Attachment 1 - 2022 Operating and Capital Budget



### 2022 Budget Operating and Capital

May 6, 2022

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## Toronto and Region Conservation Authority 2022 Operating and Capital Budget

|  | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                    |                |                |                             |                                  |                                 |
| Municipal                                  |                |                |                             |                                  |                                 |
| Operating levy                             | 17,130,000     | 16,292,000     | 16,292,313                  | 838,000                          | 5.1%                            |
| Capital levy                               | 69,232,000     | 66,054,000     | 53,825,777                  | 3,178,000                        | 4.8%                            |
| Contract services                          | 80,335,000     | 52,971,000     | 47,714,696                  | 27,364,000                       | 51.7%                           |
| Grants                                     | 1,029,000      | 1,042,000      | 1,474,642                   | (13,000)                         | -1.2%                           |
| Provincial/Federal                         |                |                |                             |                                  |                                 |
| Provincial                                 | 4,225,000      | 4,624,000      | 4,704,570                   | (399,000)                        | -8.6%                           |
| Federal                                    | 18,608,000     | 13,033,000     | 4,528,044                   | 5,575,000                        | 42.8%                           |
| User fees, sales and admissions            | 21,854,000     | 16,911,000     | 19,519,717                  | 4,943,000                        | 29.2%                           |
| Contract services                          |                |                |                             |                                  |                                 |
| Compensation agreements                    | 2,227,000      | 4,818,000      | 3,592,918                   | (2,591,000)                      | -53.8%                          |
| Corporate and other                        | 2,947,000      | 4,470,000      | 3,487,906                   | (1,523,000)                      | -34.1%                          |
| Rent and property interests                | 3,460,000      | 2,903,000      | 8,419,136                   | 557,000                          | 19.2%                           |
| Fundraising                                |                |                |                             |                                  |                                 |
| Donations                                  | 886,000        | 600,000        | 84,843                      | 286,000                          | 47.7%                           |
| Toronto and Region Conservation Foundation | 3,501,000      | 6,625,000      | 1,606,699                   | (3,124,000)                      | -47.2%                          |
| Investment income                          | 500,000        | 532,000        | 581,704                     | (32,000)                         | -6.0%                           |
| Sundry                                     | 11,000         | 37,000         | 590,428                     | (26,000)                         | -70.3%                          |
| Total Revenue                              | 225,945,000    | 190,912,000    | 166,423,393                 | 35,033,000                       | 18.4%                           |

## Toronto and Region Conservation Authority 2022 Operating and Capital Budget

|   | 2022                    | 2021                    | Unaudited<br>2021               | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---|-------------------------|-------------------------|---------------------------------|------------------------|-----------------------|
|   | Budget                  | Budget                  | Actual                          | Budget                 | Budget                |
| Expenditures  |                         |                         |                                 |                        |                       |
| Watershed Studies and Strategies  |                         |                         |                                 |                        |                       |
| Watershed Planning and Reporting  | 1,851,000               | 1,928,000               | 1,352,106                       | (77,000)               | -4.0%                 |
| Climate Science   | 563,000                 | 522,000                 | 459,697                         | 41,000                 | 7.9%                  |
|   | 2,414,000               | 2,450,000               | 1,811,803                       | (36,000)               | -1.5%                 |
| Water Risk Management   |                         |                         |                                 |                        |                       |
| Water Resource Science  | 2,756,000               | 2,648,000               | 1,755,658                       | 108,000                | 4.1%<br>31.5%         |
| Erosion Management<br>Flood Management  | 90,429,000<br>5,329,000 | 68,755,000<br>5,379,000 | 49,184,531<br>5,733,758         | 21,674,000<br>(50,000) | -0.9%                 |
| r loou management   | 98,514,000              | 76,782,000              | 56,673,947                      | 21,732,000             | 28.3%                 |
| Regional Biodiversity   |                         |                         |                                 | , - ,                  |                       |
| Biodiversity Monitoring   | 3,144,000               | 3,197,000               | 2,363,690                       | (53,000)               | -1.7%                 |
| Ecosystem Management Research and Directions                                      | 1,429,000               | 1,102,000               | 1,545,364                       | 327,000                | 29.7%                 |
| Forest Management   | 1,522,000               | 1,642,000               | 1,307,131                       | (120,000)              | -7.3%                 |
| Restoration and Regeneration  | 18,663,000              | 16,469,000              | <u>13,742,132</u><br>18,958,317 | 2,194,000<br>2,348,000 | <u>13.3%</u><br>10.5% |
| Greenspace Securement and Management  | 24,730,000              | 22,410,000              | 10,330,317                      | 2,040,000              | 10.570                |
| Greenspace Securement   | 1,300,000               | 800,000                 | 5,979,775                       | 500,000                | 62.5%                 |
| Greenspace Management   | 4,782,000               | 6,197,000               | 2,538,293                       | (1,415,000)            | -22.8%                |
| Rental Properties   | 1,491,000               | 1,434,000               | 951,119                         | 57,000                 | 4.0%                  |
|   | 7,573,000               | 8,431,000               | 9,469,187                       | (858,000)              | -10.2%                |
| Tourism and Recreation  | 0.070.000               | 4 0 4 7 0 0 0           | 4 474 504                       | 4 404 000              | 00.00/                |
| Waterfront Parks<br>Conservation Parks  | 9,378,000<br>5,993,000  | 4,947,000<br>5,347,000  | 1,471,584<br>5,468,930          | 4,431,000<br>646,000   | 89.6%<br>12.1%        |
| Trails  | 14,636,000              | 13,215,000              | 7,502,607                       | 1,421,000              | 10.8%                 |
| Bathurst Glen Golf Course   | 1,348,000               | 1,212,000               | 1,099,515                       | 136,000                | 11.2%                 |
| Black Creek Pioneer Village   | 3,327,000               | 2,539,000               | 2,230,973                       | 788,000                | 31.0%                 |
| Events and Festivals  | 325,000                 | 121,000                 | 44,154                          | 204,000                | 168.6%                |
|   | 35,007,000              | 27,381,000              | 17,817,763                      | 7,626,000              | 27.9%                 |
| Planning and Development Review   | 7 054 000               | 7 050 000               | 0.500.400                       | 500.000                | 0.00/                 |
| Development Planning and Regulation Permitting                                    | 7,851,000               | 7,253,000               | 6,522,108                       | 598,000                | 8.2%                  |
| Environmental Assessment Planning and Permitting<br>Policy Development and Review | 5,196,000<br>1,252,000  | 5,416,000<br>1,303,000  | 4,633,174<br>1,105,119          | (220,000)<br>(51,000)  | -4.1%<br>-3.9%        |
| Tolley Development and Neview   | 14,299,000              | 13,972,000              | 12,260,401                      | 327,000                | 2.3%                  |
| Education and Outreach  |                         |                         |                                 |                        |                       |
| School Programs   | 9,728,000               | 7,011,000               | 4,732,625                       | 2,717,000              | 38.8%                 |
| Newcomer Services   | 1,212,000               | 1,146,000               | 938,660                         | 66,000                 | 5.8%                  |
| Family and Community Programs   | 1,005,000               | 919,000                 | 752,856                         | 86,000                 | 9.4%                  |
| Sustainable Communities   | 11,945,000              | 9,076,000               | 6,424,141                       | 2,869,000              | 31.6%                 |
| Living City Transition Program  | 5,358,000               | 5,540,000               | 3,736,419                       | (182,000)              | -3.3%                 |
| Community Engagement  | 3,490,000               | 3,750,000               | 2,246,846                       | (260,000)              | -6.9%                 |
| ,   | 8,848,000               | 9,290,000               | 5,983,265                       | (442,000)              | -4.8%                 |
| Corporate Services  |                         |                         |                                 |                        |                       |
| Financial Management  | 4,084,000               | 3,623,000               | 3,343,825                       | 461,000                | 12.7%                 |
| Corporate Management and Governance   | 46,904,000              | 46,660,000              | 21,873,643                      | 244,000                | 0.5%<br>37.8%         |
| Human Resources   | 2,546,000               | 1,847,000               | 1,412,813                       | 699,000<br>(63,000)    | 37.8%<br>-3.7%        |
| Corporate Communications<br>Information Infrastructure and Management             | 1,662,000<br>3,618,000  | 1,725,000<br>3,232,000  | 1,296,223<br>2,333,155          | (63,000)<br>386,000    | 11.9%                 |
| Project Recoveries  | (4,434,000)             | (3,880,000)             | (4,424,229)                     | (554,000)              | 14.3%                 |
| Vehicles and Equipment  | 405,000                 | 63,000                  | 230,531                         | 342,000                | 542.9%                |
|   | 54,785,000              | 53,270,000              | 26,065,961                      | 1,515,000              | 2.8%                  |
| Total Expenditures  | 258,143,000             | 223,062,000             | 155,464,785                     | 35,081,000             | 15.7%                 |
| Net Surplus (Deficit)   | (32,199,000)            | (32,150,000)            | 10,958,610                      | (49,000)               | 0.2%                  |
| Head Office Construction Loan/Reserves  | 32,204,000              | 33,171,000              | (173,047)                       | (967,000)              | -2.9%                 |
| Net Budget  | 5,000                   | 1,021,000               | 10,785,563                      | (1,016,000)            | -99.5%                |

## Toronto and Region Conservation Authority 2022 Operating Budget

|  | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                    | ·              | · · · ·        | · .                         | <u> </u>                         | ĭ                               |
| Municipal                                  |                |                |                             |                                  |                                 |
| Operating levy                             | 17,130,000     | 16,292,000     | 16,292,313                  | 838,000                          | 5.1%                            |
| Capital levy                               | -              | 392,000        | 491,971                     | (392,000)                        | -100.0%                         |
| Contract services                          | 1,411,000      | 795,000        | 1,002,241                   | 616,000                          | 77.5%                           |
| Grants                                     | 288,000        | 314,000        | 782,718                     | (26,000)                         | -8.3%                           |
| Provincial/Federal                         |                |                |                             |                                  |                                 |
| Provincial                                 | 2,678,000      | 2,449,000      | 1,796,547                   | 229,000                          | 9.4%                            |
| Federal                                    | 651,000        | 1,050,000      | 781,956                     | (399,000)                        | -38.0%                          |
| User fees, sales and admissions            | 21,632,000     | 16,549,000     | 19,287,021                  | 5,083,000                        | 30.7%                           |
| Contract services                          |                |                |                             |                                  |                                 |
| Corporate and other                        | 919,000        | 1,699,000      | 891,339                     | (780,000)                        | -45.9%                          |
| Rent and property interests                | 2,344,000      | 2,287,000      | 2,275,217                   | 57,000                           | 2.5%                            |
| Fundraising                                |                |                |                             |                                  |                                 |
| Donations                                  | -              | 39,000         | 39                          | (39,000)                         | -100.0%                         |
| Toronto and Region Conservation Foundation | 446,000        | 368,000        | 118,070                     | 78,000                           | 21.2%                           |
| Investment income                          | 500,000        | 532,000        | 581,279                     | (32,000)                         | -6.0%                           |
| Sundry                                     | 7,000          | 37,000         | 590,428                     | (30,000)                         | -81.1%                          |
| Total Revenue                              | 48,006,000     | 42,803,000     | 44,891,139                  | 5,203,000                        | 12.2%                           |

## Toronto and Region Conservation Authority 2022 Operating Budget

|  | 2022        | 2021           | Unaudited<br>2021 | \$ Change<br>over 2021                | % Change<br>over 2021 |
|--|-------------|----------------|-------------------|---------------------------------------|-----------------------|
|  | Budget      | Budget         | Actual            | Budget                                | Budget                |
| Environ difference   |             |                |                   |                                       |                       |
| Expenditures   |             |                |                   |                                       |                       |
| Watershed Studies and Strategies<br>Watershed Planning and Reporting | 440,000     | 440,000        | 445,405           |                                       | 0.0%                  |
| Watershed Flamming and Reporting                                     | 440,000     | 440,000        | 445,405           |                                       | 0.0%                  |
| Water Risk Management  | 440,000     | 440,000        |                   |                                       | 0.070                 |
| Erosion Management   | 175,000     | 50,000         | 31,619            | 125,000                               | 250.0%                |
| Flood Management   | 1,217,000   | 1,027,000      | 996,016           | 190,000                               | 18.5%                 |
| <sup>o</sup>   | 1,392,000   | 1,077,000      | 1,027,635         | 315,000                               | 29.2%                 |
| Regional Biodiversity  |             |                |                   | · · · · · · · · · · · · · · · · · · · |                       |
| Forest Management  | 120,000     | 120,000        | 117,736           | -                                     | 0.0%                  |
| Restoration and Regeneration   | 356,000     | 428,000        | 160,034           | (72,000)                              | -16.8%                |
|  | 476,000     | 548,000        | 277,770           | (72,000)                              | -13.1%                |
| Greenspace Securement and Management                                 |             |                |                   |                                       |                       |
| Greenspace Securement  | -           | -              | 359               | -                                     | 0.0%                  |
| Greenspace Management  | 749,000     | 602,000        | 676,985           | 147,000                               | 24.4%                 |
| Rental Properties  | 1,491,000   | 1,434,000      | 951,119           | 57,000                                | 4.0%                  |
| Turning and Dumenting  | 2,240,000   | 2,036,000      | 1,628,463         | 204,000                               | 10.0%                 |
| Tourism and Recreation<br>Conservation Parks                         | 5.846.000   | E 042 000      | 5,180,086         | 804.000                               | 15.9%                 |
| Trails   | 5,640,000   | 5,042,000      | 5, 160,080        | 004,000                               | 0.0%                  |
| Bathurst Glen Golf Course  | 1,348,000   | -<br>1,212,000 | 1,099,515         | -<br>136.000                          | 11.2%                 |
| Black Creek Pioneer Village  | 2,853,000   | 2,067,000      | 1,859,425         | 786,000                               | 38.0%                 |
| Events and Festivals   | 325,000     | 121,000        | 44,154            | 204,000                               | 168.6%                |
|  | 10,372,000  | 8,442,000      | 8,183,781         | 1,930,000                             | 22.9%                 |
| Planning and Development Review                                      |             |                |                   | .,,                                   |                       |
| Development Planning and Regulation Permitting                       | 7,851,000   | 7,253,000      | 6,522,108         | 598,000                               | 8.2%                  |
| Environmental Assessment Planning and Permitting                     | 5,011,000   | 4,763,000      | 4,283,095         | 248,000                               | 5.2%                  |
| Policy Development and Review  | 583,000     | 571,000        | 541,282           | 12,000                                | 2.1%                  |
|  | 13,445,000  | 12,587,000     | 11,346,485        | 858,000                               | 6.8%                  |
| Education and Outreach   |             |                |                   |                                       |                       |
| School Programs  | 5,002,000   | 3,269,000      | 3,031,402         | 1,733,000                             | 53.0%                 |
| Newcomer Services  | 1,032,000   | 990,000        | 793,791           | 42,000                                | 4.2%                  |
| Family and Community Programs  | 916,000     | 894,000        | 611,100           | 22,000                                | 2.5%                  |
|  | 6,950,000   | 5,153,000      | 4,436,293         | 1,797,000                             | 34.9%                 |
| Sustainable Communities  |             |                | 0.044             |                                       | 0.0%                  |
| Living City Transition Program                                       | -           | -<br>39,000    | 6,014<br>3,895    | -                                     | 0.0%                  |
| Community Engagement   | 251,000     | 39,000         | 3,895             | 212,000 212.000                       | 543.6%<br>543.6%      |
| Corporate Services   | 231,000     | 39,000         | 9,909             | 212,000                               | 545.0 %               |
| Financial Management   | 3,657,000   | 3,422,000      | 3,285,207         | 235,000                               | 6.9%                  |
| Corporate Management and Governance                                  | 6,211,000   | 6,030,000      | 5,703,376         | 181,000                               | 3.0%                  |
| Human Resources  | 2,511,000   | 1,837,000      | 1,384,396         | 674,000                               | 36.7%                 |
| Corporate Communications   | 1,662,000   | 1,725,000      | 1.296.223         | (63,000)                              | -3.7%                 |
| Information Infrastructure and Management                            | 2,676,000   | 2,605,000      | 2,248,137         | 71,000                                | 2.7%                  |
| Project Recoveries   | (4,434,000) | (4,000,000)    | (4,427,205)       | (434,000)                             | 10.9%                 |
| Vehicles and Equipment   | 151,000     | (157,000)      | 61,951            | 308,000                               | -196.2%               |
|  | 12,434,000  | 11,462,000     | 9,552,085         | 972,000                               | 8.5%                  |
| Total Expenditures   | 48,000,000  | 41,784,000     | 36,907,826        | 6,216,000                             | 14.9%                 |
| Net Surplus (Deficit)  | 5,000       | 1,020,000      | 7,983,311         | (1,015,000)                           | -99.5%                |
| Reserves   |             |                | (167,524)         |                                       | 0.0%                  |
|  | 5,000       | 1,020,000      |                   | (1.015.000)                           | -99.5%                |
| Net Budget   | ວ,ບບບ       | 1,020,000      | 7,815,787         | (1,015,000)                           | -99.0%                |

