



**Authority Meeting
Agenda**

#4/18

May 25, 2018

9:30 A.M.

HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN

Pages

1. **ABORIGINAL TERRITORIAL ACKNOWLEDGEMENT**
2. **MINUTES OF MEETING #3/18, HELD ON APRIL 20, 2018**
Minutes [Link](#)
3. **BUSINESS ARISING FROM THE MINUTES**
4. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
5. **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.
6. **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.

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|------------|---|----|
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| 9.1 | TORONTO AND REGION CONSERVATION AUTHORITY ADMINISTRATIVE OFFICE BUILDING PROJECT UPDATE Design and Site Plan Approval Process | 93 |
| 10. | MATERIAL FROM BUDGET/AUDIT ADVISORY BOARD MEETING No meeting held this month. | |
| 11. | MATERIAL FROM EXECUTIVE COMMITTEE MEETING #3/18, HELD ON MAY 4, 2018 Minutes Link | |

11.1 SECTION I - ITEMS FOR AUTHORITY ACTION

11.1.1 GREENLANDS ACQUISITION PROJECT FOR 2016-2020

Flood Plain Conservation Component, Humber River Watershed
1539028 Ontario Inc. (CFN 59546)

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11.1.2 APPRAISAL SERVICES

Award of Contract #10006800 for the Vendor of Record for Supply
of Appraisal Services

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CONFIDENTIAL - Item 11.1.3 is confidential as it pertains to labour relations or
employee negotiations

11.1.3 PAY EQUITY AND COMPENSATION

Results and Recommendations of Comprehensive Compensation
Review for Full-Time Staff

CIRCULATED TO AUTHORITY MEMBERS BY EMAIL

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11.2 SECTION II - ITEMS FOR AUTHORITY INFORMATION

11.2.1 ETOBICOKE CREEK NORTH TRAIL

Contract #10007389, Paving Works

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11.3 SECTION IV - ONTARIO REGULATION 166/06, AS AMENDED

Receipt of Ontario Regulation 166/06, as amended, for applications 11.1 -
11.12, which were approved at Executive Committee Meeting #3/18, held on
May 4, 2018

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12. NEW BUSINESS

NEXT MEETING OF THE AUTHORITY #5/18, TO BE HELD ON JUNE 22,
2018 AT 9:30 A.M. AT HEAD OFFICE, 101 EXCHANGE AVENUE, VAUGHAN

John MacKenzie, Chief Executive Officer

/am

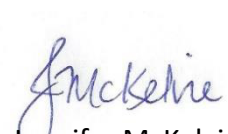
To: Kathy Stranks, Toronto and Region Conservation Authority

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.

Two lines of contact information (likely phone and email) that have been redacted with black boxes.

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **TORONTO ZOO**
Request to Update the 1978 Tripartite Agreement (CFN 24800)

KEY ISSUE

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.

RECOMMENDATION

WHEREAS Toronto and Region Conservation Authority (TRCA) is the owner of certain lands containing 182 hectares (449 acres), more or less and being Part of Lots 4, 5, 6, 7, 8 and Part of Road Allowance between Lots 6 and 7, Concession 3, Part of Lots 5 and 6 Concession 4, City of Toronto (TRCA Lands);

AND WHEREAS the TRCA Lands have been turned over to the City of Toronto for management, in accordance with the terms of an agreement dated June 14, 1961;

AND WHEREAS City of Toronto and TRCA entered into a tripartite agreement with the Board of Management of the Toronto Zoo (Board) dated April 28, 1978 for use of TRCA Lands as part the Toronto Zoo;

AND WHEREAS TRCA is in receipt of a request from City of Toronto Council and the Toronto Zoo Board to update the tripartite agreement and the boundaries of the Toronto Zoo;

AND WHEREAS any TRCA land not included in the boundary to the Toronto Zoo will be transferred to Parks Canada (PC) for Rouge National Urban Park (RNUP) purposes;

AND WHEREAS there is interest in ensuring that any transfer of lands for Toronto Zoo or RNUP purposes be subject to certain conditions to ensure best management practices of ecological integrity and restoration opportunities;

THEREFORE, LET IT BE RESOLVED THAT TRCA enter into an updated tripartite agreement with City of Toronto and the Toronto Zoo Board for the use of the TRCA Lands for Zoo purposes subject to the following amendments:

1. Removal of the Finch Meander from the lands to be added to the tripartite agreement subject to PC entering into an agreement with the Toronto Zoo for enforcement;
2. Removal of the browse garden use from the lands being added to the tripartite agreement north of Finch Avenue;

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3. Any development proposed on the lands north of Finch Avenue be restricted to the areas highlighted in blue on the attached map 2 with the access to the conservation breeding facility highlighted in red on map 2 and be subject to City of Toronto approval processes;
4. That the tripartite agreement be amended so that the clause relating to TRCA and PC staff being allowed access to the lands as required in order to undertake environmental monitoring and restoration activities also apply to lands on the east side of Meadowvale Road;
5. That a clause be added to the tripartite agreement to ensure that Valley Halla is restored and maintained in a condition that protects the heritage value of the buildings;
6. That a clause be added to the tripartite agreement that the parties agree to amend the boundary at a future date to accommodate the outcome of the PC process for determining the ultimate location of the orientation and education facility;
7. That a clause be added to the tripartite agreement to ensure cooperation on requests to PC and other bodies to support the restoration and maintenance of built heritage assets in the RNUP including but not limited to Valley Halla and the Pearse House.

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

BACKGROUND

At Executive Committee Meeting #11/13, held on January 17, 2014, Resolution #B169/13 was approved, in part, as follows:

...THAT staff be directed to enter into discussion with the City (Toronto) and the Zoo to finalize the terms of a revised Tripartite Agreement for the use of the Zoo lands; ...

At Authority Meeting #11/13, held on January 31, 2014, Resolution #A239/13 was approved, in part, as follows:

...THEREFORE LET IT BE RESOLVED THAT TRCA lands containing 2,266 hectares (5,600 acres), more or less, and highlighted on the attached plan be conveyed to PC for the Rouge National Urban Park, in the cities of Toronto, Markham and Pickering, regional municipalities of York and Durham subject to the following terms and conditions; ...

... c) retention by TRCA of the lands included in the tripartite agreement between City of Toronto, Toronto Zoo and TRCA subject to refining the boundaries; ...

At Authority Meeting #11/16, held on January 27, 2017, Resolution #A230/16 was approved, in part, as follows:

...THEREFORE LET IT BE RESOLVED THAT the 2016 Master Plan for the Toronto Zoo attached as Attachment 1, be approved.

The Zoo is located on City of Toronto and TRCA lands on the east and west sides of Meadowvale Road between Finch Avenue and Sheppard Avenue East, in the City of Toronto. The subject

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TRCA lands were acquired between 1962 and 1970 and are included in the June 14, 1961, Management Agreement with the City (formerly Municipality of Metropolitan Toronto).

