

## Section I – Items for Board of Directors Action

**TO:** Chair and Members of the Executive Committee  
Friday, May 06, 2022 Meeting

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

**RE:** **2022 UNFUNDED PRIORITIES**

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### KEY ISSUE

Approval of Toronto and Region Conservation Authority's (TRCA) list of 2022 Unfunded Priorities and the allocation of unrestricted reserves as recommended by Senior Leadership Team (SLT).

### RECOMMENDATION

**THAT the 2022 Unfunded Priorities list, and all projects and programs therein, be adopted;**

**THAT TRCA staff be authorized to amend the 2022 Unfunded Priorities throughout the year as new funding pressures arise;**

**THAT Asset Management – Road Repairs (\$1,670,000) be funded by TRCA's unrestricted reserves and removed from the list, as recommended by SLT;**

**THAT Black Creek Pioneer Village – Accessibility Improvements (\$300,000) be funded by TRCA's unrestricted reserves and removed from the list, as recommended by SLT;**

**THAT Canada Community Revitalization Fund Grant Match (\$1,104,646) be funded by TRCA's unrestricted reserves as recommended by SLT;**

**AND FURTHER THAT Development Engineering Services' PARES project (\$1,510,602) be funded by TRCA's unrestricted reserves and recovered through future permitting costs.**

### BACKGROUND

The unfunded priorities list is a budget document outlining funding pressures that are not currently allocated in the organizations existing budget. This may include an increase in service level, additional staffing, or new programs or modifications that are not part of the base existing budget from the previous year.

The unfunded priority list is prepared by staff in coordination with divisional directors and managed by the Strategic Business Planning and Performance (SBPP) Business Unit. The procedure for adding a project or program to the list of unfunded priorities is outlined in SPP No. CS6.03.

### RATIONALE

SBPP coordinated updates for the 2022 Unfunded Priorities list with staff and have prioritized initiatives according to the evaluation matrix which was developed in consultation with partner municipalities. Prioritized initiatives have been placed into four equal groupings determined according to the distribution of the ranking values: A, B, C and D in *Attachment 1*.

## Item 7.1

The prioritization process arranges initiatives based on several categories including but not limited to alignment, risk and *Conservation Authorities Act* classification. Through the 2021 process, inequities in initiative scoring had been noted by SBPP stemming from initiatives that were directly associated with maintaining TRCA's service levels. The initiatives that support the operations of TRCA often score low compared to other initiatives that are strongly aligned with partner municipality priorities. Due to these findings, SBPP added an additional categorization "Potential Funding" which helps to identify the funding methodology for each initiative. This process helped to determine how funding opportunities could be allocated in an equitable manner. If an operational surplus is deemed available in a given fiscal year, SBPP will provide a recommendation to SLT based on the categorization of potential funding types.

At the end of 2020, TRCA's unrestricted reserves were \$20.8M, which will be increased further by 2021's net surplus. TRCA staff require board approval to use funding for planned programs/services which do not have another planned source of funding. TRCA's SLT is recommending that a portion of these reserves be allocated to the following projects:

- Asset Management – Road Repairs \$1,670,000
- Black Creek Pioneer Village – Accessibility Improvement \$300,000
- TRCA infrastructure project matching funds to be eligible for the Canada Community Revitalization Fund – \$1,104,646
- Development Engineering Services – PARES pre-payment (\$1,510,602)

### **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following strategy set forth in the TRCA 2013-2022 Strategic Plan:

#### **Strategy 7 – Build partnerships and new business models**

### **FINANCIAL DETAILS**

The list of 2022 Unfunded Priorities has no 2022 budgetary impact. This list, in addition to new Board priorities, will help to inform the 2023 budget process. In addition, this list will also be communicated to senior levels of government to inform their budget processes and their program design and delivery where relevant programs already exist.

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

The Unfunded Priority list will continue to evolve as new funding pressures arise and revised iterations will be approved by the Board annually. Maintenance of the Unfunded Priority list will enable a consistent and coordinated response to internal and external funding opportunities, which may arise at any time.

Throughout 2022 staff will liaise with TRCA's Board of Directors and partner municipalities to integrate priority projects. In addition, staff will liaise with relevant federal and provincial officials to discuss how such projects could be considered. TRCA's Grant Centre will also seek opportunities to work with partners and TRCA divisions to apply for relevant grants and funding intakes.

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**Date: April 22, 2022**

**Attachments: 1**

Attachment 1: 2022 List of Unfunded Priorities By Region