## Toronto and Region Conservation Authority 2022 Capital Budget

|  | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                    |                |                |                             |                                  |                                 |
| Municipal                                  |                |                |                             |                                  |                                 |
| Capital levy                               | 69,232,000     | 65,662,000     | 53,333,806                  | 3,570,000                        | 5.4%                            |
| Contract services                          | 78,925,000     | 52,176,000     | 46,712,455                  | 26,749,000                       | 51.3%                           |
| Grants                                     | 741,000        | 729,000        | 691,924                     | 12,000                           | 1.6%                            |
| Provincial/Federal                         |                |                |                             |                                  |                                 |
| Provincial                                 | 1,548,000      | 2,175,000      | 2,908,023                   | (627,000)                        | -28.8%                          |
| Federal                                    | 17,957,000     | 11,982,000     | 3,746,088                   | 5,975,000                        | 49.9%                           |
| User fees, sales and admissions            | 222,000        | 362,000        | 232,696                     | (140,000)                        | -38.7%                          |
| Contract services                          |                |                |                             |                                  |                                 |
| Compensation agreements                    | 2,227,000      | 4,818,000      | 3,592,918                   | (2,591,000)                      | -53.8%                          |
| Corporate and other                        | 2,028,000      | 2,770,000      | 2,596,567                   | (742,000)                        | -26.8%                          |
| Rent and property interests                | 1,116,000      | 615,000        | 6,143,919                   | 501,000                          | 81.5%                           |
| Fundraising                                |                |                |                             |                                  |                                 |
| Donations                                  | 886,000        | 562,000        | 84,804                      | 324,000                          | 57.7%                           |
| Toronto and Region Conservation Foundation | 3,056,000      | 6,257,000      | 1,488,628                   | (3,201,000)                      | -51.2%                          |
| Investment income                          | -              | -              | 425                         | -                                | 0.0%                            |
| Sundry                                     | 4,000          | -              | -                           | 4,000                            | 0.0%                            |
| Total Revenue                              | 177,942,000    | 148,108,000    | 121,532,253                 | 29,834,000                       | 20.1%                           |

## Toronto and Region Conservation Authority 2022 Capital Budget

|   | 2022         | 2021         | Unaudited<br>2021        | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---|--------------|--------------|--------------------------|------------------------|-----------------------|
|   | Budget       | Budget       | Actual                   | Budget                 | Budget                |
|   | Buuger       | Buuget       | Actual                   | Budget                 | Budget                |
| Expenditures  |              |              |                          |                        |                       |
| Watershed Studies and Strategies                              |              |              |                          |                        |                       |
| Watershed Planning and Reporting                              | 1,411,000    | 1,488,000    | 906,701                  | (77,000)               | -5.2%                 |
| Climate Science   | 563,000      | 522,000      | 459,697                  | 41,000                 | 7.9%                  |
|   | 1,974,000    | 2,010,000    | 1,366,398                | (36,000)               | -1.8%                 |
| Water Risk Management   |              |              |                          |                        |                       |
| Water Resource Science  | 2,756,000    | 2,648,000    | 1,755,658                | 108,000                | 4.1%                  |
| Erosion Management  | 90,254,000   | 68,705,000   | 49,152,913               | 21,549,000             | 31.4%                 |
| Flood Management  | 4,112,000    | 4,352,000    | 4,737,742                | (240,000)              | -5.5%                 |
|   | 97,122,000   | 75,705,000   | 55,646,313               | 21,417,000             | 28.3%                 |
| Regional Biodiversity   | 0.444.000    | 0.407.000    | 0 000 000                | (50,000)               | 4 70/                 |
| Biodiversity Monitoring                                       | 3,144,000    | 3,197,000    | 2,363,690                | (53,000)               | -1.7%                 |
| Ecosystem Management Research and Directions                  | 1,429,000    | 1,102,000    | 1,545,364                | 327,000                | 29.7%                 |
| Forest Management   | 1,402,000    | 1,522,000    | 1,189,395                | (120,000)              | -7.9%                 |
| Restoration and Regeneration                                  | 18,307,000   | 16,041,000   | 13,582,098<br>18,680,547 | 2,266,000 2,420,000    | 14.1%                 |
| Crossesses Securement and Menagement                          | 24,282,000   | 21,862,000   | 18,080,047               | 2,420,000              | 11.1%                 |
| Greenspace Securement and Management<br>Greenspace Securement | 1,300,000    | 800,000      | 5,979,415                | 500,000                | 62.5%                 |
| Greenspace Management   | 4,033,000    | 5,595,000    | 1,861,308                | (1,562,000)            | -27.9%                |
| Greenspace Management   | 5,333,000    | 6,395,000    | 7,840,723                | (1,062,000)            | -16.6%                |
| Tourism and Recreation  | 5,555,000    | 0,393,000    | 7,040,723                | (1,002,000)            | -10.070               |
| Waterfront Parks  | 9,378,000    | 4,947,000    | 1,471,584                | 4,431,000              | 89.6%                 |
| Conservation Parks  | 147,000      | 306,000      | 288,843                  | (159,000)              | -52.0%                |
| Trails  | 14,636,000   | 13,215,000   | 7,502,006                | 1,421,000              | 10.8%                 |
| Black Creek Pioneer Village                                   | 474,000      | 472,000      | 371,549                  | 2,000                  | 0.4%                  |
| Black order i londer village                                  | 24,635,000   | 18,940,000   | 9,633,982                | 5,695,000              | 30.1%                 |
| Planning and Development Review                               | 21,000,000   | 10,010,000   | 0,000,002                | 0,000,000              | 00.170                |
| Environmental Assessment Planning and Permitting              | 185.000      | 654.000      | 350.078                  | (469,000)              | -71.7%                |
| Policy Development and Review                                 | 669.000      | 732.000      | 563.837                  | (63,000)               | -8.6%                 |
| ·,  | 854,000      | 1,386,000    | 913,915                  | (532,000)              | -38.4%                |
| Education and Outreach  |              | ,,           |                          | (                      |                       |
| School Programs   | 4,727,000    | 3,743,000    | 1,701,223                | 984,000                | 26.3%                 |
| Newcomer Services   | 180,000      | 156,000      | 144,869                  | 24,000                 | 15.4%                 |
| Family and Community Programs                                 | 89,000       | 24,000       | 141,756                  | 65,000                 | 270.8%                |
|   | 4,996,000    | 3,923,000    | 1,987,848                | 1,073,000              | 27.4%                 |
| Sustainable Communities                                       |              |              |                          |                        |                       |
| Living City Transition Program                                | 5,358,000    | 5,540,000    | 3,730,405                | (182,000)              | -3.3%                 |
| Community Engagement  | 3,239,000    | 3,711,000    | 2,242,951                | (472,000)              | -12.7%                |
|   | 8,597,000    | 9,251,000    | 5,973,356                | (654,000)              | -7.1%                 |
| Corporate Services  |              |              |                          |                        |                       |
| Financial Management  | 427,000      | 201,000      | 58,618                   | 226,000                | 112.4%                |
| Corporate Management and Governance                           | 40,693,000   | 40,630,000   | 16,170,267               | 63,000                 | 0.2%                  |
| Human Resources   | 35,000       | 10,000       | 28,417                   | 25,000                 | 250.0%                |
| Information Infrastructure and Management                     | 942,000      | 627,000      | 85,018                   | 315,000                | 50.2%                 |
| Project Recoveries  | -            | 120,000      | 2,977                    | (120,000)              | -100.0%               |
| Vehicles and Equipment  | 254,000      | 219,000      | 168,580                  | 35,000                 | 16.0%                 |
| Total Evenenditures   | 42,351,000   | 41,807,000   | 16,513,877               | 544,000                | 1.3%                  |
| Total Expenditures  | 210,144,000  | 181,279,000  | 118,556,959              | 28,865,000             | 15.9%                 |
| Net Surplus (Deficit)   | (32,204,000) | (33,171,000) | 2,975,298                | 967,000                | -2.9%                 |
|   | (02,204,000) | (00,171,000) | 2,010,200                | 507,000                | -2.570                |
| Head Office Construction Loan/Reserves                        | 32,204,000   | 33,171,000   | (5,522)                  | (967,000)              | -2.9%                 |
|   | 02,207,000   | 00,171,000   | (0,022)                  | (000,100)              | -2.370                |
| Net Budget  | -            | -            | 2,969,776                | 0                      | 0.0%                  |
| U U   |              |              | ,,                       |                        |                       |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Watershed Studies and Strategies

|  | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                  |                |                |                             |                                  |                                 |
| Municipal                                |                |                |                             |                                  |                                 |
| Operating levy                           | 440,000        | 440,000        | 439,999                     | -                                | 0.0%                            |
| Capital levy                             | 1,400,000      | 1,419,000      | 1,110,962                   | (19,000)                         | -1.3%                           |
| Contract services                        | -              | 11,000         | 25,893                      | (11,000)                         | -100.0%                         |
| Provincial/Federal                       |                |                |                             |                                  |                                 |
| Provincial grants                        | 223,000        | 230,000        | 74,085                      | (7,000)                          | -3.0%                           |
| Federal grants                           | 351,000        | 350,000        | 103,120                     | 1,000                            | 0.3%                            |
| User fees, sales and admissions          | -              | -              | 1,833                       | -                                | 0.0%                            |
| Contract services                        |                |                |                             |                                  |                                 |
| Corporate and other                      | -              | -              | 3,549                       | -                                | 0.0%                            |
| Total Revenue                            | 2,414,000      | 2,450,000      | 1,759,441                   | (36,000)                         | -1.5%                           |
| Expenditures                             |                |                |                             |                                  |                                 |
| Watershed Planning and Reporting         |                |                |                             |                                  |                                 |
| Watershed Plans and Strategies           | 1,787,000      | 1,767,000      | 1,254,828                   | 20,000                           | 1.1%                            |
| Report Cards                             | 64,000         | 161,000        | 97,278                      | (97,000)                         | -60.2%                          |
|  | 1,851,000      | 1,928,000      | 1,352,106                   | (77,000)                         | -4.0%                           |
| Climate Science                          |                |                |                             |                                  |                                 |
| Emerging and Integrative Climate Science | 563,000        | 522,000        | 459,697                     | 41,000                           | 7.9%                            |
|  | 563,000        | 522,000        | 459,697                     | 41,000                           | 7.9%                            |
| Total Expenditures                       | 2,414,000      | 2,450,000      | 1,811,803                   | (36,000)                         | -1.5%                           |
| Net Budget                               |                | -              | (52,361)                    | -                                | 0.0%                            |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Water Risk Management

|  | 2022<br>Budget         | 2021<br>Budget         | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|------------------------|------------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue  |                        |                        |                             |                                  |                                 |
| Municipal  |                        |                        |                             |                                  |                                 |
| Operating levy   | 980,000                | 727,000                | 726,999                     | 253,000                          | 34.8%                           |
| Capital levy   | 24,160,000             | 22,780,000             | 16,001,004                  | 1,380,000                        | 6.1%                            |
| Contract services  | 57,510,000             | 41,460,000             | 38,089,884                  | 16,050,000                       | 38.7%                           |
| Grants<br>Provincial/Federal                                 | -                      | 197,000                | 196,704                     | (197,000)                        | -100.0%                         |
| Provincial grants  | 1,370,000              | 1,720,000              | 2,323,155                   | (350,000)                        | -20.3%                          |
| Floundal grants  | 13,679,000             | 9,328,000              | 856,870                     | 4,351,000                        | 46.6%                           |
| User fees, sales and admissions                              | 105,000                | 28,000                 | 25,590                      | 4,331,000                        | 275.0%                          |
| Contract services  | 100,000                | 20,000                 | 23,330                      | 11,000                           | 275.070                         |
| Compensation agreements                                      | 45,000                 | 8,000                  | 69,736                      | 37,000                           | 462.5%                          |
| Corporate and other  | 805,000                | 816,000                | 533,661                     | (11,000)                         | -1.3%                           |
| Investment income  | -                      | -                      | 425                         | -                                | 0.0%                            |
| Sundry   | 4,000                  | -                      | -                           | 4,000                            | 0.0%                            |
| Total Revenue  | 98,658,000             | 77,064,000             | 58,824,028                  | 21,594,000                       | 28.0%                           |
| Expenditures   |                        |                        |                             |                                  |                                 |
| Water Resource Science                                       |                        |                        |                             |                                  |                                 |
| Groundwater Strategies                                       | 712,000                | 700,000                | 715,005                     | 12,000                           | 1.7%                            |
| Source Water Protection Strategy                             | 131,000                | 162,000                | 162,777                     | (31,000)                         | -19.1%                          |
| Regional Monitoring - Water                                  | 782,000                | 614,000                | 562,232                     | 168,000                          | 27.4%                           |
| Hydrology  | -                      | 360,000                | 1,147                       | (360,000)                        | -100.0%                         |
| Stormwater Management Strategies                             | 804,000                | 438,000                | 122,165                     | 366,000                          | 83.6%                           |
| Flood Plain Mapping  | 326,000                | 374,000                | 192,332                     | (48,000)                         | -12.8%                          |
|  | 2,755,000              | 2,648,000              | 1,755,658                   | 107,000                          | 4.0%                            |
| Erosion Management   |                        |                        |                             |                                  |                                 |
| Capital Works  | 89,301,000             | 65,985,000             | 48,324,183                  | 23,316,000                       | 35.3%                           |
| Hazard Monitoring  | 1,128,000              | 2,770,000              | 860,348                     | (1,642,000)                      | -59.3%                          |
|  | 90,429,000             | 68,755,000             | 49,184,531                  | 21,674,000                       | 31.5%                           |
| Flood Management   | 750.000                | 000 000                | 000 400                     | 50.000                           | 7.00/                           |
| Flood Forecasting and Warning                                | 752,000                | 699,000                | 669,102                     | 53,000                           | 7.6%                            |
| Flood Risk Management<br>Flood Infrastructure and Operations | 3,048,000<br>1,529,000 | 3,212,000<br>1,468,000 | 3,445,836<br>1,618,820      | (164,000)<br>61,000              | -5.1%<br>4.2%                   |
| Flood Infrastructure and Operations                          | 5.329.000              | 5.379.000              | 5,733,758                   | (50,000)                         | -0.9%                           |
| Total Expenditures   | 98,513,000             | 76,782,000             | 56,673,947                  | 21,731,000                       | 28.3%                           |
|  |                        | 10,102,000             |                             | 21,101,000                       |                                 |
| Net Surplus (Deficit)  | 144,000                | 282,000                | 2,150,080                   | (138,000)                        | -48.9%                          |
| Reserves   |                        | <u> </u>               | 5,922                       | -                                | 0.0%                            |
| Net Budget   | 144,000                | 282,000                | 2,156,002                   | (138,000)                        | -48.9%                          |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Regional Biodiversity