On April 6, 1967, the Municipality of Metropolitan Toronto (Metro Toronto) Council approved in principle a proposal to construct a new zoological park on a site in the Rouge River area. In March of 1968, Raymond Moriyama, Architect and Site Planner, submitted to the Metropolitan Parks Commissioner a Feasibility Study and Master Development Plan for the Metropolitan Toronto Zoological Park, Glen Rouge. On April 29, 1969, the Metropolitan Toronto Zoological Society (the Society) was incorporated as a nonprofit corporation for the purpose of establishing, maintaining and operating zoological facilities in the Metropolitan Area. On October 17, 1969, Metro Toronto Council approved the Master Zoo Plan submitted by the Society for the long term development of the Zoo.

On November 1, 1970, Metro Toronto, TRCA and the Society entered into an agreement for the construction and operation of a zoological park and related facilities in the Rouge River watershed. On June 16, 1977, Metro Toronto served a notice of termination of this Agreement to TRCA and the Society, effective July 1, 1979. On April 28, 1978, Metro Toronto, TRCA and a newly constituted (by Metro Toronto) Board of Management of the Metropolitan Toronto Zoo (the Board) entered into an Agreement for the operation, management and maintenance of the Zoo by the Board (Tripartite Agreement). The 1978 Tripartite Agreement included 282 hectares of land (696 acres). Of that, approximately 44 hectares (109 acres) was owned by the City of Toronto comprising the main parking lot and front entrance area. The balance of the Zoo managed lands is owned by TRCA. TRCA also rents to the Zoo a small parcel of land including a barn on the north side of Old Finch Avenue on an annual basis.

The 1961 Management Agreement is the mechanism that allows for the use and management of TRCA Lands by the City of Toronto for park and recreation purpose. This is an important foundation document to any agreement for Zoo related use of this property and should remain in place. The agreement for the operation, management and maintenance of the Zoo has now been in place for 40 years and the parties have agreed that there is a need to update this agreement. In 2013, City of Toronto Council at its meeting held October 8, 9, 10, & 11, 2013 directed City and Zoo staff to finalize an update to the tripartite agreement.

The Toronto Zoo Board of Management, at its October 25, 2017 meeting, authorized the Zoo to enter into an updated tripartite agreement. Additionally, at its February 19 and 20, 2014 meeting, City of Toronto Council authorized the City to enter into an updated tripartite agreement that confirms the revised boundaries of the lands upon which the Zoo are located, prior to TRCA transferring any lands to Parks Canada for the Rouge National Urban Park.

At the direction of the Authority and City of Toronto Council, Toronto, Zoo and TRCA staff, in consultation with Parks Canada (PC), assessed the land base needs of the Zoo operation and potential opportunities to revise the boundary. Among other considerations, the assessment included consideration of which organization was in the best position to provide enforcement and security from a trespass and ecological integrity perspective.

At Executive Committee Meeting #2/18, held on April 06, 2018, Resolution #B24/18 was approved as follows:

THAT item 7.1 – Toronto Zoo be deferred, to be considered no later than the May 25, 2018 Authority meeting;

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AND FURTHER THAT the Toronto Zoo and Parks Canada be requested to conduct consultations with the local community stakeholders about the proposed changes in the Tripartite Agreement prior to the Authority considering this matter.

Since approval of this resolution, three follow-up meetings were held with representatives from the Toronto Zoo, PC, TRCA, and a number of interested parties, including Friends of the Rouge National Urban Park, Friends of the Rouge Watershed, the Rouge Valley Foundation (RVF) and the Waterfront Regeneration Trust.

A number of issues were raised during the meetings. These issues and the proposals from Toronto Zoo, PC, City of Toronto and TRCA staff to address the issues are included below:

1. Interest in understanding the impact on land uses and the functions of the RNUP associated with the removal of the lands west and south of the zoo from the tripartite agreement. Will this introduce new users into environmentally sensitive sections of the Rouge river?
 - This parcel identified as Area 1 on the attached map 1 is located west and south of the Toronto Zoo and contains 70 hectares (172 acres). It is part of the provincially significant Rouge River Valley Area of Natural and Scientific Interest and is also within the Natural Heritage System of the Greenbelt Plan. It is proposed that these lands be removed from the tripartite agreement and be transferred to Parks Canada. The limit of this parcel was established to include the river plus a minimum 5 metre buffer from the water's edge. This limit allows PC to take over the enforcement on the west and south sides of the river as well as the river itself while continuing to allow the Zoo to enforce the Trespass to Property Act for protection of the Zoo facilities and animals. PC has concluded that there is no opportunity for the public trail in this area because of the topography. The area will remain substantially in its current state, with added enforcement by PC to reduce unauthorized access.
2. Why does the Zoo require the Finch Meander to be added to the tripartite agreement, can it not be included in RNUP?
 - This parcel identified as Area 2 on the attached map 1 is located west of the Toronto Zoo and south of Old Finch Avenue and contains 4 hectares (10 acres). It is part of the provincially significant Rouge River Valley Area of Natural and Scientific Interest and is also within the Natural Heritage System of the Greenbelt Plan. The limit of this parcel was established so as to include a minimum 5 metre buffer from the water's edge.
 - The zoo requires access to these lands to allow the Zoo to enforce the Trespass to Property Act for protection of the Zoo facilities and animals. After extensive discussion, the Zoo has agreed that these lands can be transferred to PC subject to PC entering into an agreement to allow the Zoo to enforce the Trespass to Property Act.
3. Impact of lands proposed to be licensed to the Zoo north of Finch Avenue on existing restoration plantings, interest in maintaining connectivity functions and interior forest conditions in this area, and impact of planned use for browse planting and a relocated new breeding facility to the north of its current location on sustaining interior forest habitat? What are the impacts on development in this area on flora and fauna?
 - This parcel identified as Area 3 on the attached map 1 is located north of Finch Avenue west of Meadowvale Road and contains 17 hectares (41 acres). It is within the Natural Heritage System of the Greenbelt Plan. A majority of the site has been restored with white pine which is mostly successful; deciduous trees and cedar which are heavily impacted by deer. The restoration areas are identified on map 2. The areas not

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restored include the barn at Finch Avenue and surrounding land currently rented to the Zoo on an annual basis, along with an abandoned farm unit and associated driveway located closer to the rear of the site. Invasive species (dog-strangling vine, black locust, buckthorn, Scot's pine and Manitoba maple) dominate the areas around the structures and near hedgerows. The invasive species are dense and aggressively spreading.

