**

**RES.#A80/18 -            ONTARIO REGULATION 166/06, AS AMENDED**

Moved by:                Jack Ballinger  
Seconded by:            David Barrow

**THAT Section IV Item 11.3 – Ontario Regulation 166/06, as amended, contained in Executive Committee Minutes #3/18, held on May 4, 2018, be received.**

**CARRIED**

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**TERMINATION**

ON MOTION, the meeting terminated at 12:19 p.m., on Friday, May 25, 2018.

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Maria Augimeri  
Chair

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John MacKenzie  
Secretary-Treasurer

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