| Revenue         Dougl         Dougl         Dougl         Dougl         Dougl         Dougl         Dougl           Operating levy         220,000         120,000         120,000         -         0.0%           Captal levy         9,388,000         2,778,000         2,284,88         7,012,000         22,24%           Crants         159,000         18,874,000         14,82,366         (8,000)         14,83,56           Provincial/Federal         7,000         2,928,488         7,012,000         25,45%           Provincial/Federal grants         1,680,000         1,743,500         399,000         44,356           Compensation agreements         2,016,000         3,129,000         2,1435,667         (1,113,000)         -35,65%           Compensation agreements         2,016,000         3,129,000         2,135,667         (1,113,000)         -35,65%           Compensation agreements         2,016,000         3,129,000         2,135,667         (1,113,000)         -35,65%           Denations         -         -         5,055         -         0,0%           Toronto and Region Conservation Foundation         2,750,00         22,840,000         18,451,017         1,777,000         7,85%           Exponditures         10  |   | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|---|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Operating lawy         120,000         120,000         -         0.0%           Capital lawy         9,380,000         1,27,80,00         2,278,000         2,22,48           Provincial/Federal         159,000         14,27,000         14,22,66         (9,000)         -  | Revenue   | Duugot         | Budgot         |                             | Duugot                           | Dudgot                          |
| Capital Evy<br>Contract services         9,388.000         11.874.000         2.828.468         7.012.00         22.82.4%           Grants         159.000         2.78.000         2.82.84.68         7.012.00         252.4%           Provincial grants         2.41.000         475.000         637.383         (234.000)         -5.4%           Provincial grants         2.41.000         475.000         2.87.468         (14.000         43.3%           Contract services         2.016.000         3.129.000         2.135.67         (1.113.000)         -5.51.9%           Compensation agreements         2.016.000         3.129.000         2.84.30         -         0.0%           Compensation agreements         2.4000         2.4.000         1.07.100         -51.9%           Rent and property interests         2.4.000         2.4.000         3.7.155         -         0.0%           Total Revenue         2.2.840.000         17.4.500         -         0.0%         -         0.4.4.000         13.8%           Expenditures         1.51.000         1.58.000         164.000         13.8%         -         0.0%           Expenditures         1.51.000         1.689.000         154.4612         (50.00)         -           Bickdiv  | Municipal   |                |                |                             |                                  |                                 |
| Contract services         9.780.000         2.778.000         2.422.488         7.012.000         2.822.488           Provincial/Federal         Folderal         142.366         (9.000)         -5.448           Provincial/Federal grants         1.568.000         417.500         637.383         (234.000)         -48.3%           Contract services         2.016.000         3.129.000         2.135.567         (1.113.000)         -51.9%           Comporation and properly interests         2.2016.000         3.129.000         2.135.567         (1.071.000)         -51.9%           Comporation and properly interests         2.2000         2.044.000         1.775.713         (1.071.000)         -51.9%           Donations         2.75.000         1.010.000         37.135         (735.000)         -0.0%           To anonha and Region Conservation Foundation         275.000         1.010.000         37.135         (735.000)         -10.4%           Regional Monitoring         24.677.000         22.84.000         1.875.193         (175.000)         -10.4%           Regional Monitoring         1.514.000         1.689.000         1.775.193         (175.000)         -10.4%           Regional Monitoring         2.3146.000         3.186.000         1.275.193         (175.000)  | Operating levy                                    | 120,000        | 120,000        | 120,000                     | -                                | 0.0%                            |
| Grants         159,000         182,000         142,386         (9,000)         5-4%           Provincial grants         241,000         475,000         637,383         (244,000)         49,3%           Comportation and endmissions         43,000         29,000         1/42,366         (99,000)         34,1%           Comportation agreements         2,016,000         3,129,000         2,135,567         (1,113,000)         35,56%           Comportation and them         99,000         24,400         1,777,713         (1,017,000)         35,19%           Rent and property interests         24,000         24,4000         28,430         -         0,0%           Total Rovenue         24,500,00         22,840,000         16,481,017         1,777,000         7,28%           Expenditures         160,000         144,000         433,655         23,000         3,3%           Bicidiversity Monitoring         865,000         751,000         433,655         23,000         3,4%           Ecopation Monitoring         3,144,000         3,189,000         1,276,193         (175,000)         -10,4%           Restoration And Regeneration         0,000         53,660         (50,000)         3,44%         3,280,000         2,34,660         1,44,000   | Capital levy                                      | 9,388,000      | 11,874,000     | 8,904,912                   | (2,486,000)                      | -20.9%                          |
| Provincial/Federal grants         241,000         475,000         637,383         (242,000)         45,93%           Diverting grants         1,568,000         1,169,000         21,488         14,000         45,33%           Contract services         43,000         29,000         21,488         14,000         45,35%           Compensation agreements         2,016,000         3,129,000         2,135,567         (1113,000)         55,65%           Corporate and other         993,000         2,044,000         28,430         -         0,05%           Fundrating         -         -         5,055         -         0,05%           Donations         -         -         5,055         -         0,05%           Expenditures         24,617,000         22,840,000         18,461,017         1,777,000         7,85%           Expenditures         2         1,614,000         16,89,000         1,276,193         (175,000)         -         0,4%           Corporation Monitoring         855,000         744,000         43,855         23,000         3,8%           Activity Based Monitoring         1,840,000         1,276,193         (175,000)         -         0,4%           Cosystem Management Research and Directions   | Contract services                                 | 9,790,000      | 2,778,000      | 2,928,468                   | 7,012,000                        | 252.4%                          |
| Provincial grants         241,000         475,000         637,833         (234,000)         -49,3%           User fees, sales and admissions         43,000         29,000         21,488         14,000         43,3%           Contract services         20,000         21,488         14,000         43,3%           Compensation agreements         20,16,000         3,129,000         21,488         14,000         43,3%           Comport and other         993,000         2,044,000         1,776,713         (1,017,000)         -51,9%           Fundrating         24,000         28,430         -         0,0%           Datations         -         5,055         -         0,0%           Total Revenue         24,617,000         22,840,000         18,481,017         72,8%           Expanditures         Biodiversity         1,514,000         1,889,000         1,276,193         (175,000)         -10,4%           Activity Based Monitoring         855,000         71,000         33,4%         23,000         33,4%           Waterfront Monitoring         0,3144,400         3,1890,000         12,76,193         (175,000)         -10,4%           Activity Based Monitoring         0,344,4400         34,890,000         14,26,193         (175  | Grants  | 159,000        | 168,000        | 142,366                     | (9,000)                          | -5.4%                           |
| Federal grants         1.568,000         1.743,500         393,000         34.1%           User free, sales and admissions         43,000         22,000         21.488         14,000         48.3%           Compensation agreements         2,016,000         3,129,000         2,155,567         (1,113,000)         -55,6%           Corporate and other         993,000         2,44,000         2,24,000         2,84,30         -         0,0%           Pundraising         -         -         5,055         -         0,0%           Torations         -         -         5,055         -         0,0%           Torat Revenue         22,617,000         22,840,000         18,481,017         1,777,000         -72,8%           Expanditures         E         E         50,000         14,810,007         1,977,000         -72,8%           Regional Monitoring         855,000         751,000         18,481,017         1,778,700         -73,8%           Expanditures         31,44,000         3,198,000         2,285,000         14,38,5         23,000         3,3%           Waterfront Monitoring         607,000         544,000         433,635         23,000         3,3%           Waterfront Monitoring         168,000  | Provincial/Federal                                |                |                |                             |                                  |                                 |
| User fees, sales and admissions         43,000         22,000         21,488         14,000         48,3%           Contrast services         Compensation agreements         2,016,000         3,129,000         2,135,667         (1,113,000)         -35,6%           Corporate and other         99,000         24,000         1,776,713         (1,071,000)         -51,9%           Fundraising         24,000         24,000         28,430         -         0,0%           Toronto and Region Conservation Foundation         -         5,055         -         0,0%           Toronto and Region Conservation Foundation         27,500         1,010,000         13,135         (175,000)         -72,8%           Expanditures         24,617,000         22,840,000         18,481,017         1,777,000         7,8%           Elodiversity Monitoring         1,514,000         1,680,000         1,276,193         (175,000)         -10,4%           Activity Based Monitoring         1,514,000         1,680,000         12,61,23,036         23,000         3,34%           Ecosystem Management Research and Directons         -         5,000         143,635         22,000         3,44%           Aquatic System Priority Planning         -         5,000         6,859         (5,000)  |   | ,              | ,              | ,                           | ( , ,                            |                                 |
| Contract services         2.016,000         3,129,000         2,135,567         (1,13,000)         -55,876           Corporate and other         993,000         2,064,000         1,776,713         (1,071,000)         -51,976           Rent and property interests         24,000         24,000         28,433         -         0.0%           Fundralising         -         5,055         -         0.0%           Toronto and Region Conservation Foundation         275,000         1.010,000         37,135         (735,000)         -72,8%           Total Revenue         24,617,000         22,840,000         18,481,017         1.777,000         7.8%           Expenditures         -         5,055         -         0.0%         - <td< td=""><td></td><td>, ,</td><td>, ,</td><td>, ,</td><td></td><td></td></td<>   |   | , ,            | , ,            | , ,                         |                                  |                                 |
| Compensation agreements         2.016,000         3.122,000         2.135,667         (1.113,000)         -58,6%           Corporate and other         993,000         2.064,000         1.776,713         (1.071,000)         -51,9%           Fundraising         Donations         5,055         -         0.0%           Donations         24,617,000         22,840,000         18,410,17         -72,8%           Total Revenue         24,617,000         22,840,000         18,410,17         -72,8%           Biodiversity Monitoring         865,000         16,889,000         12,76,193         (175,000)         -10,4%           Activity Based Monitoring         855,000         74,000         22,840,000         13,845         23,000         3,3%           Waterfront Monitoring         855,000         74,000         14,861,02         (6,000)         -1,4%           Activity Based Monitoring         855,000         74,000         154,612         (6,000)         -1,4%           Activity Based Monitoring         855,000         74,000         154,612         (6,000)         -1,4%           Activity Based Monitoring         3,144,000         3,148,000         2,363,684         (6,000)         -1,5%           Aquatic System Management         860,000<  | ,   | 43,000         | 29,000         | 21,488                      | 14,000                           | 48.3%                           |
| Corporate and offer         993,000         2,064,000         1,776,713         (1,071,000)         51.9%           Rent and property interests         24,000         28,430         -         0.0%           Fundraising         -         5.055         -         0.0%           Toronto and Region Conservation Foundation         275.000         1.010.000         37,135         (735.000)         -72.2%           Total Revenue         24,617.000         22,840,000         18,481.017         1.777.000         7.8%           Expenditures         Biodiversity Monitoring         855.000         751.000         1.276,193         (175,000)         -10.4%           Activity Based Monitoring         855.000         774.000         13.8%         -10.4%           Terrestrial Inventory and Assessment         607.000         54.400         433.655         23.000         3.3%           Ecosystem Management Research and Directions         3.144.000         3.198.000         2.353.680         (54.000)         -1.7%           Forest Management Nanaged Forest Tax Incentive Planning         -         5.000         659.050         -93.9%         1.000.0%         -3.5%           Forest Management Corestina (and Integrated) Ecosystem Management         1.430.000         1.0200         1.545.363   |   |                |                |                             |                                  |                                 |
| Rent and properly interests         24,000         24,000         28,430         -         0.0%           Fundraising         Donations         -         5,055         -         0.0%           Toranto and Region Conservation Foundation         275,000         1,010,000         37,135         (775,000)         -72.8%           Total Revenue         22,4617,000         22,240,000         18,481.017         1,777.000         -7.8%           Expenditures         Biodiversity         0.1514,000         1,889,000         12,76,193         (175,000)         -10.4%           Activity Based Monitoring - Biodiversity         1,514,000         1,889,000         12,76,193         (175,000)         -10.4%           Activity Based Monitoring         855,000         751,000         499,250         104,000         13,8%           Ecosystem Management Research and Directions         607,000         54,600         433,684         (8,000)         -1.7%           Ecosystem Management Research and Directions         3,144,000         7,000         27,824         109,000         -1.85,000           Terrestrial (and Integrated) Ecosystem Management         166,000         1,000,00         27,022         34,4%           Restoration Opportunities Bank         116,000         7,000         2   |   |                | , ,            | , ,                         | ( , , , ,                        |                                 |
| Fundraising         Domations         5,055         0,0%           Toronto and Region Conservation Foundation         275,000         1,010,000         37,135         (735,000)         -72,8%           Total Revenue         22,840,000         18,481.017         1,777,000         7,8%           Expenditures         Biodiversity Monitoring         1,514,000         1,889,000         12,76,193         (175,000)         -10,4%           Activity Based Monitoring         855,000         751,000         499,250         104,400         3,885         23,000         3,9%           Waterfront Monitoring         188,000         174,000         154,612         (6,000)         -4,4%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,680         (64,000)         -1,7%           Aquatic System Phority Planning         428,000         436,000         963,755         227,000         34,4%           Torrestiral (and Integrated) Ecosystem Management         866,000         70,000         154,612         (6,000)         -1,7%           Managed Forest Tax Incentive Planning         -         5,000         633,684         (8,000)         -1,8%           Horasid Tree Management         707,000         73,000         638,680   |   | ,              | , ,            | , ,                         | (1,071,000)                      |                                 |
| Donations         -         -         5.055         -         0.0%           Toronto and Region Conservation Foundation         275.000         1.010.000         37.135         (735.000)         -72.8%           Total Revenue         24.617.000         22.840.000         18.481.017         1.777.000         -72.8%           Expenditures         Biodiversity Monitoring         850.000         16.89.000         1.276.193         (175.000)         -10.4%           Activity Based Monitoring         855.000         751.000         499.250         104.000         13.8%           Terrestrial Inventory and Assessment         607.000         584.000         433.635         23.000         3.9%           Ecosystem Management Research and Directions         3.144.000         3.188.000         2.363.680         (54.000)         -1.7%           Aquatic System Priority Planning         428.000         430.000         93.575         227.000         34.4%           Terrestrial (and Integrated) Ecosystem Management         866.000         65.900         95.000         -1.7%           Managed Forest Tax Incentive Planning         -         5.000         6.859         (5.000)         -10.4%           Managed Forest Tax Incentive Planning         -         5.000         6.859  |   | 24,000         | 24,000         | 28,430                      | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation         275,000         1.010,000         37,135         (735,000)         -72.8%           Total Revenue         24,617,000         22,840,000         18,481,017         1.777,000         7.8%           Expenditures         Biodiversity         1.514,000         1.689,000         1276,193         (175,000)         -10.4%           Activity Based Monitoring         855,000         751,000         433,635         23,000         3.9%           Waterfront Monitoring         0174,000         13,646,12         (60,000)         -1.276,193         (175,000)         -10.4%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,680         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Forest Management         1430,000         1.102,000         1.545,383         328,000         28,8%           Hwastve Species Management         428,000         404,000         275,191         (16,000)         -4.0%           Haragement Operations         1.430,000         1.102,000         1.545,363         328,000         28,8%           Forest Management Operations         1.622,000  | 0   |                |                |                             |                                  | 0.00/                           |
| Total Revenue         24.617.000         22.840,000         18.481,017         1,777.000         7.8%           Expenditures         Biodiversity Monitoring         1,514,000         1,689,000         1,276,193         (175,000)         -10.4%           Activity Based Monitoring         855,000         751,000         499,250         104,000         13.8%           Waterfront Monitoring         168,000         174,000         154,612         (6000)         -3.4%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Forest Management         160,000         1,012,000         1,545,363         328,000         29,8%           Forest Management         707,000         73,000         63,890         (26,000)         -3.5%           Hazard Tree Management         707,000         73,000         63,890         (26,000)         -3.5%           Horase Species Management         428,000         500,000         371,121         (72,000)         -1.4%           Hazard Tree Management         707,000         733,000         63,890         (26,000) <td></td> <td>-</td> <td>-</td> <td>,</td> <td>-</td> <td></td>   |   | -              | -              | ,                           | -                                |                                 |
| Expenditures<br>Biodiversity Monitoring<br>Regional Monitoring - Biodiversity         1,514,000         1,689,000         1,276,193         (175,000)         -10.4%           Activity Based Monitoring<br>Activity Based Monitoring         855,000         751,000         499,250         104,000         13.8%           Terrestrial Inventory and Assessment         607,000         584,000         433,635         23,000         3.9%           Waterfront Monitoring         168,000         174,000         154,612         (6,000)         -3.4%           Aduatic System Tority Planning         428,000         436,000         2.363,690         (54,000)         -1.7%           Ecosystem Management Research and Directions         428,000         436,000         363,684         (8,000)         -1.8%           Aquatic System Prointy Planning         428,000         436,000         363,684         (8,000)         -1.8%           Forest Management         144,000         7.102,000         1.545,363         328,000         29.8%           Forest Management         707,000         733,000         653,960         (26,000)         -3.5%           Management Operations         388,000         404,000         275,191         (16,000)         4.0%           Propagation and Sale of Plants         115,000  | 0   | ,              |                | ,                           |                                  |                                 |
| Biodiversity Monitoring<br>Regional Monitoring - Biodynersity         1,514,000         1,689,000         1,276,193         (175,000)         -10.4%           Activity Based Monitoring         855,000         751,000         499,250         104,000         13.8%           Terrestrial Inventory and Assessment         607,000         584,000         433,635         23,000         3.9%           Waterfront Monitoring         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management         866,000         659,000         953,755         227,000         34.4%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         633,960         (26,000)         -3.5%           Invasive Species Management         428,000         100,000         275,191         (16,000)         -4.0%           Propagation and Sale of Plants         115,000 </td <td>Total Revenue</td> <td>24,617,000</td> <td>22,840,000</td> <td>18,481,017</td> <td>1,777,000</td> <td>1.8%</td> | Total Revenue                                     | 24,617,000     | 22,840,000     | 18,481,017                  | 1,777,000                        | 1.8%                            |
| Biodiversity Monitoring<br>Regional Monitoring - Biodynersity         1,514,000         1,689,000         1,276,193         (175,000)         -10.4%           Activity Based Monitoring         855,000         751,000         499,250         104,000         13.8%           Terrestrial Inventory and Assessment         607,000         584,000         433,635         23,000         3.9%           Waterfront Monitoring         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management         866,000         659,000         953,755         227,000         34.4%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         633,960         (26,000)         -3.5%           Invasive Species Management         428,000         100,000         275,191         (16,000)         -4.0%           Propagation and Sale of Plants         115,000 </td <td>Expenditures</td> <td></td> <td></td> <td></td> <td></td> <td></td>   | Expenditures                                      |                |                |                             |                                  |                                 |
| Regional Monitoring - Biodiversity<br>Activity Based Monitoring         1,514,000         1,689,000         1,276,193         (175,000)         -10.4%<br>Activity Based Monitoring           Terrestrial Inventory and Assessment         607,000         584,000         433,353         23,000         3.9%           Waterfront Monitoring         168,000         174,000         154,612         (6,000)         -3.4%           Ecosystem Management Research and Directions<br>Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management         866,000         653,075         227,000         34.4%           Restoration Opportunities Bank         116,000         7,000         1245,363         328,000         29.8%           Forest Management         707,000         733,000         653,960         (26,000)         -10.0%           Hazard Tree Management         707,000         733,000         63,596         (26,000)         -100.0%           Hazard Tree Management         707,000         733,000         63,711,121         (72,000)         -14.4%           Forest Management Coreations         15.23,000         1.642,000         1.307,131         (119,000)         -3.5%           Invasive Species Management  | •   |                |                |                             |                                  |                                 |
| Activity Based Monitoring         855,000         751,000         449,250         104,000         13.8%           Terrestrial Inventory and Assessment         607,000         584,000         433,635         23,000         3.9%           Waterfront Monitoring         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Ecosystem Management Research and Directions         3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Restoration Opportunities Bank         116,000         7,000         227,924         109,000         1557,148           Forest Management         1430,000         1,102,000         1,545,363         328,000         29,8%           Forest Management Operations         5,000         6,859         (50,000)         -100,0%           Hazard Tree Management Operations         15,23,000         1,341,400         -100,0%         -100,0%           Propagation and Sale of Plants         115,000         10,000         36,875         5,000         -2,2% <td></td> <td>1.514.000</td> <td>1.689.000</td> <td>1.276.193</td> <td>(175.000)</td> <td>-10.4%</td>  |   | 1.514.000      | 1.689.000      | 1.276.193                   | (175.000)                        | -10.4%                          |
| Terrestrial Inventory and Assessment         607,000         684,000         433,635         23,000         3.9%           Waterfront Monitoring         168,000         174,000         154,612         (6,000)         -3.4%           Ecosystem Management Research and Directions         3.144,000         3.198,000         2.363,690         (54,000)         -1.7%           Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management         886,000         659,000         963,755         227,000         34.4%           Restoration Opportunities Bank         116,000         7,000         1545,683         328,000         29.8%           Forest Management         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         63,864         (80,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         1523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Regeneration         723,000         1,642,000         344,093         (77,000)   |   | , ,            | , ,            | , ,                         | ( , ,                            | 13.8%                           |
| Waterfront Monitoring         168,000         174,000         154,612         (6,000)         -3.4%           Ecosystem Management Research and Directions<br>Aquatic System Priority Planning         428,000         33,000         2,363,690         (54,000)         -1.7%           Ecosystem Management Research and Directions<br>Aquatic System Priority Planning         428,000         436,000         363,864         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management<br>Restoration Opportunities Bank         116,000         7,000         227,924         109,000         155.71%           Forest Management         1430,000         1,102,000         1,545,363         328,000         29,8%           Forest Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -4.4%           Forest Management Operations         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Regeneration         715,000         1,642,000         1,307,131         (119,000)         -7.2%           Noreline Restoration         723,000         1,251,000         1,341,043         (52,000)         -4.2%           Vie   | · ·   | 607.000        | 584,000        | 433,635                     | 23.000                           | 3.9%                            |
| 3,144,000         3,198,000         2,363,690         (54,000)         -1.7%           Aquatic System Priority Planning<br>Terrestrial (and Integrated) Ecosystem Management<br>Restoration Opportunities Bank         428,000         436,000         363,684         (8,000)         -1.7%           Forest Management<br>Managed Forest Tax Incentive Planning<br>Hazard Tree Management         5,000         953,755         227,000         34.4%           Hazard Tree Management         1,630,000         1,012,000         1,545,363         328,000         29.8%           Forest Managed Forest Tax Incentive Planning<br>Hazard Tree Management         -         5,000         6,859         (5,000)         -3.5%           Invasive Species Management<br>Propagation and Regeneration         -         5,000         1,01,000         1,36,875         5,000         -         -           Propagation and Sale of Plants<br>Inland and Lakefill Soil Management         115,000         110,000         136,875         5,000         - <td>Waterfront Monitoring</td> <td>168,000</td> <td>174,000</td> <td>154,612</td> <td>(6,000)</td> <td>-3.4%</td>    | Waterfront Monitoring                             | 168,000        | 174,000        | 154,612                     | (6,000)                          | -3.4%                           |
| Aquatic System Priority Planning         428,000         436,000         363,684         (8,000)         -1.8%           Terrestrial (and Integrated) Ecosystem Management         886,000         659,000         953,755         227,000         34.4%           Restoration Opportunities Bank         116,000         7,000         227,924         109,000         1557,1%           Forest Management         1,430,000         1,102,000         1,545,363         328,000         29,8%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100,0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Propagation and Regeneration         1.523,000         1,642,000         1,307,131         (119,000)         -722%           Restoration and Regeneration         723,000         1,251,000         344,003         322,978         6,498,000         324,3%           Wetlands         8,502,000         2,004,000         322,2  | Ŭ   |                |                |                             |                                  |                                 |
| Terrestrial (and Integrated) Ecosystem Management<br>Restoration Opportunities Bank         886,000         659,000         953,755         227,000         34.4%           Restoration Opportunities Bank         116,000         7,000         227,924         109,000         1557,1%           Forest Management         1,430,000         1,102,000         1,545,363         328,000         29.8%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100,0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Wetlands         8,502,000         2,04,000         334,093         (77,000)         -4.4%           Shoreline Restoration         7,18,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,042,000         3,242,000         <   | Ecosystem Management Research and Directions      |                |                |                             | <u> </u>                         |                                 |
| Restoration Opportunities Bank         116,000         7,000         227,924         109,000         1557,1%           Forest Management         1,430,000         1,102,000         1,545,563         3220,000         29,8%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100,0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3,55%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14,4%           Forest Management Operations         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Sele of Plants         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18,4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42,2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324,3%           Riparian and Flood Plain Restoration         2,164,000         3,542,000         2,695,781         (1,178,  | Aquatic System Priority Planning                  | 428,000        | 436,000        | 363,684                     | (8,000)                          | -1.8%                           |
| Image Protect Management         1,430,000         1,102,000         1,545,363         328,000         29.8%           Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3,5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         4.0%           Propagation and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Regeneration         703,000         48,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -422.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         5,44,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,350,000         2,232,408         <  | Terrestrial (and Integrated) Ecosystem Management | 886,000        | 659,000        | 953,755                     | 227,000                          | 34.4%                           |
| Forest Management         -         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wettands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Wildliffe Habitat Management         270,000         205,000         (113,3930) <td< td=""><td>Restoration Opportunities Bank</td><td>116,000</td><td>7,000</td><td>227,924</td><td>109,000</td><td>1557.1%</td></td<>                       | Restoration Opportunities Bank                    | 116,000        | 7,000          | 227,924                     | 109,000                          | 1557.1%                         |
| Managed Forest Tax Incentive Planning         -         5,000         6,859         (5,000)         -100.0%           Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -144.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         2,164,000         627,000         2,895,781         (1,178,000)         -35.2%           Vildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558 <t< td=""><td></td><td>1,430,000</td><td>1,102,000</td><td>1,545,363</td><td>328,000</td><td>29.8%</td></t<>  |   | 1,430,000      | 1,102,000      | 1,545,363                   | 328,000                          | 29.8%                           |
| Hazard Tree Management         707,000         733,000         653,960         (26,000)         -3.5%           Invasive Species Management         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Propagation and Sale of Plants         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         2,004,000         3,222,978         6,498,000         324.3%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         2,703,000         3,339,000         2,055,588  |   |                |                |                             |                                  |                                 |
| Invasive Species Management<br>Forest Management Operations         428,000         500,000         371,121         (72,000)         -14.4%           Forest Management Operations         388,000         404,000         275,191         (16,000)         -4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Propagation and Sale of Plants         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         13,34,093         (77,000)         -18.4%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Natural Channel and Stream Restoration         2,700,00         205,000         (113,930)         65,000         31.7%           Widldife Habitat Management         270,000         <   |   | -              | ,              | ,                           |                                  |                                 |
| Forest Management Operations         388,000         404,000         275,191         (16,000)         4.0%           Restoration and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Regeneration         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,336,000         1,623,000         1,32,065 </td <td></td> <td>,</td> <td>,</td> <td></td> <td></td> <td></td>  |   | ,              | ,              |                             |                                  |                                 |
| Image: constraint of the sector ation and Regeneration         1,523,000         1,642,000         1,307,131         (119,000)         -7.2%           Restoration and Regeneration         Propagation and Sale of Plants         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,530,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         2,70,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,336,000         1,623,000         1,3242,133         2,194,000         13.3%           Total Expenditures   |   |                | ,              | ,                           |                                  |                                 |
| Restoration and Regeneration         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -58.2%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         314.0%           Watershed Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,3742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%  | Forest Management Operations                      | ,              |                | ,                           | ( , ,                            |                                 |
| Propagation and Sale of Plants         115,000         110,000         136,875         5,000         4.5%           Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (13,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,3742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   | Destaurtien and Demonstration                     | 1,523,000      | 1,642,000      | 1,307,131                   | (119,000)                        | -7.2%                           |
| Inland and Lakefill Soil Management         341,000         418,000         314,093         (77,000)         -18.4%           Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         311.7%           Compensation Restoration         2,03,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         13,742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%  |   | 115 000        | 110.000        | 400.075                     | F 000                            | 4 50/                           |
| Shoreline Restoration         723,000         1,251,000         1,341,043         (528,000)         -42.2%           Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,036,000         1,623,000         1,32,065         713,000         43.9%           Watershed Restoration         2,336,000         1,623,000         13,742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%  |   |                | ,              | ,                           | ,                                |                                 |
| Wetlands         8,502,000         2,004,000         3,222,978         6,498,000         324.3%           Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,030,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,32,065         713,000         43.9%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   | 8   | ,              | ,              | ,                           |                                  |                                 |
| Riparian and Flood Plain Restoration         544,000         627,000         628,262         (83,000)         -13.2%           Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,3742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   |   | ,              | , ,            | , ,                         |                                  |                                 |
| Natural Channel and Stream Restoration         2,164,000         3,342,000         2,695,781         (1,178,000)         -35.2%           Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,132,065         713,000         43.9%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   |   | , ,            |                |                             |                                  |                                 |
| Terrestrial Planting         1,465,000         3,550,000         2,329,408         (2,085,000)         -58.7%           Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,132,065         713,000         43.9%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   |   | ,              |                | ,                           |                                  |                                 |
| Wildlife Habitat Management         270,000         205,000         (113,930)         65,000         31.7%           Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,132,065         713,000         43.9%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   |   | , ,            | , ,            |                             | ( , , , ,                        |                                 |
| Compensation Restoration         2,203,000         3,339,000         2,055,558         (1,136,000)         -34.0%           Watershed Restoration         2,336,000         1,623,000         1,132,065         713,000         43.9%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%  | 6   | , ,            | , ,            | , ,                         |                                  |                                 |
| Watershed Restoration         2,336,000         1,623,000         1,132,065         713,000         43.9%           18,663,000         16,469,000         13,742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   | •   | ,              | ,              | · · · · ·                   |                                  |                                 |
| 18,663,000         16,469,000         13,742,133         2,194,000         13.3%           Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%   | •   |                |                |                             |                                  |                                 |
| Total Expenditures         24,760,000         22,411,000         18,958,317         2,349,000         10.5%  |   |                |                |                             |                                  |                                 |
|  | Total Expenditures                                |                |                |                             | , ,                              |                                 |
| Net Budget         (142,000)         430,000         (477,299)         (572,000)         -133.0%   | •   | , <u>,</u>     |                |                             |                                  |                                 |
| (142,000) 430,000 (417,233) (572,000) -133.0%  | Not Budget  | (142,000)      | 120 000        | (177 200)                   | (572 000)                        | _122 00/                        |
|  | ner Duuger  | (142,000)      | 430,000        | (477,299)                   | (572,000)                        | -133.0%                         |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Greenspace Securement and Management