- The approved Zoo Masterplan identifies this area as proposed browse garden and conservation breeding area.
- The Zoo and PC are currently assessing alternate locations for the browse garden in other locations in the RNUP. As a result, it is recommended that the browse garden use be removed from Area 3.
- The current breeding facility is located on the east side of Meadowvale Road adjacent to a parking lot and with the establishment of the RNUP and the Beare Road Park, the existing location of the facilities will be subjected to increased public traffic which can seriously jeopardize these important programs during critical breeding and weaning times. The area north of Finch Avenue is isolated and easier for Zoo staff to monitor and oversee given its close proximity to the new Wildlife Health Centre and the Zoo's Operations Complex. The proposed new facility will be constructed within the footprint of the abandoned farm unit which is approximately 1.2 ha (3 acres). The existing facility is approximately 15,000 sq. ft. and the new breeding facility would be no more than 30,000 sq. ft., including outdoor holding areas. The remainder of Area 3 will serve as a buffer to allow the Zoo to protect the breeding facility from noise and unauthorized access. As a result of these factors, it is recommended that any development of the new breeding facility proposed on the lands north of Finch Avenue be restricted to the area highlighted in blue on the attached map 2 with the access to the conservation breeding facility highlighted in red on map 2. It is important to note that the proposed development will be subject to City of Toronto approval processes as noted in the recommendation section of this report.
- The tripartite agreement contains clauses specifically relating to this area which are:
 - o The Zoo will discuss details of its intended use and development of the lands, including any proposed facilities and their location with both the TRCA and PC prior to proceeding with its development to ensure compatibility with TRCA and PC conservation objectives and minimal impact on the movement of wildlife;
 - o The Zoo will not make any major changes to land use without first seeking the approval of the TRCA in consultation with PC to ensure compatibility with both TRCA's and PC's conservation objectives for the adjoining RNUP lands;
 - o TRCA and PC staff will be allowed access to the lands as required in order to undertake environmental monitoring and restoration activities.
- Interior forest habitat is considered to be a minimum of 100m from any forest edge. As such, it is anticipated that much of the site north of Finch Avenue will become interior forest over the next several decades as the trees on the site mature, even with the creation of a conservation breeding facility. The facility would create additional forest edge, but would not preclude the eventual creation of interior forest 100m beyond the facility's borders.
- Fauna corridors for generalist species are considered to require a minimum of 50m in width, while specialist species require a minimum of 500m in width. As such, it is anticipated that much of the site will function as a corridor for generalist species with or without the creation of a conservation breeding facility; because of the existing buildings and land uses on the site, as well as the proximity of Old Finch Avenue and the railway it is unlikely that the site will function as a corridor for specialist species

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- regardless of the creation of a conservation breeding facility because of the proximity of Finch Avenue and the railway tracks.
- Assuming the Zoo utilizes existing services, the proposed use of Area 3 is, in the opinion of planning staff from TRCA, the City and PC, in conformity with the Greenbelt Plan and the Official Plan (Site and Area Specific Policy 141) and is consistent with the TRCA Living City Policies and the Draft Rouge National Urban Park Plan. Together the tripartite agreement, the Greenbelt Plan and the Official Plan will ensure that any proposed development or site alteration in the Zoo license area will protect the features and functions of the Natural Heritage System of the Park.
4. Should the tripartite agreement area on the west side of Meadowvale Road only include lands above top of bank and not extend into the Little Rouge River Valley Corridor?
- This parcel identified as Area 4 on the attached map 1 is located on the east side of Meadowvale Road and contains 7 hectares (17 acres). It is part of the provincially significant Rouge River Valley Area of Natural and Scientific Interest and is also within the Natural Heritage System of the Greenbelt Plan. It is proposed that this area be added to the tripartite agreement. The limit of this parcel was established with a minimum 5 metre buffer from the water's edge. This limit allows PC to undertake enforcement on the east side of the river as well as the river itself while continuing to allow the Zoo to enforce the Trespass to Property Act for protection of the Zoo facilities including Valley Halla.
 - The proposed use of Area 4 is, in the opinion of planning staff from TRCA, the City and PC, in conformity with the Greenbelt Plan and the Official Plan (Site and Area Specific Policy 141) and is consistent with the TRCA Living City Policies and the Draft Rouge National Urban Park Plan provided the tripartite agreement is amended to provide TRCA and PCA access to carry out monitoring and management in Area 4 (in addition to Area 3 which is already provided for). Together the Tripartite Agreement, the Greenbelt Plan and the Official Plan will ensure that any proposed development or site alteration in the Zoo license area will protect the features and functions of the Natural Heritage System of the Park.
5. Who should be responsible for the Valley Halla restoration and what uses should be permitted to ensure its longevity?
- The Zoo has spent significant funds maintaining Valley Halla over the years, and is currently renovating the building for use by the new Zoo Foundation fundraising entity. Parks Canada are inheriting 114 historic buildings throughout the Park and are concerned that the Valley Halla site would add to the current list of built cultural resources requiring investment and recapitalization work to undertake in the RNUP. The Zoo, PC and TRCA are encouraged by the opportunity for the Zoo Foundation to utilize the Valley Halla site and by the Zoo's effort to reinvest in the asset.
 - It is recommended that a clause be added to the tripartite agreement to ensure that Valley Halla is restored and maintained in a condition that protects the heritage value of the buildings. An additional recommendation related to fundraising efforts on cultural heritage matters has also been added to the recommendation section of this report to address this issue.
6. Should Parking Lot 3 be in the RNUP?
- The Zoo regularly requires this area for overflow parking on busy days. Transferring this area to the RNUP would take the parking lots out of the Zoo's control, potentially constraining Zoo operations and impacting attendance.

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7. Rouge Valley Conservation Centre- The RVF would like certainty on their continued use of the Pearse House and greater consideration of their operational issues.
 - The Pearse House is located within the parcel identified as Area 5 on the attached map 1, is on the east side of Meadowvale Road south of Zoo Road (access road to Beare Road Park), and contains 4 hectares (11 acres). It is part of the provincially significant Rouge River Valley Area of Natural and Scientific Interest and is also within the Natural Heritage System of the Greenbelt Plan. It is proposed that these lands be removed from the tripartite agreement and be transferred to PC.
 - PC has agreed to enter into a MOU with RVF for the continued use of the facility.
8. The lack of understanding on the tripartite agreement versus the proposed shared use facility design and location and what are the impacts of the tripartite agreement on the proposed shared use facility?
 - Parks Canada will continue to collaborate with partners and engage with stakeholders regarding the proposed location for a shared orientation and education facility. To this end, follow-up meetings and site tours with potential partners and key stakeholders are planned in the coming weeks. As the discussion advances, Parks Canada is committed to ensuring that location and design of RNUP's flagship education and welcome centre provides the greatest possible long-term educational and interpretive value to the RNUP, its partners and stakeholders, and the public.
 - It is TRCA staff opinion that finalizing the tripartite agreement at this time does not preclude locating all or a portion of the shared use facility on the east side of Meadowvale Road. It also does not preclude future amendment to the Zoo boundary. However, stakeholders have requested assurances that the tripartite agreement can be amended. As a result, it is recommended that a clause be added to the tripartite agreement that the parties agree to amend the boundary at a future date to accommodate the outcome of the PC led planning process for the shared orientation and education facility.

The resulting changes to the boundaries of the Zoo lands reduces the land requirement for use by the Zoo to 223 hectares (552 acres) which includes both Toronto and TRCA lands.

The updated tripartite agreement is a license to operate the Toronto Zoo on lands owned by TRCA. TRCA staff has worked with Toronto Zoo, City of Toronto and Parks Canada staff to complete the updated tripartite agreement. The two components of the updated agreement are:

- Updating the wording and clauses from the 1978 Agreement;
- Updating the survey defining the extent of the Zoo incorporating revised boundaries for the Zoo. Any amendment to the revised Zoo boundary now proposed would result re-surveying the boundary and significant delays in the transfer of TRCA lands to PC.

Key provisions of the updated tripartite agreement which remain unchanged from the existing version, state the following requirements:

- Buildings and other assets forming the Zoo are owned by the City and managed by the Zoo on behalf of the City;
- Zoo will require written approval from TRCA and Parks Canada for any master plan revision or major redevelopment;
- All three parties shall seek opportunities for collaboration on conservation programming;
- TRCA will retain control of flood and erosion control mitigation in the river valleys;
- City is responsible for all maintenance, repairs, utilities, taxes and insurance of zoo buildings, structures and lands licensed for Zoo purposes;
- The Zoo shall promptly remedy any construction liens registered against the lands;

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- Zoo will indemnify TRCA against any charges or liabilities of using the licensed lands for Zoo purposes; and
- The Zoo shall not assign, transfer, or grant licenses or rights to another party for more than one year without approval of TRCA.

FINANCIAL DETAILS

Funds for the costs related to review and entering into this agreement are available in the TRCA general legal account.

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

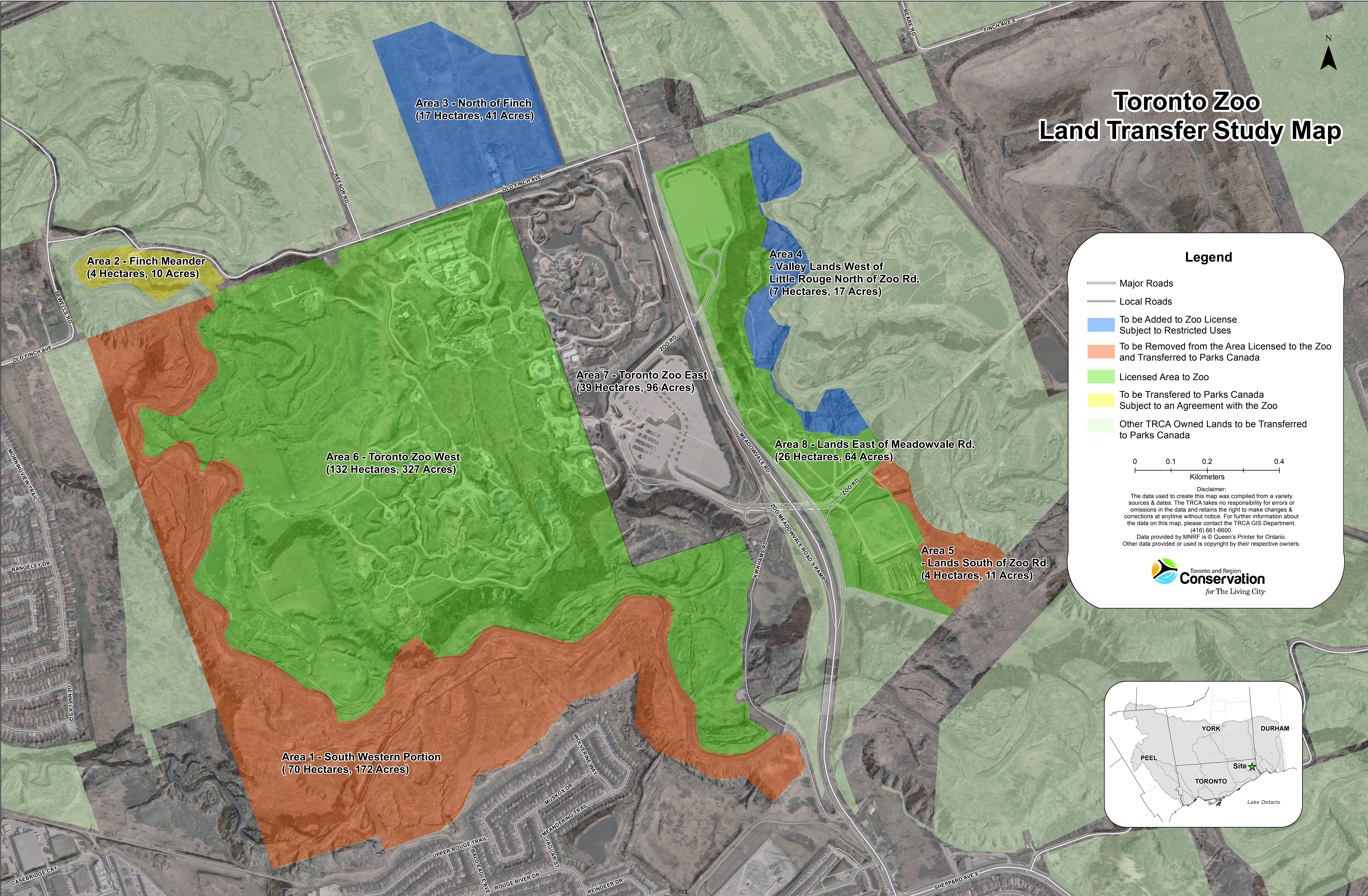
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For Information contact: Brandon Hester, extension 5767, Mike Fenning, extension 5223

Emails: bhester@trca.on.ca, mfenning@trca.on.ca

Date: May 9, 2018

Attachments: 2

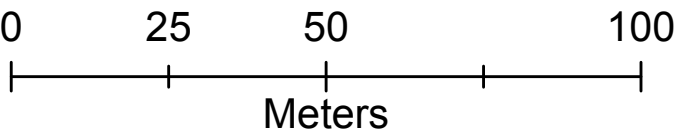




Area 3 Study Map

Legend

- To be Added to Zoo License with Use Restrictions
- Existing Restoration Plantings
- Area for Zoo Use
- Access Road



Disclaimer:
The data used to create this map was compiled from a variety sources & dates. The TRCA takes no responsibility for errors or omissions in the data and retains the right to make changes & corrections at anytime without notice. For further information about the data on this map, please contact the TRCA GIS Department, (416) 661-6600.
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Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

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

KEY ISSUE

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

RECOMMENDATION

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;

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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.

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.

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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.

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| 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.

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

| Municipality | 2018 | 2017 |
|---------------------|------------------|------------------|
| Durham | \$67,300 | \$40,500 |
| Peel | \$300,100 | \$210,800 |
| York | \$246,100 | \$246,000 |
| Total | \$613,500 | \$497,300 |

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

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

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.

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

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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:

| Municipality | 2018 General Levy | 2017 General Levy | Change over 2017 |
|---------------------|--------------------------|--------------------------|-------------------------|
| 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% |
| Total | \$14,321,800 | \$13,928,400 | 2.82% |

*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.

| Municipality | 2018 | Carryforward (net) | 2018 Total by Municipality | 2017 Total by Municipality |
|---------------------|---------------------|---------------------------|-----------------------------------|-----------------------------------|
| 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 |
| TOTAL | \$43,975,542 | \$11,050,000 | \$55,025,542 | \$46,115,553 |

*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.

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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.

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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.