|  | 2022<br>Budget | 2021<br>Budget                        | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|---------------------------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                    | <u> </u>       | <u> </u>                              |                             | 0                                | 0                               |
| Municipal                                  |                |                                       |                             |                                  |                                 |
| Operating levy                             | 445,000        | 360,000                               | 360,000                     | 85,000                           | 23.6%                           |
| Capital levy                               | 1,851,000      | 4,120,000                             | 920,643                     | (2,269,000)                      | -55.1%                          |
| Contract services                          | 954,000        | 458,000                               | 481,825                     | 496,000                          | 108.3%                          |
| Grants                                     | -              | -                                     | 375,957                     | -                                | 0.0%                            |
| Provincial/Federal                         |                |                                       |                             |                                  |                                 |
| Provincial grants                          | 9,000          | -                                     | 39,123                      | 9,000                            | 0.0%                            |
| Federal grants                             | 56,000         | -                                     | 77,254                      | 56,000                           | 0.0%                            |
| Contract services                          |                |                                       |                             |                                  |                                 |
| Compensation agreements                    | 90,000         | 332,000                               | 494,859                     | (242,000)                        | -72.9%                          |
| Corporate and other                        | 112,000        | 66,000                                | 302,113                     | 46,000                           | 69.7%                           |
| Rent and property interests                | 2,981,000      | 2,502,000                             | 7,952,943                   | 479,000                          | 19.1%                           |
| Fundraising                                |                |                                       |                             |                                  |                                 |
| Donations                                  | 750,000        | 100,000                               | -                           | 650,000                          | 650.0%                          |
| Toronto and Region Conservation Foundation | 650,000        | 873,000                               | 726,898                     | (223,000)                        | -25.5%                          |
| Sundry                                     | 5,000          | 7,000                                 |                             | (2,000)                          | -28.6%                          |
| Total Revenue                              | 7,903,000      | 8,818,000                             | 11,731,615                  | (915,000)                        | -10.4%                          |
| Expenditures                               |                |                                       |                             |                                  |                                 |
| Greenspace Securement                      |                |                                       |                             |                                  |                                 |
| Greenspace Land Acquisition                | 1,300,000      | 800,000                               | 5,979,775                   | 500,000                          | 62.5%                           |
| _  | 1.300.000      | 800.000                               | 5,979,775                   | 500.000                          | 62.5%                           |
| -<br>Greenspace Management                 | ,,             | ,                                     | .,, .                       | ,                                |                                 |
| Archaeology                                | 239,000        | 153,000                               | 219,264                     | 86,000                           | 56.2%                           |
| Property Taxes and Insurance               | 480.000        | 419.000                               | 446.334                     | 61,000                           | 14.6%                           |
| Resource Management Planning               | 1,575,000      | 1,813,000                             | 763,435                     | (238,000)                        | -13.1%                          |
| Inventory and Audit                        | -              | -                                     | 61,457                      | -                                | 0.0%                            |
| Implementation                             | 2,458,000      | 3,728,000                             | 1,011,940                   | (1,270,000)                      | -34.1%                          |
| Hazard Management                          | 30,000         | 84,000                                | 35,863                      | (54,000)                         | -64.3%                          |
|  | 4,782,000      | 6,197,000                             | 2,538,293                   | (1,415,000)                      | -22.8%                          |
| Rental Properties                          |                | · · · · · · · · · · · · · · · · · · · |                             |                                  |                                 |
| Rentals                                    | 1,491,000      | 1,434,000                             | 951,119                     | 57,000                           | 4.0%                            |
| -  | 1,491,000      | 1,434,000                             | 951,119                     | 57,000                           | 4.0%                            |
| Total Expenditures                         | 7,573,000      | 8,431,000                             | 9,469,187                   | (858,000)                        | -10.2%                          |
| -  |                |                                       |                             |                                  |                                 |
| Net Budget                                 | 329,000        | 386,000                               | 2,262,429                   | (57,000)                         | -14.8%                          |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Tourism and Recreation