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Date: May 1, 2018

Attachments: 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 |
|---------------------------------|--------------------|--------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 138,312,000 | 116,169,000 | 121,753,201 | 22,143,000 | 19.1% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Expenditures | | | | | |
| 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> |
| Total Expenditures | <u>138,517,000</u> | <u>119,175,000</u> | <u>122,239,254</u> | <u>19,342,000</u> | <u>16.2%</u> |
| Net Surplus (Deficit) | <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

4

| | 2018 Budget | 2017 Budget | Unaudited 2017 Actual | \$ Change over 2017 Budget | % Change over 2017 Budget |
|---------------------------------|--------------------|--------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | <u>138,312,000</u> | <u>116,169,000</u> | <u>121,753,201</u> | <u>22,143,000</u> | <u>19.1%</u> |
| Expenditures | | | | | |
| 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% |
| Total Expenditures | <u>138,517,000</u> | <u>119,175,000</u> | <u>122,239,255</u> | <u>19,342,000</u> | <u>16.2%</u> |
| Net Surplus (Deficit) | <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

5

Full-time Equivalent Employees (FTEs)

| | 2018 | | |
|--------------------------------------|------------------|----------------|--------------|
| | Operating | Capital | Total |
| 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 |

| | 2017 | | |
|--------------------------------------|------------------|----------------|--------------|
| | Operating | Capital | Total |
| 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 |
|--|------------------|------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 3,803,000 | 4,123,000 | 3,747,908 | (320,000) | -7.8% |
| Expenditures | | | | | |
| 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> |
| Total Expenditures | 3,732,000 | 4,143,000 | 3,771,211 | (411,000) | -9.9% |
| Net Surplus (Deficit) | 72,000 | (20,000) | (23,303) | 92,000 | -460.0% |

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

7

| | 2018 Budget | 2017 Budget | Unaudited 2017 Actual | \$ Change over 2017 Budget | % Change over 2017 Budget |
|-------------------------------------|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 35,538,000 | 29,849,000 | 30,906,920 | 5,689,000 | 19.1% |
| Expenditures | | | | | |
| 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% |
| | 2,875,000 | 2,407,000 | 3,590,972 | 468,000 | 19.4% |
| 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% |
| | 26,009,000 | 22,253,000 | 23,760,853 | 3,756,000 | 16.9% |
| 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% |
| | 6,527,000 | 4,891,000 | 4,400,356 | 1,636,000 | 33.4% |
| Total Expenditures | 35,411,000 | 29,551,000 | 31,752,181 | 5,860,000 | 19.8% |
| Net Surplus (Deficit) | 126,000 | 298,000 | (845,259) | (172,000) | -57.7% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 16,923,000 | 12,893,000 | 14,728,203 | 4,030,000 | 31.3% |
| Expenditures | | | | | |
| 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% |
| | 2,288,000 | 2,523,000 | 1,168,144 | (235,000) | -9.3% |
| 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% |
| | 1,333,000 | 990,000 | 953,018 | 343,000 | 34.6% |
| 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% |
| | 1,631,000 | 1,592,000 | 1,403,317 | 39,000 | 2.4% |
| 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% |
| | 12,022,000 | 8,226,000 | 11,112,058 | 3,796,000 | 46.1% |
| Total Expenditures | 17,274,000 | 13,331,000 | 14,636,537 | 3,943,000 | 29.6% |
| Net Surplus (Deficit) | (351,000) | (438,000) | 91,669 | 87,000 | -19.9% |

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 |
|---------------------------------|------------------|------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 8,286,000 | 8,168,000 | 8,414,430 | 118,000 | 1.4% |
| Expenditures | | | | | |
| 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% |
| | 1,790,000 | 1,517,000 | 1,805,075 | 273,000 | 18.0% |
| 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% |
| | 4,084,000 | 2,876,000 | 3,032,533 | 1,208,000 | 42.0% |
| Rental Properties | | | | | |
| Rentals | 1,897,000 | 2,181,000 | 2,362,090 | (284,000) | -13.0% |
| | 1,897,000 | 2,181,000 | 2,362,090 | (284,000) | -13.0% |
| Total Expenditures | 7,771,000 | 6,574,000 | 7,199,698 | 1,197,000 | 18.2% |
| Net Surplus (Deficit) | 515,000 | 1,594,000 | 1,214,733 | (1,079,000) | -67.7% |

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 |
|---------------------------------|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 23,609,000 | 18,778,000 | 20,863,834 | 4,831,000 | 25.7% |
| Expenditures | | | | | |
| 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% |
| | 3,994,000 | 2,708,000 | 2,616,555 | 1,286,000 | 47.5% |
| 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% |
| | 6,904,000 | 6,205,000 | 6,739,468 | 699,000 | 11.3% |
| 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% |
| | 4,276,000 | 2,929,000 | 2,971,169 | 1,347,000 | 46.0% |
| Bathurst Glen Golf Course | | | | | |
| Golf Course | 1,367,000 | 1,254,000 | 1,173,680 | 113,000 | 9.0% |
| | 1,367,000 | 1,254,000 | 1,173,680 | 113,000 | 9.0% |
| Black Creek Pioneer Village | | | | | |
| Heritage Village | 4,494,000 | 6,207,000 | 6,555,114 | (1,713,000) | -27.6% |
| | 4,494,000 | 6,207,000 | 6,555,114 | (1,713,000) | -27.6% |
| 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% |
| | 829,000 | 707,000 | 1,106,452 | 122,000 | 17.3% |

| | 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> |
| Total Expenditures | <u>23,805,000</u> | <u>21,965,000</u> | <u>23,089,775</u> | <u>1,840,000</u> | <u>8.4%</u> |
| Net Surplus (Deficit) | <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 |
|--|-------------------|------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 11,124,000 | 9,363,000 | 9,900,213 | 1,761,000 | 18.8% |
| Expenditures | | | | | |
| 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% |
| | 5,897,000 | 5,030,000 | 5,434,179 | 867,000 | 17.2% |
| 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% |
| | 3,590,000 | 3,498,000 | 2,973,145 | 92,000 | 2.6% |
| Policy Development and Review | | | | | |
| Policy | 846,000 | 836,000 | 814,561 | 10,000 | 1.2% |
| | 846,000 | 836,000 | 814,561 | 10,000 | 1.2% |
| Total Expenditures | 10,333,000 | 9,364,000 | 9,221,885 | 969,000 | 10.3% |
| Net Surplus (Deficit) | 792,000 | - | 678,329 | 792,000 | 0.0% |

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 |
|--|-------------------|------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 16,514,000 | 9,784,000 | 11,700,150 | 6,730,000 | 68.8% |
| Expenditures | | | | | |
| 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% |
| | 13,949,000 | 7,738,000 | 8,398,246 | 6,211,000 | 80.3% |
| 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% |
| | 955,000 | 957,000 | 1,009,412 | (2,000) | -0.2% |
| 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% |
| | 1,611,000 | 1,089,000 | 1,197,543 | 522,000 | 47.9% |
| Total Expenditures | 16,515,000 | 9,784,000 | 10,605,201 | 6,731,000 | 68.8% |
| Net Surplus (Deficit) | - | - | 1,094,950 | - | 0.0% |