|   | 2022<br>Budget        | 2021<br>Budget        | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|---|-----------------------|-----------------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue   | Dudget                | Duuget                | , lotdan                    | Dudget                           | Dudget                          |
| Municipal   |                       |                       |                             |                                  |                                 |
| Operating levy  | 1,500,000             | 1,800,000             | 1,800,000                   | (300,000)                        | -16.7%                          |
| Capital levy  | 11,322,000            | 6,982,000             | 3,588,767                   | 4,340,000                        | 62.2%                           |
| Contract services                                       | 10,071,000            | 6,210,000             | 4,295,109                   | 3,861,000                        | 62.2%                           |
| Grants<br>Provincial/Federal                            | 548,000               | 211,000               | 223,104                     | 337,000                          | 159.7%                          |
| Provincial grants                                       | 324,000               | 237,000               | 314,844                     | 87,000                           | 36.7%                           |
| Federal grants  | 1,004,000             | 200,000               | 469,132                     | 804,000                          | 402.0%                          |
| User fees, sales and admissions                         | 8,220,000             | 6,111,000             | 8,407,802                   | 2,109,000                        | 34.5%                           |
| Contract services                                       |                       |                       |                             |                                  |                                 |
| Compensation agreements                                 | 76,000                | 1,282,000             | 885,947                     | (1,206,000)                      | -94.1%                          |
| Corporate and other                                     | -                     | 62,000                | 54,478                      | (62,000)                         | -100.0%                         |
| Rent and property interests                             | 415,000               | 317,000               | 384,733                     | 98,000                           | 30.9%                           |
| Fundraising   |                       |                       | 45                          |                                  | 0.00/                           |
| Donations<br>Toronto and Region Conservation Foundation | -<br>1,871,000        | -<br>4,135,000        | 15<br>498,340               | - (2,264,000)                    | 0.0%<br>-54.8%                  |
| -   | 1,071,000             | 4,135,000             | ,                           | (2,204,000)                      |                                 |
| Investment income                                       | 35,351,000            | 27,547,000            | (18)                        | 7,804,000                        | 0.0%                            |
|   | 00,001,000            | 21,041,000            | 20,022,200                  | 7,004,000                        | 20.070                          |
| Expenditures  |                       |                       |                             |                                  |                                 |
| Waterfront Parks  |                       |                       |                             |                                  |                                 |
| General Maintenance                                     | 530,000               | 335,000               | 335,263                     | 195,000                          | 58.2%                           |
| Park Planning   | 8,848,000             | 4,612,000             | 1,118,851                   | 4,236,000                        | 91.8%                           |
| Park Development  |                       |                       | 17,470                      | -                                | 0.0%                            |
| Concernation Derive                                     | 9,378,000             | 4,947,000             | 1,471,584                   | 4,431,000                        | 89.6%                           |
| Conservation Parks<br>Day Use                           | 3,216,000             | 3,021,000             | 3,024,850                   | 195,000                          | 6.5%                            |
| Picnics   | 1,423,000             | 1,236,000             | 1,241,908                   | 187,000                          | 15.1%                           |
| Swimming  | 311,000               | 21,000                | 31,813                      | 290,000                          | 1381.0%                         |
| Fishing   | 14,000                | 9,000                 | 35,450                      | 5,000                            | 55.6%                           |
| Camping   | 956,000               | 1,006,000             | 798,820                     | (50,000)                         | -5.0%                           |
| Cross Country Skiing                                    | 45,000                | 40,000                | 90,829                      | 5,000                            | 12.5%                           |
| Filming   | 30,000                | 14,000                | 228,060                     | 16,000                           | 114.3%                          |
| Park Development  |                       |                       | 17,199                      | -                                | 0.0%                            |
|   | 5,995,000             | 5,347,000             | 5,468,929                   | 648,000                          | 12.1%                           |
| Trails  | 42 624 000            | 10 000 000            | 0.074.070                   | 4 225 000                        | 10.00/                          |
| Trail Development<br>Trail Management                   | 13,634,000<br>846,000 | 12,309,000<br>677,000 | 6,271,978<br>778,613        | 1,325,000<br>169,000             | 10.8%<br>25.0%                  |
| Trail Planning  | 155,000               | 229,000               | 452,016                     | (74,000)                         | -32.3%                          |
| -   | 14,635,000            | 13,215,000            | 7,502,607                   | 1,420,000                        | 10.7%                           |
| Bathurst Glen Golf Course                               | ,                     |                       |                             | , ,,,,,,                         |                                 |
| Golf Course   | 1,348,000             | 1,212,000             | 1,099,515                   | 136,000                          | 11.2%                           |
| _   | 1,348,000             | 1,212,000             | 1,099,515                   | 136,000                          | 11.2%                           |
| Black Creek Pioneer Village                             |                       |                       |                             |                                  |                                 |
| Heritage Village  | 3,327,000             | 2,539,000             | 2,230,973                   | 788,000                          | 31.0%                           |
| Events and Festivals                                    | 3,327,000             | 2,539,000             | 2,230,973                   | 788,000                          | 31.0%                           |
| Kortright   | 159,000               | 55,000                | 8,403                       | 104,000                          | 189.1%                          |
| Black Creek Pioneer Village                             | 25,000                | 10,000                | 30,308                      | 15,000                           | 150.0%                          |
| Other Facilities  | 142,000               | 57,000                | 5,443                       | 85,000                           | 149.1%                          |
| -   | 326,000               | 122,000               | 44,154                      | 204,000                          | 167.2%                          |
| -   |                       |                       |                             |                                  |                                 |
| Total Expenditures                                      | 35,009,000            | 27,382,000            | 17,817,762                  | 7,627,000                        | 27.9%                           |
| -   |                       |                       |                             |                                  |                                 |
| Net Surplus (Deficit)                                   | 344,000               | 165,000               | 3,104,490                   | 179,000                          | 108.5%                          |
| · · · <i>·</i> =  | ,                     | ,                     | ,                           | -,                               |                                 |
| Reserves  | -                     | -                     | (247,547)                   | -                                | 0.0%                            |
| -   |                       |                       | (170,17)                    |                                  | 0.070                           |
| Net Budget  | 344,000               | 165,000               | 2,856,943                   | 179,000                          | 108.5%                          |
| =   |                       |                       |                             |                                  |                                 |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Planning and Development Review

|   | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|---|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue   |                |                |                             |                                  |                                 |
| Municipal   |                |                |                             |                                  |                                 |
| Operating levy  | 1,710,000      | 1,660,000      | 1,660,400                   | 50,000                           | 3.0%                            |
| Capital levy  | 669,000        | 1,124,000      | 954,968                     | (455,000)                        | -40.5%                          |
| Contract services   | 1,334,000      | 1,356,000      | 1,288,882                   | (22,000)                         | -1.6%                           |
| Provincial/Federal  |                |                |                             |                                  |                                 |
| Provincial grants   | 1,143,000      | 1,190,000      | 607,516                     | (47,000)                         | -3.9%                           |
| User fees, sales and admissions                             | 9,303,000      | 8,534,000      | 9,289,059                   | 769,000                          | 9.0%                            |
| Contract services   |                |                |                             |                                  |                                 |
| Corporate and other   | 140,000        | 127,000        | 213,854                     | 13,000                           | 10.2%                           |
| Total Revenue   | 14,299,000     | 13,991,000     | 14,014,679                  | 308,000                          | 2.2%                            |
| Expenditures Development Planning and Regulation Permitting |                |                |                             |                                  |                                 |
| Planning  | 3,341,000      | 3,209,000      | 2,621,571                   | 132,000                          | 4.1%                            |
| Permitting  | 1,364,000      | 1,180,000      | 1,127,106                   | 184,000                          | 15.6%                           |
| Enquiries   | 52,000         | 49,000         | 49,560                      | 3,000                            | 6.1%                            |
| Technical Services  | 2,255,000      | 2,089,000      | 2,077,668                   | 166,000                          | 7.9%                            |
| Development Enforcement and Compliance                      | 840,000        | 726,000        | 646,203                     | 114,000                          | 15.7%                           |
|   | 7,852,000      | 7,253,000      | 6,522,108                   | 599,000                          | 8.3%                            |
| Environmental Assessment Planning and Permitting            |                |                |                             | (                                |                                 |
| Planning (Basic, Servicing Agreements, Master Plans)        | 1,846,000      | 2,354,000      | 1,670,963                   | (508,000)                        | -21.6%                          |
| Permitting  | 1,286,000      | 1,281,000      | 1,304,316                   | 5,000                            | 0.4%                            |
| Development Enforcement and Compliance                      | 560,000        | 484,000        | 405,124                     | 76,000                           | 15.7%                           |
| Technical Services  | 1,504,000      | 1,297,000      | 1,252,770                   | 207,000                          | 16.0%                           |
|   | 5,196,000      | 5,416,000      | 4,633,173                   | (220,000)                        | -4.1%                           |
| Policy Development and Review                               |                |                |                             |                                  |                                 |
| Policy  | 1,252,000      | 1,303,000      | 1,105,119                   | (51,000)                         | -3.9%                           |
|   | 1,252,000      | 1,303,000      | 1,105,119                   | (51,000)                         | -3.9%                           |
| Total Expenditures  | 14,300,000     | 13,972,000     | 12,260,400                  | 328,000                          | 2.3%                            |
| Net Budget  |                | 19,000         | 1,754,279                   | (19,000)                         | -100.0%                         |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Education and Outreach

|  | 2022<br>Budget | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|----------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue  |                |                |                             |                                  |                                 |
| Municipal  |                |                |                             |                                  |                                 |
| Operating levy                                       | 750,000        | 840,000        | 840,000                     | (90,000)                         | -10.7%                          |
| Capital levy   | 4,640,000      | 3,764,000      | 1,701,197                   | 876,000                          | 23.3%                           |
| Contract services                                    | 312,000        | 100,000        | 98,957                      | 212,000                          | 212.0%                          |
| Grants   | 65,000         | 106,000        | 172,872                     | (41,000)                         | -38.7%                          |
| Provincial/Federal                                   |                |                |                             |                                  |                                 |
| Provincial grants                                    | 811,000        | 622,000        | 533,772                     | 189,000                          | 30.4%                           |
| Federal grants                                       | 396,000        | 601,000        | 619,980                     | (205,000)                        | -34.1%                          |
| User fees, sales and admissions                      | 4,016,000      | 1,852,000      | 1,579,602                   | 2,164,000                        | 116.8%                          |
| Contract services                                    |                |                |                             |                                  |                                 |
| Corporate and other                                  | 178,000        | 234,000        | 195,245                     | (56,000)                         | -23.9%                          |
| Rent and property interests                          | 6,000          | 26,000         | 26,705                      | (20,000)                         | -76.9%                          |
| Fundraising  |                |                |                             |                                  |                                 |
| Donations  | 8,000          | 39,000         | -                           | (31,000)                         | -79.5%                          |
| Toronto and Region Conservation Foundation           | 211,000        | 129,000        | 103,069                     | 82,000                           | 63.6%                           |
| Investment income                                    | _              | - ,            | 1,674                       |                                  | 0.0%                            |
| Total Revenue  | 11,393,000     | 8,313,000      | 5,873,073                   | 3,080,000                        | 37.1%                           |
|  | 11,393,000     | 0,313,000      | 5,675,075                   | 3,000,000                        | 57.170                          |
| Expenditures<br>School Programs                      |                |                |                             |                                  |                                 |
| Early Learners                                       | 423,000        | 375,000        | 454,366                     | 48,000                           | 12.8%                           |
| Post Secondary                                       | 364,000        | 124,000        | 133,265                     | 240,000                          | 193.5%                          |
| Elementary   | 5,893,000      | 4,163,000      | 3,675,936                   | 1,730,000                        | 41.6%                           |
| Secondary  | 3,048,000      | 2,350,000      | 469,058                     | 698,000                          | 29.7%                           |
|  | 9,728,000      | 7,012,000      | 4,732,625                   | 2,716,000                        | 38.7%                           |
| Newcomer Services                                    |                |                |                             |                                  |                                 |
| Development of Internationally Trained Professionals | 1,032,000      | 990,000        | 793,791                     | 42,000                           | 4.2%                            |
| Multicultural Connections Program                    | 180,000        | 156,000        | 144,869                     | 24,000                           | 15.4%                           |
|  | 1,212,000      | 1,146,000      | 938,660                     | 66,000                           | 5.8%                            |
| Family and Community Programs                        | , ,            | , .,           | ,                           | ,                                |                                 |
| Kortright  | 706,000        | 623,000        | 424,872                     | 83,000                           | 13.3%                           |
| Other Locations                                      | 300,000        | 296,000        | 327,984                     | 4,000                            | 1.4%                            |
| · · · · · · · · · · · · · · · · · · ·                | 1,006,000      | 919,000        | 752,856                     | 87,000                           | 9.5%                            |
| Total Expenditures                                   | 11,946,000     | 9,077,000      | 6,424,141                   | 2,869,000                        | 31.6%                           |
|  | 11,010,000     | 0,011,000      | 0,121,111                   | 2,000,000                        |                                 |
| Net Surplus (Deficit)                                | (552,000)      | (763,000)      | (551,069)                   | 211,000                          | -27.7%                          |
| Reserves   |                | <u> </u>       | 9,866                       |                                  | 0.0%                            |
| Net Budget   | (552,000)      | (763,000)      | (541,203)                   | 211,000                          | -27.7%                          |

## Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Sustainable Communities

|  | 2022<br>Budget                        | 2021<br>Budget | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|---------------------------------------|----------------|-----------------------------|----------------------------------|---------------------------------|
| Revenue                                    |                                       |                |                             |                                  |                                 |
| Municipal<br>Capital levy                  | 7,224,000                             | 6,722,000      | 4.516.009                   | 502,000                          | 7.5%                            |
| Contract services                          | 364,000                               | 479,000        | 436,706                     | (115,000)                        | -24.0%                          |
| Grants                                     | 35,000                                | 138.000        | 430,700                     | (103,000)                        | -74.6%                          |
| Provincial/Federal                         | 55,000                                | 150,000        | 111,313                     | (103,000)                        | -74.070                         |
| Provincial grants                          | 55.000                                | 100.000        | 125.000                     | (45,000)                         | -45.0%                          |
| Federal grants                             | 255,000                               | 18.000         | 48.292                      | 237,000                          | 1316.7%                         |
| User fees, sales and admissions            | 115,000                               | 294,000        | 111,150                     | (179,000)                        | -60.9%                          |
| Contract services                          | 110,000                               | 201,000        | 111,100                     | (110,000)                        | 00.070                          |
| Compensation agreements                    | -                                     | 68,000         | 6,808                       | (68,000)                         | -100.0%                         |
| Corporate and other                        | 667.000                               | 998,000        | 406.228                     | (331,000)                        | -33.2%                          |
| Fundraising                                | ,                                     | ,              | ,                           | ()                               |                                 |
| Donations                                  | 128.000                               | 462.000        | 79.749                      | (334,000)                        | -72.3%                          |
| Toronto and Region Conservation Foundation | 5,000                                 | 10,000         | 13,851                      | (5,000)                          | -50.0%                          |
| Total Revenue                              | 8,848,000                             | 9,289,000      | 5,855,712                   | (441,000)                        | -4.7%                           |
|  | · · · · · · · · · · · · · · · · · · · | <u> </u>       |                             |                                  |                                 |
| Expenditures                               |                                       |                |                             |                                  |                                 |
| Living City Transition Program             |                                       |                |                             |                                  |                                 |
| Sustainable Neighbourhood                  | 908,000                               | 1,089,000      | 895,207                     | (181,000)                        | -16.6%                          |
| Community Transformation                   | 966,000                               | 779,000        | 482,468                     | 187,000                          | 24.0%                           |
| Partners in Project Green                  | 1,168,000                             | 1,130,000      | 593,036                     | 38,000                           | 3.4%                            |
| Urban Agriculture                          | 440,000                               | 333,000        | 55,532                      | 107,000                          | 32.1%                           |
| Sustainable Technology Evaluation Program  | 1,441,000                             | 1,524,000      | 1,168,617                   | (83,000)                         | -5.4%                           |
| Climate Consortium                         | 436,000                               | 667,000        | 525,346                     | (231,000)                        | -34.6%                          |
| Green Infrastructure Ontario               | -                                     | 17,000         | 16,214                      | (17,000)                         | -100.0%                         |
|  | 5,359,000                             | 5,539,000      | 3,736,420                   | (180,000)                        | -3.2%                           |
| Community Engagement                       |                                       |                |                             |                                  |                                 |
| Citizen Based Regeneration                 | 1,578,000                             | 2,150,000      | 1,324,503                   | (572,000)                        | -26.6%                          |
| Stewardship                                | 1,095,000                             | 988,000        | 761,564                     | 107,000                          | 10.8%                           |
| Watershed Engagement                       | 817,000                               | 612,000        | 160,778                     | 205,000                          | 33.5%                           |
|  | 3,490,000                             | 3,750,000      | 2,246,845                   | (260,000)                        | -6.9%                           |
|  | 0.040.000                             | 0.000.000      | 5 000 005                   | (110.000)                        |                                 |
| Total Expenditures                         | 8,849,000                             | 9,289,000      | 5,983,265                   | (440,000)                        | -4.7%                           |
|  |                                       |                |                             |                                  |                                 |
| Net Budget                                 |                                       | (1,000)        | (127,553)                   | 1,000                            | -100.0%                         |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Corporate Services