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 |
|---|------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 9,520,000 | 11,509,000 | 9,825,100 | (1,989,000) | -17.3% |
| Expenditures | | | | | |
| 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% |
| | 6,625,000 | 8,708,000 | 7,257,948 | (2,083,000) | -23.9% |
| 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% |
| | 2,893,000 | 2,846,000 | 2,619,029 | 47,000 | 1.7% |
| Total Expenditures | 9,518,000 | 11,554,000 | 9,876,977 | (2,036,000) | -17.6% |
| Net Surplus (Deficit) | 2,000 | (44,000) | (51,877) | 46,000 | -104.5% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 13,000,000 | 11,706,000 | 11,666,441 | 1,294,000 | 11.1% |
| Expenditures | | | | | |
| 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% |
| | 2,980,000 | 2,566,000 | 2,499,526 | 414,000 | 16.1% |
| 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% |
| | 8,505,000 | 7,718,000 | 7,367,336 | 787,000 | 10.2% |
| 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% |
| | 1,521,000 | 1,030,000 | 950,722 | 491,000 | 47.7% |
| 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% |
| | 1,676,000 | 1,619,000 | 1,555,599 | 57,000 | 3.5% |
| 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% |
| | 2,788,000 | 2,702,000 | 2,456,044 | 86,000 | 3.2% |

| | 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> |
| Total Expenditures | <u>14,160,000</u> | <u>12,911,000</u> | <u>12,085,799</u> | <u>1,249,000</u> | <u>9.7%</u> |
| Net Surplus (Deficit) | <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

17

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 |
|---------------------------------|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 48,088,000 | 43,982,000 | 47,907,929 | 4,106,000 | 9.3% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Expenditures | | | | | |
| 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> |
| Total Expenditures | <u>48,088,000</u> | <u>44,819,000</u> | <u>45,939,924</u> | <u>3,269,000</u> | <u>7.3%</u> |
| Net Surplus (Deficit) | <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

22

| 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

23

| | 2018 Budget | 2017 Budget | Unaudited 2017 Actual | \$ Change over 2017 Budget | % Change over 2017 Budget |
|---------------------------------|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 90,224,000 | 72,187,000 | 73,845,273 | 18,037,000 | 25.0% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Expenditures | | | | | |
| 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> |
| Total Expenditures | <u>90,428,000</u> | <u>74,356,000</u> | <u>76,299,333</u> | <u>16,072,000</u> | <u>21.6%</u> |
| Net Surplus (Deficit) | <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 |
| | | | | | | | - |
| Total by Municipality | 24,877 | 23,202 | 5,792 | 1,154 | - | - | 55,025 |

*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 |
|---------------------------------|--------------------|--------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 138,312,000 | 116,169,000 | 121,753,201 | 22,143,000 | 19.1% |

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 |
|--|-------------------|-------------------|-----------------------------|----------------------------------|---------------------------------|
| Expenditures | | | | | |
| 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> |
| Total Expenditures | <u>129,620,018</u> | <u>113,511,017</u> | <u>108,684,073</u> | <u>16,109,000</u> | <u>14.2%</u> |
| Net Surplus (Deficit) | <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 |
|--|--------------------|--------------------|-----------------------------------|----------------------------------|---------------------------------|
| Revenue | | | | | |
| 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% |
| Total Revenue | 138,312,000 | 116,169,000 | 118,642,096 | 13,218,000 | 11.4% |
| Expenditures | | | | | |
| 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% |
| Total Expenditures | 129,617,000 | 113,507,000 | 108,682,054 | 16,110,000 | 14.2% |
| Net Surplus (Deficit) | 8,695,000 | 2,662,000 | 9,960,042 | (2,892,000) | -108.6% |

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> |

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Derek Edwards, Director, Parks and Culture

RE: **AMENDMENT OF CONTRACT FOR PROFESSIONAL SECURITY GUARD SERVICES**
Contract amendment with Knights on Guard

KEY ISSUE

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.

RECOMMENDATION

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.

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.

Item 8.3

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:

Item 8.3

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

| Service Location | Cost (plus HST) |
|---|------------------|
| 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 |
| TOTAL | \$197,352 |

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.

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Date: May 14, 2018

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Nick Saccone, Senior Director, Restoration and Infrastructure

RE: **LAKEVIEW WATERFRONT CONNECTION PROJECT**
Extension of Contracts

KEY ISSUE

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.

RECOMMENDATION

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.

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:

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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

Item 8.4

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.

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Date: May 11, 2018

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Derek Edwards, Director, Parks and Culture

RE: **NAME CHANGE OF THE LIVING CITY FOUNDATION**
Request for Endorsement

KEY ISSUE

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

RECOMMENDATION

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.

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.

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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.

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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

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For information contact: Derek Edwards, extension 5672

Email: dedwards@trca.on.ca

Date: May 9, 2018

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Derek Edwards, Director, Parks and Culture

RE: **THE LIVING CITY FOUNDATION 2018 BUDGET**

KEY ISSUE

Approval of 2018 budget for The Living City Foundation.

RECOMMENDATION

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.

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."

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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).

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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.

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Date: May 9, 2018

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Attachment 1 - The Meadoway – 2018 Deliverables and Budget Allocations

| Deliverable | 2018 Budget |
|--|--------------------|
| Community Engagement and Communications | |
| 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 |
| Subtotal | \$545,000 |
| Meadow Restoration | |
| Monitoring and Reporting | \$50,000 |
| Adaptive Management | \$50,000 |
| Subtotal | \$100,000 |
| Active Transportation and Connections | |
| Planning (EA) and Detailed Design | \$500,000 |
| Trail Construction (Eglinton to Victoria Park) | \$350,000 |
| East Don Ravine Connection | \$1,100,000 |
| Subtotal | \$1,950,000 |
| Bridge Connection Over Highway 401 | |
| Feasibility Study (With MTO) | \$250,000 |
| Subtotal | \$250,000 |
| TOTAL | \$2,845,000 |

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

| Revenues | Restricted | Unrestricted | Total |
|---|--------------------|------------------|--------------------|
| Events | | | |
| 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 |
| Subtotal | \$168,700 | \$356,300 | \$525,000 |
| Major Gifts | | | |
| 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 |
| Subtotal | \$1,727,700 | \$110,300 | \$1,838,000 |
| Campaigns | | | |
| Black Creek Pioneer Village | \$160,000 | \$40,000 | \$200,000 |
| Tommy Thompson Park Campaign | \$2,000 | \$500 | \$2,500 |
| Subtotal | \$162,000 | \$40,500 | \$202,500 |
| Other | | | |
| Monthlies, Direct Response, Planned Giving, Gifts | \$0 | \$100,000 | \$100,000 |
| Interest | \$0 | \$100,000 | \$100,000 |
| Gifts In-Kind | \$30,000 | \$0 | \$0 |
| Subtotal | \$30,000 | \$200,000 | \$200,000 |
| TOTAL REVENUE | \$2,088,400 | \$707,100 | \$2,765,500 |
| Expenditures | | | |
| 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 |
| TOTAL EXPENDITURES | \$8,000 | \$683,400 | \$691,400 |
| SURPLUS (DEFICIT) | \$2,080,500 | \$23,700 | \$2,074,100 |

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

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

RE: **YORK REGION INCLUSION CHARTER**

KEY ISSUE

Endorsement of York Region Inclusion Charter.

RECOMMENDATION

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.

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.

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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:

| |
|--|
| Municipalities |
| 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 |
| Police Services |
| York Regional Police (Co-chair) |
| School Boards |
| York Region District School Board |
| York Catholic District School Board |
| Hospitals |
| Markham Stouffville Hospital |
| Southlake Regional Health Centre |
| Mackenzie Health |
| Agencies |
| United Way of Toronto and York Region |
| York Region Children's Aid Society |
| Authorities |
| 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.