| Contract services         -         120,000         68,973         (120,000)         -1           Grants         223,000         222,000         251,721         1,000           Provincial/Federal         223,000         221,721         1,000  | 8.1%<br>18.0%<br>00.0%<br>0.5%<br>0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0% |
|--|---|
| Operating levy         11,185,000         10,345,000         10,344,915         840,000           Capital levy         8,578,000         7,270,000         16,127,316         1,308,000           Contract services         -         120,000         68,973         (120,000)         -1           Grants         223,000         222,000         251,721         1,000   | 18.0%<br>00.0%<br>0.5%<br>0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0%         |
| Capital levy         8,578,000         7,270,000         16,127,316         1,308,000           Contract services         -         120,000         68,973         (120,000)         -1           Grants         223,000         222,000         251,721         1,000           Provincial/Federal         - <td< td=""><td>18.0%<br/>00.0%<br/>0.5%<br/>0.0%<br/>-4.9%<br/>16.1%<br/>50.0%<br/>0.0%</td></td<>   | 18.0%<br>00.0%<br>0.5%<br>0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0%         |
| Contract services         -         120,000         68,973         (120,000)         -1           Grants         223,000         222,000         251,721         1,000           Provincial/Federal         2000         251,721         1,000   | 00.0%<br>0.5%<br>0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0%                  |
| Grants         223,000         222,000         251,721         1,000           Provincial/Federal         223,000         251,721         1,000         1, | 0.5%<br>0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0%                           |
| Provincial/Federal   | 0.0%<br>-4.9%<br>16.1%<br>50.0%<br>0.0%                                   |
|  | -4.9%<br>16.1%<br>50.0%<br>0.0%   |
| Provincial grants 50,000 50,000 49,692 -   | -16.1%<br>-50.0%<br>0.0%  |
| Federal grants 1,300,000 1,367,000 609,895 (67,000)  | 50.0%<br>0.0%   |
| User fees, sales and admissions 52,000 62,000 83,192 (10,000) -  | 0.0%  |
| Contract services  | 0.0%  |
|  |   |
| Rent and property interests 34,000 34,000 26,325 -   |   |
| Fundraising<br>Donations   | 0.0%  |
| Toronto and Region Conservation Foundation 489,000 468,000 227,406 21,000  | 0.0%<br>4.5%  |
| Investment income 500,000 532,000 579,623 (32,000)   | -6.0%   |
|  | 93.3%   |
| Total Revenue         22,465,000         20,604,000         28,961,575         1,861,000   | 9.0%  |
|  |   |
| Expenditures   |   |
| Financial Management   |   |
| Accounting and Reporting         2,137,000         2,048,000         2,080,045         89,000  | 4.3%  |
|  | 23.6%   |
|  | 12.7%   |
| Corporate Management and Governance<br>Corporate Secretariat 2,083,000 1,885,000 1,765,291 198,000   | 10.5%   |
| Support Services 44,362,000 44,325,000 19,823,351 37,000   | 0.1%  |
| Office of the CEO 460,000 450,000 285,001 10,000   | 2.2%  |
| 46,905,000 46,660,000 21,873,643 245,000   | 0.5%  |
| Human Resources  |   |
| Volunteers 35,000 10,000 29,395 25,000 2   | 50.0%   |
|  | 36.7%   |
| Health and Safety  | 0.0%  |
|  | 37.8%   |
| Corporate Communications         1,350,000         1,400,000         1,050,833         (50,000)  | -3.6%   |
| Digital and Social Media 312,000 325,000 245,390 (13,000)  | -4.0%   |
| 1,662,000 1,725,000 1,296,223 (63,000)   | -3.7%   |
| Information Infrastructure and Management  |   |
| Information Technology 1,400,000 1,280,000 1,116,479 120,000   | 9.4%  |
|  | 15.9%   |
| Business Software         275,000         275,000         203,250         -  | 0.0%  |
|  | 11.9%   |
| Project Recoveries<br>Project Recoveries (4,434,000) (3,880,000) (4,424,229) (554,000)   | 14.3%   |
|  | 14.3%   |
| Vehicles and Equipment   | 14.070  |
|  | 21.9%   |
|  | 51.3%   |
|  | 42.9%   |
| Total Expenditures         54,786,000         53,270,000         26,065,960         1,516,000  | 2.8%  |
|  |   |
| Net Surplus (Deficit)         (32,320,000)         (32,665,000)         2,895,615         345,000  | -1.1%   |
|  |   |
| Head Office Construction Loan/Reserves         32,204,000         33,171,000         58,713         (967,000)  | -2.9%   |
|  |   |
| Net Budget         (116,000)         506,000         2,954,328         (622,000)         -1  | 22.9%   |

# Toronto and Region Conservation Authority 2022 Operating and Capital Levy (\$000s)

|                                      | Capital Levy |        |         |       |        |        |
|--------------------------------------|--------------|--------|---------|-------|--------|--------|
| Service Area                         | Durham       | Peel   | Toronto | York  | Levy   | Total  |
| Watershed Studies and Strategies     | 11           | 590    | 268     | 218   | 440    | 1,527  |
| Water Risk Management                | 335          | 2,408  | 13,423  | 1,904 | 980    | 19,050 |
| Regional Biodiversity                | 474          | 4,505  | 1,697   | 1,197 | 120    | 7,993  |
| Greenspace Securement and Management | 18           | 1,598  | 64      | 171   | 445    | 2,296  |
| Tourism and Recreation               | 97           | 997    | 6,844   | 254   | 1,500  | 9,692  |
| Planning and Development Review      | 14           | 54     | 321     | 110   | 1,710  | 2,209  |
| Education and Outreach               | -            | 1,879  | 180     | 191   | 750    | 3,000  |
| Sustainable Communities              | 108          | 3,570  | 1,200   | 411   | -      | 5,289  |
| Corporate Services                   | 82           | 2,015  | 1,863   | 706   | 11,185 | 15,851 |
|                                      | 1,139        | 17,616 | 25,860  | 5,162 | 17,130 | 66,907 |

### Apportionment of 2022 General (Operating) Levy

|                                 | Matching<br>Levy | Matching<br>Non<br>Levy | Tax<br>Adujstment | Non<br>CVA<br>Levy | 2022<br>General<br>Levy | 2021<br>General<br>Levy | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---------------------------------|------------------|-------------------------|-------------------|--------------------|-------------------------|-------------------------|------------------------|-----------------------|
| Township of Adjala-Tosorontio   | 25               | 908                     | -                 | -                  | 933                     | 919                     | 14                     | 1.5%                  |
| Regional Municipality of Durham | 11,440           | 419,375                 | 110,225           | 86,960             | 628,000                 | 612,000                 | 16,000                 | 2.6%                  |
| City of Toronto                 | 256,468          | 9,402,112               | 5,387             | 1,261,445          | 10,925,412              | 10,197,912              | 727,500                | 7.1%                  |
| Town of Mono                    | 32               | 1,172                   | 531               | -                  | 1,735                   | 1,686                   | 49                     | 2.9%                  |
| Regional Municipality of Peel   | 43,490           | 1,594,346               | 89,823            | 315,856            | 2,043,515               | 1,983,996               | 59,519                 | 3.0%                  |
| Regional Municipality of York   | 88,238           | 3,234,804               | 207,733           |                    | 3,530,775               | 3,495,800               | 34,975                 | 1.0%                  |
|                                 | 399,693          | 14,652,717              | 413,699           | 1,664,261          | 17,130,370              | 16,292,313              | 838,057                | 5.1%                  |

### Toronto and Region Conservation Authority 2022 Basis of Apportionment - Municipal Levy (CVA in millions of \$)

| Municipality                        | Current Value<br>Assessment (CVA)<br>(\$) | % of Municipality in CVA<br>Jurisdiction | A in Jurisdiction<br>(\$) | Total Population | Population in<br>Authority |
|-------------------------------------|---|--|---------------------------|------------------|----------------------------|
| Township of Adjala-Tosorontio       | 2,347                                     | 4  | 94                        | 9,222            | 369                        |
| Durham, Regional Municipality of    | 52,319                                    | 83                                       | 43,531                    | 193,450          | 161,674                    |
| City of Toronto                     | 975,927                                   | 100                                      | 975,927                   | 2,184,989        | 2,184,989                  |
| Town of Mono                        | 2,418                                     | 5  | 121                       | 7,502            | 375                        |
| Peel, Regional Municipality of      | 370,637                                   | 45                                       | 165,491                   | 1,055,350        | 488,790                    |
| York, Regional Municipality of      | 370,286                                   | 91                                       | 335,768                   | 763,814          | 685,596                    |
|                                     | 1,773,934                                 |  | 1,520,931                 | 4,214,327        | 3,521,793                  |
| Analysis of Regional Municipalities |   |  |                           |                  |                            |
| Durham, Regional Municipality of    |   |  |                           |                  |                            |
| Ajax Town of                        | 23,303                                    | 86                                       | 20,041                    | 94,553           | 81,316                     |
| Pickering City of                   | 23,654                                    | 95                                       | 22,472                    | 81,011           | 76,960                     |
| Uxbridge Township                   | 5,362                                     | 19                                       | 1,019                     | 17,886           | 3,398                      |
|                                     | 52,319                                    |  | 43,531                    | 193,450          | 161,674                    |
| Peel, Regional Municipality of      |   |  |                           |                  |                            |
| Brampton City of                    | 127,633                                   | 63                                       | 80,409                    | 424,965          | 267,728                    |
| Caledon Town of                     | 22,231                                    | 55                                       | 12,227                    | 59,248           | 32,586                     |
| Mississauga City of                 | 220,772                                   | 33                                       | 72,855                    | 571,137          | 188,475                    |
|                                     | 370,637                                   |  | 165,491                   | 1,055,350        | 488,790                    |
| York, Regional Municipality of      |   |  |                           |                  |                            |
| Aurora Town of                      | 20,041                                    | 4  | 802                       | 46,601           | 1,864                      |
| King Township                       | 10,631                                    | 45                                       | 4,784                     | 21,310           | 9,590                      |
| Markham City of                     | 118,730                                   | 100                                      | 118,730                   | 252,908          | 252,908                    |
| Richmond Hill Town of               | 74,603                                    | 99                                       | 73,857                    | 149,322          | 147,829                    |
| Vaughan City of                     | 131,042                                   | 100                                      | 131,042                   | 258,116          | 258,116                    |
| Whitchurch-Stouffville Town of      | 15,239                                    | 43                                       | 6,553                     | 35,557           | 15,290                     |
|                                     | 370,286                                   |  | 335,768                   | 763,814          | 685,596                    |

As provided by the Ministry of Natural Resouces and Forestry

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

|                                      | Operating | Capital | Total  |
|--------------------------------------|-----------|---------|--------|
| 2022                                 |           |         |        |
| Watershed Studies and Strategies     | 2.85      | 10.34   | 13.19  |
| Water Risk Management                | 7.85      | 132.27  | 140.12 |
| Regional Biodiversity                | 14.31     | 129.67  | 143.98 |
| Greenspace Securement and Management | 9.11      | 18.87   | 27.98  |
| Tourism and Recreation               | 99.7      | 37.01   | 136.71 |
| Planning and Development Review      | 102.01    | 4.00    | 106.01 |
| Education and Outreach               | 71.71     | 15.64   | 87.35  |
| Sustainable Communities              | 0.67      | 52.72   | 53.39  |
| Corporate Services                   | 100.83    | 22.32   | 123.15 |
|                                      | 409.04    | 422.84  | 831.88 |
| 2021                                 |           |         |        |
| Watershed Studies and Strategies     | 3.5       | 10.51   | 14.01  |
| Water Risk Management                | 7.23      | 139.43  | 146.66 |
| Regional Biodiversity                | 14.17     | 140.37  | 154.54 |
| Greenspace Securement and Management | 9.58      | 12.19   | 21.77  |
| Tourism and Recreation               | 77.85     | 36.17   | 114.02 |
| Planning and Development Review      | 98.41     | 4.36    | 102.77 |
| Education and Outreach               | 48.24     | 13.67   | 61.91  |
| Sustainable Communities              | 0.10      | 57.19   | 57.29  |
| Corporate Services                   | 98.08     | 21.60   | 119.68 |
|                                      | 357.16    | 435.49  | 792.65 |

### Toronto and Region Conservation Authority 2022 Operating and Capital Budget - by object classification

|  | 2022         | 2021         | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|--------------|--------------|-------------------|------------------------|-----------------------|
|  | Budget       | Budget       | Actual            | Budget                 | Budget                |
| Revenue                                    |              |              |                   |                        |                       |
| Municipal                                  |              |              |                   |                        |                       |
| Operating levy                             | 17,130,000   | 16,292,000   | 16,292,313        | 838,000                | 5.1%                  |
| Capital levy                               | 69,232,000   | 66,054,000   | 53,825,777        | 3,178,000              | 4.8%                  |
| Contract services                          | 80,335,000   | 52,971,000   | 47,714,696        | 27,364,000             | 51.7%                 |
| Grants                                     | 1,029,000    | 1,042,000    | 1,474,642         | (13,000)               | -1.2%                 |
| Provincial/Federal                         |              |              |                   |                        |                       |
| Provincial                                 | 4,225,000    | 4,624,000    | 4,704,570         | (399,000)              | -8.6%                 |
| Federal                                    | 18,608,000   | 13,033,000   | 4,528,044         | 5,575,000              | 42.8%                 |
| User fees, sales and admissions            | 21,854,000   | 16,911,000   | 19,519,717        | 4,943,000              | 29.2%                 |
| Contract services                          |              |              |                   |                        |                       |
| Compensation agreements                    | 2,227,000    | 4,818,000    | 3,592,918         | (2,591,000)            | -53.8%                |
| Corporate and other                        | 2,947,000    | 4,470,000    | 3,487,906         | (1,523,000)            | -34.1%                |
| Rent and property interests                | 3,460,000    | 2,903,000    | 8,419,136         | 557,000                | 19.2%                 |
| Fundraising                                |              |              |                   |                        |                       |
| Donations                                  | 886,000      | 600,000      | 84,843            | 286,000                | 47.7%                 |
| Toronto and Region Conservation Foundation | 3,501,000    | 6,625,000    | 1,606,699         | (3,124,000)            | -47.2%                |
| Investment income                          | 500,000      | 532,000      | 581,704           | (32,000)               | -6.0%                 |
| Sundry                                     | 11,000       | 37,000       | 590,428           | (26,000)               |                       |
| Total Revenue                              | 225,945,000  | 190,912,000  | 166,423,393       | 35,033,000             | 18.4%                 |
| Expenditures                               |              |              |                   |                        |                       |
| Wages and benefits                         | 78,915,000   | 74,438,000   | 66,487,312        | 4,477,000              | 6.0%                  |
| Contracted services                        | 141,948,000  | 118,469,000  | 66,520,576        | 23,479,000             | 19.8%                 |
| Materials and supplies                     | 29,891,000   | 28,227,000   | 20,874,940        | 1,664,000              | 5.9%                  |
| Utilities                                  | 970,000      | 987,000      | 881,291           | (17,000)               | -1.7%                 |
| Property taxes                             | 1,022,000    | 943,000      | 645,418           | 79,000                 | 8.4%                  |
| -  | 252,746,000  | 223,064,000  | 155,409,537       | 29,682,000             | 13.3%                 |
| Internal Recoveries                        | (18,859,000) | (16,345,000) | (20,878,176)      | (2,514,000)            | 15.4%                 |
| Internal Charges                           | 24,258,000   | 16,345,000   | 20,933,421        | 7,913,000              | 48.4%                 |
| Total Expenditures                         | 258,145,000  | 223,064,000  | 155,464,782       | 35,081,000             | 15.7%                 |
| Net Surplus (Deficit)                      | (32,200,000) | (32,152,000) | 10,958,611        | (48,000)               | 0.1%                  |
| Reserves                                   | 32,204,000   | 33,171,000   | (173,047)         |                        | 0.0%                  |
| Net Budget                                 | 4,000        | 1,019,000    | 10,785,564        | (48,000)               | -4.7%                 |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Watershed Studies and Strategies - by object classification