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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

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Emails: 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.

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Chandra Sharma, Director, Watershed Strategies

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

KEY ISSUE

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

RECOMMENDATION

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.

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.

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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.

Item 8.8

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.

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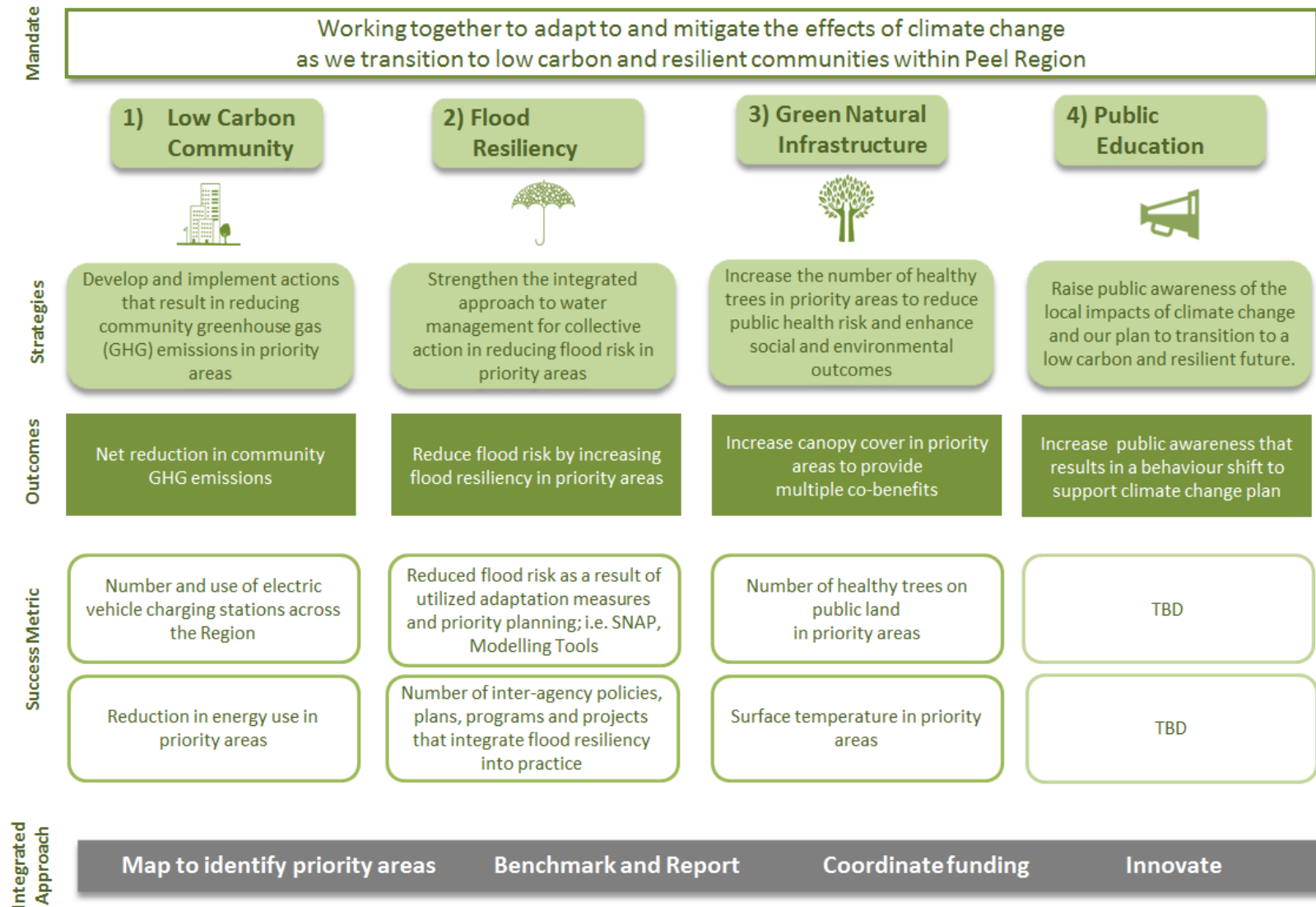
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Date: May 25, 2018

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) | | | | | |

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

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

RE: **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

KEY ISSUE

Approval to name TRCA Asset located at 13540 Caledon King Townline South.

RECOMMENDATION

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.

BACKGROUND

The subject TRCA-owned lands are located on the Bolton Camp property at 13540 Caledon King Townline 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.

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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.

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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.

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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

N

Section I – Items for Authority Action

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Nick Saccone, Senior Director, Restoration and Infrastructure

RE: **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.

KEY ISSUE

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.

RECOMMENDATION

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.

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.

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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.

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Report approved by: Moranne McDonnell, extension 5500

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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"> See information by subproject in italics below |
| | PROGRAM MANAGEMENT / EROSION HAZARD MONITORING / MINOR WORKS | | | | | | | |
| | Program management, erosion hazard monitoring, legal support (multiple Wards) | | | | - | \$420,000 | Annual | <ul style="list-style-type: none"> General program management Annual re-inspection of participating properties (400+ erosion hazard sites) (shared cost with other accounts) Legal support to execute agreements |
| | Minor and proactive works (multiple wards, varied scope of work) | | | | - | \$140,000 | Annual | <ul style="list-style-type: none"> 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 Approximate allocation of reduced from 15% to 5% of 2018 Capital Levy |
| | CONSTRUCTION | | | | | | | |
| | 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"> Ongoing remedial works to protect infrastructure and private property at the top of slope 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) |
| | 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"> Construction of an AODA compliant multi-use trail from Keele Street East to Downsview Dells Park on behalf of the City of Toronto 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 Proposed budget based on anticipated OoS with City of Toronto for construction of trail in 2018 |
| | 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"> Phase 1 works complete 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) |
| | 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"> 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) Updates to Class EA through 2018 to identify and select the preferred alternative solution for Phase 2 Development of detailed designs for remaining channel incl. collection of geotechnical information (Phase 2). Detail design to be finalized through 2018 |
| | 21 – 24 Disan Court Erosion Control and Slope Stabilization Project (Ward 1) | | | | - | \$425,000 | Ongoing from 2016 | <ul style="list-style-type: none"> Removal of failed retaining walls, minor regrading, and construction of a SiennaStone retaining wall behind 21 – 24 Disan Court Scope to incl. reconstruction of a City of Toronto concrete working platform supporting existing storm and sanitary infrastructure |
| | 9 Alderbrook Drive – Interim (Ward 25) | | | | (\$150,000) | \$175,000 | Ongoing from 2017 | <ul style="list-style-type: none"> Detailed design to be finalized through 2018 2018 involves interim channel works to protect 9 Alderbrook Drive (pending successful negotiations with landowners) |
| | Greyabbey Trail | | | | (\$337,000) | \$63,000 | Ongoing from 2017 | <ul style="list-style-type: none"> Detail design to be finalized through 2018 Implementation of interim works through 2018 |
| | 3030 – 3068 Weston Road Major Maintenance Project | | | | - | \$400,000 | New site | <ul style="list-style-type: none"> Major maintenance through 2018 |

| 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 |
|--------------------------|--|---|-------------------------------|---------------------------------------|---------------|----------------------|---|---|
| PLANNING / DESIGN | | | | | | | | |
| | 30 Northline Road Erosion Control and Slope Stabilization Project (Ward 31) | | - | | | \$15,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Class EA through 2018 to identify and select the preferred alternative solution Detailed design to be finalized through 2018 |
| | 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"> Class EA through 2018 to identify and select the preferred alternative solution Detail design to be finalized through 2018 |
| | 219 – 226 Roslin Avenue Erosion Control and Slope Stabilization Project (Ward 25) | | - | | | \$20,000 | Ongoing from 2016 | <ul style="list-style-type: none"> Detail design for major maintenance to be finalized through 2018 (pending successful negotiations with landowners) |
| | 2 Kevi Lane Erosion Control and Slope Stabilization Project (Ward 3) | | - | | | \$30,000 | Ongoing from 2017 | <ul style="list-style-type: none"> Class EA through 2018 to identify and select the preferred alternative solution Detail design to be finalized through 2018 |
| | 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"> Class EA through 2018 to identify and select the preferred alternative solution 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 Detail designs to be finalized through 2018 (pending successful negotiations with landowners) |
| | 7 – 17 Eldorado Court Slope Stabilization Project (Ward 9) | | - | | | \$15,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Class EA underway through 2018 to identify and select the preferred alternative solution Detailed design to be finalized through 2018 (pending successful negotiations with landowners) |
| | 19 – 31 Ridge Point Crescent Slope Stabilization Project (Ward 12) | | - | | | \$15,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Class EA underway through 2018 to identify and select the preferred alternative solution Detailed design to be finalized through 2018 (pending successful negotiations with landowners) |
| | 19 – 25 Ridgeway Crescent Erosion Control and Slope Stabilization Project (Ward 5) | | - | | | \$15,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Class EA underway through 2018 to identify and select the preferred alternative solution Detailed design to be finalized through 2018 |
| | 21 – 25 Peacham Crescent Slope Stabilization Project (Ward 9) | | - | | | \$20,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Class EA through 2018 to identify and select the preferred alternative solution Detail design to be finalized through 2018 (pending successful negotiations with landowners) |
| | 191 – 195 Hudson Drive Slope Stabilization Project (Ward 27) | | - | | | \$100,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Detail design to be finalized through 2018 (pending successful negotiations with landowners) |
| | 23 Brixham Terrace Drainage and Slope Stabilization Project (Ward 9) | | - | | | \$20,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Detail design for drainage improvements to be finalized through 2018 |
| | 100 – 102 Gwendolen Crescent Erosion Control Project (Ward 23) | | (\$4,750) | | | (\$2,000) | Ongoing from 2016 | <ul style="list-style-type: none"> Completion of the slope stability and erosion risk assessment from 2017 Detail design for major maintenance to be initiated through 2018 and funded from account 134-01 |
| | Mimico Creek Geomorphic Systems Master Plan | | - | | | \$25,000 | N/A | <ul style="list-style-type: none"> 2018 involves working with the City of Toronto for the development of the Mimico Creek Geomorphic Systems Master Plan Year 1 plot set up and ecological monitoring |
| PRE PLANNING | | | | | | | | |
| | 37 – 39 Topcliff Avenue Erosion Control and Slope Stabilization Project | | - | | | - | Ongoing from 2014 | <ul style="list-style-type: none"> No budget allocated for 2018 Approval to proceed with detailed design development should budget be re-allocated due to delays with landowner negotiations for other approved projects |
| | 73 – 95 Clarinda Drive (Ward 24) | | | | | \$3,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works Staff time for meeting with Councillor and homeowners Baseline data collection as required |

| 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"> Approval to proceed with detailed design development in 2018 should budget be re-allocated due to delays with landowner negotiations for other approved projects |
| | 11 – 53 Storer Drive (Ward 7) | | | | | \$5,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works Staff time for meeting with Councillor and homeowners Baseline data collection as required Approval to proceed with detailed design development in 2018 should budget be re-allocated due to delays with landowner negotiations for other approved projects |
| | EROSION STUDIES AND ANALYSIS | | | | | | | |
| | 22 – 32 Norfield Crescent (Ward 2) | | | | - | \$15,000 | Ongoing from 2015 | <ul style="list-style-type: none"> Emergency works previously completed at 26 Norfield Crescent in 2015 Update of the LTSSC for the remaining properties through 2018 following construction of an armoured stone wall at the toe of the slope by Toronto Water in 2015 |
| | Chapman Creek (Ward 2) | | | | | \$45,000 | N/A | <ul style="list-style-type: none"> Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works Staff time for meeting with Councillor and homeowners Baseline data collection as required |
| | Windhill Crescent (Ward 7) | | | | | \$40,000 | N/A | <ul style="list-style-type: none"> Completion of slope stability and erosion risk assessment from 2017 to confirm extent of risk and prioritize assistance with erosion control works Staff time for meeting with Councillor and homeowners Baseline data collection as required |
| | 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"> Approval to proceed with slope stability and erosion risk assessment in 2018 to confirm extent of risk and prioritize assistance with erosion control works Staff to select the next highest ranking erosion hazard monitoring site based on erosion hazard monitoring priority rankings |
| | 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"> Approval to proceed with slope stability and erosion risk assessment in 2018 to confirm extent of risk and prioritize assistance with erosion control works Staff to select the next highest ranking erosion hazard monitoring site based on erosion hazard monitoring priority rankings |
| | COMPLETE / RESTORATION / MAINTENANCE | | | | | | | |
| | 114 Camborne Avenue Erosion Control and Slope Stabilization Project | | | | (\$4,000) | (\$4,000) | Ongoing from 2014 | <ul style="list-style-type: none"> Financial contribution from private landowner for works completed in 2014 |
| | 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"> Financial contribution from private landowner for works completed in 2016 Post construction monitoring and weeding |
| | 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"> File Emergency Works Report and satisfy any outstanding CO Class EA requirements Site meetings and outreach with landowners within the Phase 2 study area. Minor works to be funded from minor and proactive works' funding |

Section III – Items for the Information of the Board

TO: Chair and Members of the Authority
Meeting #4/18, Friday, May 25, 2018

FROM: Michael Tolensky, Chief Financial and Operating Officer

RE: **TORONTO AND REGION CONSERVATION AUTHORITY ADMINISTRATIVE
OFFICE BUILDING PROJECT UPDATE**
Design and Site Plan Approval Process

KEY ISSUE

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

RECOMMENDATION

IT IS RECOMMENDED 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.

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 m² (80,000 ft²) 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.

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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 m² (6,889 to 13,315 ft²).

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.

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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:

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| Funder | Project Approval Date | Total Project Contribution Over 33 Years |
|-------------------|-----------------------|--|
| 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 |
| TOTAL | | \$63,538,000 |

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

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Date: April 27, 2018

Attachments: 2

LANDSCAPE PLAN



RENDERED VIEW - BUILDING APPROACH FROM SHOREHAM DRIVE