|                                 | 2022         | 2021                | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---------------------------------|--------------|---------------------|-------------------|------------------------|-----------------------|
|                                 | Budget       | Budget              | Actual            | Budget                 | Budget                |
| Revenue                         |              |                     |                   |                        |                       |
| Municipal                       |              |                     |                   |                        |                       |
| Operating levy                  | 440,000      | 440,000             | 439,999           | -                      | 0.0%                  |
| Capital levy                    | 1,400,000    | 1,419,000           | 1,110,962         | (19,000)               | -1.3%                 |
| Contract services               | -            | 10,000              | 25,893            | (10,000)               | -100.0%               |
| Provincial/Federal              |              |                     |                   |                        |                       |
| Provincial grants               | 223,000      | 230,000             | 74,085            | (7,000)                | -3.0%                 |
| Federal grants                  | 351,000      | 350,000             | 103,120           | 1,000                  | 0.3%                  |
| User fees, sales and admissions | -            | -                   | 1,833             | -                      | 0.0%                  |
| Contract services               |              |                     |                   |                        |                       |
| Corporate and other             | -            | -                   | 3,549             | -                      | 0.0%                  |
| Total Revenue                   | 2,414,000    | 2,449,000           | 1,759,441         | (35,000)               | -1.4%                 |
| Expenditures                    |              |                     |                   |                        |                       |
| Wages and benefits              | 1,583,000    | 1,609,000           | 1,596,996         | (26,000)               | -1.6%                 |
| Contracted services             | 450,000      | 432,000             | 110,086           | 18,000                 | 4.2%                  |
| Materials and supplies          | 36,000       | 16,000              | 24,482            | 20,000                 | 125.0%                |
|                                 | 2,069,000    | 2,057,000           | 1,731,564         | 12,000                 | 0.6%                  |
| Internal Recoveries             | _            | (56,000)            | (17,688)          | 56,000                 | -100.0%               |
| Internal Charges                | -<br>345,000 | (30,000)<br>449,000 | 97,927            | (104,000)              | -23.2%                |
| 0                               |              |                     | ,                 |                        |                       |
| Total Expenditures              | 2,414,000    | 2,450,000           | 1,811,803         | (36,000)               | -1.5%                 |
| Net Budget                      |              | (1,000)             | (52,362)          | 1,000                  | -100.0%               |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Water Risk Management - by object classification

|                                 | 2022       | 2021       | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---------------------------------|------------|------------|-------------------|------------------------|-----------------------|
| _                               | Budget     | Budget     | Actual            | Budget                 | Budget                |
| Revenue<br>Municipal            |            |            |                   |                        |                       |
| Operating levy                  | 980.000    | 727,000    | 726.999           | 253,000                | 34.8%                 |
| Capital levy                    | 24,160,000 | 22,780,000 | 16,001,004        | 1,380,000              | 6.1%                  |
| Contract services               | 57,510,000 | 41,460,000 | 38,089,884        | 16,050,000             | 38.7%                 |
| Grants                          | -          | 197,000    | 196,704           | (197,000)              | -100.0%               |
| Provincial/Federal              |            | 101,000    | 100,101           | (101,000)              | 100.070               |
| Provincial grants               | 1,370,000  | 1,720,000  | 2,323,155         | (350,000)              | -20.3%                |
| Federal grants                  | 13,679,000 | 9,328,000  | 856,870           | 4,351,000              | 46.6%                 |
| User fees, sales and admissions | 105,000    | 28,000     | 25,590            | 77,000                 | 275.0%                |
| Contract services               |            |            |                   |                        |                       |
| Compensation agreements         | 45,000     | 8,000      | 69,736            | 37,000                 | 462.5%                |
| Corporate and other             | 805,000    | 816,000    | 533,661           | (11,000)               | -1.3%                 |
| Fundraising                     |            |            |                   |                        |                       |
| Investment income               | -          | -          | 425               | -                      | 0.0%                  |
| Sundry                          | 4,000      | -          | -                 | 4,000                  | 0.0%                  |
| Total Revenue                   | 98,658,000 | 77,064,000 | 58,824,028        | 21,594,000             | 28.0%                 |
|                                 |            |            |                   |                        |                       |
| Expenditures                    |            |            |                   | ~~ ~~~                 |                       |
| Wages and benefits              | 13,579,000 | 13,551,000 | 11,740,764        | 28,000                 | 0.2%                  |
| Contracted services             | 59,573,000 | 38,764,000 | 27,070,429        | 20,809,000             | 53.7%                 |
| Materials and supplies          | 18,047,000 | 18,234,000 | 12,933,536        | (187,000)              | -1.0%                 |
| Utilities                       | 20,000     | 20,000     | 25,065            | -                      | 0.0%                  |
| Property taxes                  | 91,219,000 | 70,569,000 | - 51,769,794      | - 20,650,000           | 0.0%                  |
|                                 | 91,219,000 | 70,309,000 | 51,709,794        | 20,030,000             | 29.3%                 |
| Internal Recoveries             | (587,000)  | (159,000)  | (1,238,263)       | (428,000)              | 269.2%                |
| Internal Charges                | 7,882,000  | 6,373,000  | 6,142,417         | 1,509,000              | 23.7%                 |
| Total Expenditures              | 98,514,000 | 76,783,000 | 56,673,948        | 21,731,000             | 28.3%                 |
| Net Surplus (Deficit)           | 144,000    | 281,000    | 2,150,080         | (137,000)              | -48.8%                |
| Reserves                        |            | <u> </u>   | 5,922             |                        | 0.0%                  |
| Net Budget                      | 144,000    | 281,000    | 2,156,002         | (137,000)              | -48.8%                |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Regional Biodiversity - by object classification

|  | 2022        | 2021        | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|-------------|-------------|-------------------|------------------------|-----------------------|
|  | Budget      | Budget      | Actual            | Budget                 | Budget                |
| Revenue                                    |             |             |                   |                        |                       |
| Municipal                                  | 100.000     | 400.000     | 100.000           |                        | 0.00/                 |
| Operating levy                             | 120,000     | 120,000     | 120,000           | -                      | 0.0%                  |
| Capital levy                               | 9,388,000   | 11,874,000  | 8,904,912         | (2,486,000)            | -20.9%                |
| Contract services                          | 9,790,000   | 2,778,000   | 2,928,468         | 7,012,000              | 252.4%                |
| Grants                                     | 159,000     | 168,000     | 142,366           | (9,000)                | -5.4%                 |
| Provincial/Federal                         |             |             |                   |                        |                       |
| Provincial grants                          | 241,000     | 475,000     | 637,383           | (234,000)              | -49.3%                |
| Federal grants                             | 1,568,000   | 1,169,000   | 1,743,500         | 399,000                | 34.1%                 |
| User fees, sales and admissions            | 43,000      | 29,000      | 21,487            | 14,000                 | 48.3%                 |
| Contract services                          |             |             |                   |                        |                       |
| Compensation agreements                    | 2,016,000   | 3,129,000   | 2,135,567         | (1,113,000)            | -35.6%                |
| Corporate and other                        | 993,000     | 2,064,000   | 1,776,713         | (1,071,000)            | -51.9%                |
| Rent and property interests                | 24,000      | 24,000      | 28,430            | -                      | 0.0%                  |
| Fundraising                                |             |             |                   |                        |                       |
| Donations                                  | -           | -           | 5,055             | -                      | 0.0%                  |
| Toronto and Region Conservation Foundation | 275,000     | 1,010,000   | 37,135            | (735,000)              | -72.8%                |
| Total Revenue                              | 24,617,000  | 22,840,000  | 18,481,016        | 1,777,000              | 7.8%                  |
| Expenditures                               |             |             |                   |                        |                       |
| Wages and benefits                         | 12,398,000  | 13,160,000  | 9,864,794         | (762,000)              | -5.8%                 |
| Contracted services                        | 6,275,000   | 2,482,000   | 3,781,792         | 3,793,000              | 152.8%                |
| Materials and supplies                     | 2,147,000   | 2,860,000   | 2,575,574         | (713,000)              | -24.9%                |
| Utilities                                  | 4,000       | 26,000      | 7,245             | (22,000)               | -84.6%                |
| Property taxes                             | 1,000       | 8,000       | 798               | (7,000)                | -87.5%                |
|  | 20,825,000  | 18,536,000  | 16,230,203        | 2,289,000              | 12.3%                 |
| Internal Recoveries                        | (6,072,000) | (4,761,000) | (5,928,448)       | (1,311,000)            | 27.5%                 |
| Internal Charges                           | 10,006,000  | 8,634,000   | 8,656,560         | 1,372,000              | 15.9%                 |
|  |             | , ,         |                   |                        |                       |
| Total Expenditures                         | 24,759,000  | 22,409,000  | 18,958,315        | 2,350,000              | 10.5%                 |
| Net Budget                                 | (142,000)   | 431,000     | (477,299)         | (573,000)              | -132.9%               |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Greenspace Securement and Management - by object classification

|  | 2022      | 2021      | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|-----------|-----------|-------------------|------------------------|-----------------------|
|  | Budget    | Budget    | Actual            | Budget                 | Budget                |
| Revenue                                    |           |           |                   |                        |                       |
| Municipal                                  |           |           |                   |                        |                       |
| Operating levy                             | 445,000   | 360,000   | 360,000           | 85,000                 | 23.6%                 |
| Capital levy                               | 1,851,000 | 4,120,000 | 920,643           | (2,269,000)            | -55.1%                |
| Contract services                          | 954,000   | 458,000   | 481,825           | 496,000                | 108.3%                |
| Grants                                     | -         | -         | 375,957           | -                      | 0.0%                  |
| Provincial/Federal                         |           |           |                   |                        |                       |
| Provincial grants                          | 9,000     | -         | 39,123            | 9,000                  | 0.0%                  |
| Federal grants                             | 56,000    | -         | 77,254            | 56,000                 | 0.0%                  |
| Contract services                          |           |           |                   |                        |                       |
| Compensation agreements                    | 90,000    | 332,000   | 494,859           | (242,000)              | -72.9%                |
| Corporate and other                        | 112,000   | 65,000    | 302,113           | 47,000                 | 72.3%                 |
| Rent and property interests                | 2,981,000 | 2,502,000 | 7,952,943         | 479,000                | 19.1%                 |
| Fundraising                                |           |           |                   |                        |                       |
| Donations                                  | 750,000   | 100,000   | -                 | 650,000                | 650.0%                |
| Toronto and Region Conservation Foundation | 650,000   | 873,000   | 726,898           | (223,000)              | -25.5%                |
| Sundry                                     | 5,000     | 7,000     | -                 | (2,000)                | -28.6%                |
| Total Revenue                              | 7,903,000 | 8,817,000 | 11,731,615        | (914,000)              | -10.4%                |
| Expenditures                               |           |           |                   |                        |                       |
| Wages and benefits                         | 2,441,000 | 2,006,000 | 1,397,903         | 435,000                | 21.7%                 |
| Contracted services                        | 2,009,000 | 3,986,000 | 5,889,745         | (1,977,000)            | -49.6%                |
| Materials and supplies                     | 1,162,000 | 693,000   | 841,359           | 469,000                | 67.7%                 |
| Utilities                                  | 58.000    | 53.000    | 85,393            | 5,000                  | 9.4%                  |
| Property taxes                             | 764,000   | 700,000   | 628,367           | 64,000                 | 9.1%                  |
| Topenty taxes                              | 6,434,000 | 7,438,000 | 8,842,767         | (1,004,000)            | -13.5%                |
|  | 0,434,000 | 7,430,000 | 0,042,707         | (1,004,000)            | -13.370               |
| Internal Recoveries                        | (4,000)   | (266,000) | (109,323)         | 262,000                | -98.5%                |
| Internal Charges                           | 1,145,000 | 1,261,000 | 735,742           | (116,000)              | -9.2%                 |
| Total Expenditures                         | 7,575,000 | 8,433,000 | 9,469,186         | (858,000)              | -10.2%                |
| Net Budget                                 | 328,000   | 384,000   | 2,262,429         | (56,000)               | -14.6%                |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Tourism and Recreation - by object classification

|  | 2022       | 2021       | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|------------|------------|-------------------|------------------------|-----------------------|
|  | Budget     | Budget     | Actual            | Budget                 | Budget                |
| Revenue                                    |            |            |                   |                        |                       |
| Municipal                                  |            |            |                   |                        |                       |
| Operating levy                             | 1,500,000  | 1,800,000  | 1,800,000         | (300,000)              | -16.7%                |
| Capital levy                               | 11,322,000 | 6,982,000  | 3,588,767         | 4,340,000              | 62.2%                 |
| Contract services                          | 10,071,000 | 6,210,000  | 4,295,109         | 3,861,000              | 62.2%                 |
| Grants                                     | 548,000    | 211,000    | 223,104           | 337,000                | 159.7%                |
| Provincial/Federal                         |            |            |                   |                        |                       |
| Provincial grants                          | 324,000    | 237,000    | 314,844           | 87,000                 | 36.7%                 |
| Federal grants                             | 1,004,000  | 199,000    | 469,132           | 805,000                | 404.5%                |
| User fees, sales and admissions            | 8,220,000  | 6,111,000  | 8,407,802         | 2,109,000              | 34.5%                 |
| Contract services                          |            |            |                   |                        |                       |
| Compensation agreements                    | 76,000     | 1,282,000  | 885,947           | (1,206,000)            | -94.1%                |
| Corporate and other                        | -          | 62,000     | 54,478            | (62,000)               | -100.0%               |
| Rent and property interests                | 415,000    | 317,000    | 384,733           | 98,000                 | 30.9%                 |
| Fundraising                                |            |            |                   |                        |                       |
| Donations                                  | -          | -          | 15                | -                      | 0.0%                  |
| Toronto and Region Conservation Foundation | 1,871,000  | 4,135,000  | 498,340           | (2,264,000)            | -54.8%                |
| Investment income                          | -          | -          | (18)              | -                      | 0.0%                  |
| Total Revenue                              | 35,351,000 | 27,546,000 | 20,922,253        | 7,805,000              | 28.3%                 |
| Expenditures                               |            |            |                   |                        |                       |
| Wages and benefits                         | 10,054,000 | 8,343,000  | 7,824,920         | 1,711,000              | 20.5%                 |
| Contracted services                        | 20,162,000 | 14,082,000 | 5,810,095         | 6,080,000              | 43.2%                 |
| Materials and supplies                     | 2,470,000  | 2,306,000  | 1,626,176         | 164,000                | 7.1%                  |
| Utilities                                  | 597,000    | 602,000    | 537,316           | (5,000)                | -0.8%                 |
| Property taxes                             | 11,000     | 1,000      | 11,466            | 10,000                 | 1000.0%               |
|  | 33,294,000 | 25,334,000 | 15,809,973        | 7,960,000              | 31.4%                 |
| Internal Recoveries                        | (147,000)  | (305,000)  | (265,771)         | 158,000                | -51.8%                |
|  |            |            | ,                 | ,                      |                       |
| Internal Charges                           | 1,862,000  | 2,355,000  | 2,273,562         | (493,000)              | -20.9%                |
| Total Expenditures                         | 35,009,000 | 27,384,000 | 17,817,764        | 7,625,000              | 27.8%                 |
| Net Surplus (Deficit)                      | 342,000    | 162,000    | 3,104,489         | 180,000                | 111.1%                |
| Reserves                                   |            |            | (247,547)         |                        | 0.0%                  |
| Net Budget                                 | 342,000    | 162,000    | 2,856,942         | 180,000                | 111.1%                |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Planning and Development Review - by object classification

|                                 | 2022       | 2021       | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|---------------------------------|------------|------------|-------------------|------------------------|-----------------------|
|                                 | Budget     | Budget     | Actual            | Budget                 | Budget                |
| Revenue                         |            |            |                   |                        |                       |
| Municipal                       |            |            |                   |                        |                       |
| Operating levy                  | 1,710,000  | 1,660,000  | 1,660,400         | 50,000                 | 3.0%                  |
| Capital levy                    | 669,000    | 1,124,000  | 954,968           | (455,000)              | -40.5%                |
| Contract services               | 1,334,000  | 1,356,000  | 1,288,882         | (22,000)               | -1.6%                 |
| Provincial/Federal              |            |            |                   |                        |                       |
| Provincial grants               | 1,142,000  | 1,190,000  | 607,516           | (48,000)               | -4.0%                 |
| User fees, sales and admissions | 9,303,000  | 8,534,000  | 9,289,059         | 769,000                | 9.0%                  |
| Contract services               |            |            |                   |                        |                       |
| Corporate and other             | 140,000    | 127,000    | 213,854           | 13,000                 | 10.2%                 |
| Total Revenue                   | 14,298,000 | 13,991,000 | 14,014,679        | 307,000                | 2.2%                  |
| Expenditures                    |            |            |                   |                        |                       |
| Wages and benefits              | 12,264,000 | 11,994,000 | 11,291,440        | 270.000                | 2.3%                  |
| Contracted services             | 1,557,000  | 1,433,000  | 397,932           | 124,000                | 8.7%                  |
| Materials and supplies          | 145.000    | 140.000    | 221,115           | 5,000                  | 3.6%                  |
|                                 | 13,966,000 | 13,567,000 | 11,910,487        | 399,000                | 2.9%                  |
|                                 | (0.000)    |            | (11.000)          | (2, 2, 2, 2)           | 0.00/                 |
| Internal Recoveries             | (6,000)    | -          | (14,308)          | (6,000)                | 0.0%                  |
| Internal Charges                | 339,000    | 406,000    | 364,222           | (67,000)               | -16.5%                |
| Total Expenditures              | 14,299,000 | 13,973,000 | 12,260,401        | 326,000                | 2.3%                  |
| Net Budget                      | (1,000)    | 18,000     | 1,754,278         | (19,000)               | -105.6%               |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Education and Outreach - by object classification

|  | 2022               | 2021               | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|--------------------|--------------------|-------------------|------------------------|-----------------------|
|  | Budget             | Budget             | Actual            | Budget                 | Budget                |
| Revenue                                    |                    |                    |                   |                        |                       |
| Municipal                                  | 750.000            | 0.40,000           | 0.40,000          | (00,000)               | -10.7%                |
| Operating levy                             | 750,000            | 840,000            | 840,000           | (90,000)               | -10.7%<br>23.3%       |
| Capital levy                               | 4,640,000          | 3,764,000          | 1,701,197         | 876,000                |                       |
| Contract services                          | 312,000            | 100,000            | 98,957            | 212,000                | 212.0%                |
| Grants                                     | 65,000             | 106,000            | 172,872           | (41,000)               | -38.7%                |
| Provincial/Federal                         | 044.000            | 000.000            | 500 770           | 100.000                | 00.40/                |
| Provincial grants                          | 811,000<br>396.000 | 622,000<br>601.000 | 533,772           | 189,000                | 30.4%<br>-34.1%       |
| Federal grants                             | ,                  | ,                  | 619,980           | (205,000)              |                       |
| User fees, sales and admissions            | 4,016,000          | 1,852,000          | 1,579,602         | 2,164,000              | 116.8%                |
| Contract services<br>Corporate and other   | 178,000            | 224.000            | 195,245           | (50,000)               | -23.9%                |
|  | ,                  | 234,000            | ,                 | (56,000)               |                       |
| Rent and property interests<br>Fundraising | 6,000              | 26,000             | 26,705            | (20,000)               | -76.9%                |
| Donations                                  | 7.000              | 38,000             |                   | (31,000)               | -81.6%                |
|  | ,                  | ,                  | -                 | ( , , ,                | -81.6%                |
| Toronto and Region Conservation Foundation | 211,000            | 129,000            | 103,069           | 82,000                 |                       |
| Investment income                          | -                  | -                  | 1,674             | -                      | 0.0%                  |
| Total Revenue                              | 11,392,000         | 8,312,000          | 5,873,073         | 3,080,000              | 37.1%                 |
| Evnenditures                               |                    |                    |                   |                        |                       |
| Expenditures<br>Wages and benefits         | 7,093,000          | 5,328,000          | 4,973,293         | 1,765,000              | 33.1%                 |
| Contracted services                        | 3,725,000          | 2,905,000          | 4,973,293         | 820,000                | 28.2%                 |
| Materials and supplies                     | 686,000            | 416,000            | 460,162           | 270,000                | 64.9%                 |
| Utilities                                  | 213,000            | 202,000            | 143,110           | 11,000                 | 5.4%                  |
| Oundes                                     | 11,717,000         | 8,851,000          | 6,264,076         | 2,866,000              | 32.4%                 |
|  | 11,717,000         | 0,001,000          | 0,204,070         | 2,000,000              | 52.470                |
| Internal Recoveries                        | (630,000)          | (367,000)          | (269,527)         | (263,000)              | 71.7%                 |
| Internal Charges                           | 857,000            | 593,000            | 429,593           | 264,000                | 44.5%                 |
| Total Expenditures                         | 11,944,000         | 9,077,000          | 6,424,142         | 2,867,000              | 31.6%                 |
|  |                    |                    | -,                |                        |                       |
| Net Surplus (Deficit)                      | (552,000)          | (765,000)          | (551,069)         | 213,000                | -27.8%                |
| _  |                    |                    |                   |                        |                       |
| Reserves                                   |                    |                    | 9,866             | -                      | 0.0%                  |
| Net Budget                                 | (552,000)          | (765,000)          | (541,203)         | 213,000                | -27.8%                |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Sustainable Communities - by object classification

|  | 2022      | 2021      | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|-----------|-----------|-------------------|------------------------|-----------------------|
|  | Budget    | Budget    | Actual            | Budget                 | Budget                |
| Revenue                                    |           |           |                   |                        |                       |
| Municipal                                  |           |           |                   |                        |                       |
| Capital levy                               | 7,224,000 | 6,722,000 | 4,516,009         | 502,000                | 7.5%                  |
| Contract services                          | 364,000   | 478,000   | 436,706           | (114,000)              | -23.8%                |
| Grants                                     | 35,000    | 138,000   | 111,919           | (103,000)              | -74.6%                |
| Provincial/Federal                         |           |           |                   |                        |                       |
| Provincial grants                          | 55,000    | 100,000   | 125,000           | (45,000)               | -45.0%                |
| Federal grants                             | 255,000   | 18,000    | 48,292            | 237,000                | 1316.7%               |
| User fees, sales and admissions            | 115,000   | 294,000   | 111,150           | (179,000)              | -60.9%                |
| Contract services                          |           |           |                   |                        |                       |
| Compensation agreements                    | -         | 68,000    | 6,808             | (68,000)               | -100.0%               |
| Corporate and other                        | 667,000   | 998,000   | 406,228           | (331,000)              | -33.2%                |
| Fundraising                                |           |           |                   |                        |                       |
| Donations                                  | 128,000   | 462,000   | 79,749            | (334,000)              | -72.3%                |
| Toronto and Region Conservation Foundation | 5,000     | 10,000    | 13,851            | (5,000)                | -50.0%                |
| Total Revenue                              | 8,848,000 | 9,288,000 | 5,855,712         | (440,000)              | -4.7%                 |
| Expenditures                               |           |           |                   |                        |                       |
| Wages and benefits                         | 5,612,000 | 5,478,000 | 4,827,107         | 134,000                | 2.4%                  |
| Contracted services                        | 1,599,000 | 2,763,000 | 336,593           | (1,164,000)            | -42.1%                |
| Materials and supplies                     | 189,000   | 320,000   | 187,307           | (131,000)              | -40.9%                |
| Utilities                                  | -         | -         | 64                | -                      | 0.0%                  |
| -  | 7,400,000 | 8,561,000 | 5,351,071         | (1,161,000)            | -13.6%                |
| Internal Recoveries                        | (73,000)  | (56,000)  | (143,708)         | (17,000)               | 30.4%                 |
| Internal Charges                           | 1,521,000 | 785,000   | 775,900           | 736,000                | 93.8%                 |
|  |           |           |                   |                        |                       |
| Total Expenditures                         | 8,848,000 | 9,290,000 | 5,983,263         | (442,000)              | -4.8%                 |
| Net Budget                                 |           | (2,000)   | (127,551)         | 2,000                  | -100.0%               |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - Corporate Services - by object classification

|  | 2022             | 2021              | Unaudited<br>2021                     | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|------------------|-------------------|---------------------------------------|------------------------|-----------------------|
|  | Budget           | Budget            | Actual                                | Budget                 | Budget                |
| Revenue                                    |                  |                   |                                       |                        |                       |
| Municipal                                  |                  |                   |                                       |                        |                       |
| Operating levy                             | 11,185,000       | 10,345,000        | 10,344,915                            | 840,000                | 8.1%                  |
| Capital levy                               | 8,578,000        | 7,270,000         | 16,127,316                            | 1,308,000              | 18.0%                 |
| Contract services                          | -                | 120,000           | 68,973                                | (120,000)              | -100.0%               |
| Grants                                     | 223,000          | 222,000           | 251,721                               | 1,000                  | 0.5%                  |
| Provincial/Federal                         |                  |                   | (0.000                                |                        |                       |
| Provincial grants                          | 50,000           | 50,000            | 49,692                                | -                      | 0.0%                  |
| Federal grants                             | 1,300,000        | 1,367,000         | 609,895                               | (67,000)               | -4.9%                 |
| User fees, sales and admissions            | 51,000           | 62,000            | 83,192                                | (11,000)               | -17.7%                |
| Contract services                          | 50.000           | 100.000           | 0.005                                 | (54,000)               | 40 50/                |
| Corporate and other                        | 52,000<br>34,000 | 103,000<br>34.000 | 2,065                                 | (51,000)               | -49.5%<br>0.0%        |
| Rent and property interests<br>Fundraising | 34,000           | 34,000            | 26,325                                | -                      | 0.0%                  |
| Donations                                  |                  |                   | 24                                    |                        | 0.0%                  |
| Toronto and Region Conservation Foundation | -<br>489,000     | -<br>468,000      | 24<br>227,406                         | -<br>21,000            | 4.5%                  |
| -  | ,                | ,                 | ,                                     |                        |                       |
| Investment income                          | 500,000          | 532,000           | 579,623                               | (32,000)               | -6.0%                 |
| Sundry                                     | 2,000            | 30,000            | 590,428                               | (28,000)               | -93.3%                |
| Total Revenue                              | 22,464,000       | 20,603,000        | 28,961,575                            | 1,861,000              | 9.0%                  |
| Expenditures                               |                  |                   |                                       |                        |                       |
| Wages and benefits                         | 13,892,000       | 12,970,000        | 12,970,096                            | 922,000                | 7.1%                  |
| Contracted services                        | 46,598,000       | 51,622,000        | 22,436,393                            | (5,024,000)            | -9.7%                 |
| Materials and supplies                     | 5,009,000        | 3,241,000         | 2,005,229                             | 1,768,000              | 54.6%                 |
| Utilities                                  | 78,000           | 85,000            | 83,098                                | (7,000)                | -8.2%                 |
| Property taxes                             | 247,000          | 235,000           | 4,787                                 | 12,000                 | 5.1%                  |
|  | 65,824,000       | 68,153,000        | 37,499,603                            | (2,329,000)            | -3.4%                 |
|  |                  |                   | · · · · · · · · · · · · · · · · · · · |                        |                       |
| Internal Recoveries                        | (11,341,000)     | (10,374,000)      | (12,891,140)                          | (967,000)              | 9.3%                  |
| Internal Charges                           | 302,000          | (4,510,000)       | 1,457,498                             | 4,812,000              | -106.7%               |
| Total Expenditures                         | 54,785,000       | 53,269,000        | 26,065,961                            | 1,516,000              | 2.8%                  |
| Net Surplus (Deficit)                      | (32,321,000)     | (32,666,000)      | 2,895,614                             | 345,000                | -1.1%                 |
| Head Office Construction Loan/Reserves     | 32,204,000       | 33,171,000        | 58,713                                |                        | 0.0%                  |
| Net Budget                                 | (117,000)        | 505,000           | 2,954,327                             | 345,000                | 68.3%                 |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - excluding tangible capital asset expenditures

|  | 2022        | 2021        | Unaudited<br>2021 | \$ Change<br>over 2021 | % Change<br>over 2021 |
|--|-------------|-------------|-------------------|------------------------|-----------------------|
|  | Budget      | Budget      | Actual            | Budget                 | Budget                |
| Revenue                                    |             |             |                   |                        |                       |
| Municipal                                  |             |             |                   |                        |                       |
| Operating levy                             | 17,130,000  | 16,292,000  | 16,292,313        | 838,000                | 5.1%                  |
| Capital levy                               | 69,232,000  | 66,054,000  | 53,825,777        | 3,178,000              | 4.8%                  |
| Contract services                          | 80,335,000  | 52,971,000  | 47,714,696        | 27,364,000             | 51.7%                 |
| Grants                                     | 1,029,000   | 1,042,000   | 1,474,642         | (13,000)               | -1.2%                 |
| Provincial/Federal                         |             |             |                   |                        |                       |
| Provincial                                 | 4,225,000   | 4,624,000   | 4,704,570         | (399,000)              | -8.6%                 |
| Federal                                    | 18,608,000  | 13,033,000  | 4,528,044         | 5,575,000              | 42.8%                 |
| User fees, sales and admissions            | 21,854,000  | 16,911,000  | 19,519,717        | 4,943,000              | 29.2%                 |
| Contract services                          |             |             |                   |                        |                       |
| Compensation agreements                    | 2,227,000   | 4,818,000   | 3,592,918         | (2,591,000)            | -53.8%                |
| Corporate and other                        | 2,947,000   | 4,470,000   | 3,487,906         | (1,523,000)            | -34.1%                |
| Rent and property interests                | 3,460,000   | 2,903,000   | 8,419,136         | 557,000                | 19.2%                 |
| Fundraising                                |             |             |                   |                        |                       |
| Donations                                  | 886,000     | 600,000     | 84,843            | 286,000                | 47.7%                 |
| Toronto and Region Conservation Foundation | 3,501,000   | 6,625,000   | 1,606,699         | (3,124,000)            | -47.2%                |
| Investment income                          | 500,000     | 532,000     | 581,704           | (32,000)               | -6.0%                 |
| Sundry                                     | 11,000      | 37,000      | 590,428           | (26,000)               | -70.3%                |
| Total Revenue                              | 225,945,000 | 190,912,000 | 166,423,393       | 35,033,000             | 18.4%                 |
|  | ,,          | ,. ,        | , ,,,,,,,         | ,                      |                       |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - excluding tangible capital asset expenditures

|  | 2022<br>Budget          | 2021<br>Budget         | Unaudited<br>2021<br>Actual | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|-------------------------|------------------------|-----------------------------|----------------------------------|---------------------------------|
| Expenditures                                     | Budgot                  | Budgot                 |                             | Budgot                           | Budgot                          |
| Watershed Studies and Strategies                 |                         |                        |                             |                                  |                                 |
| Watershed Planning and Reporting                 | 1,851,000               | 1,928,000              | 1,341,245                   | (77,000)                         | -4.0%                           |
| Climate Science                                  | 563,000                 | 523,000                | 459,697                     | 40,000                           | 7.6%                            |
|  | 2,414,000               | 2,451,000              | 1,800,942                   | (37,000)                         | -1.5%                           |
| Water Risk Management                            | 0 750 000               | 0.050.000              | 4 755 050                   | 100.000                          | 0.00/                           |
| Water Resource Science                           | 2,756,000               | 2,653,000              | 1,755,658                   | 103,000                          | 3.9%                            |
| Erosion Management                               | 90,429,000              | 67,874,000             | 49,104,686                  | 22,555,000                       | 33.2%                           |
| Flood Management                                 | 5,329,000<br>98,514,000 | 5,651,000              | 5,733,758<br>56,594,102     | (322,000)<br>22,336,000          | <u>-5.7%</u><br>29.3%           |
| Regional Biodiversity                            | 30,314,000              | 70,170,000             | 50,594,102                  | 22,330,000                       | 29.370                          |
| Biodiversity Monitoring                          | 3,144,000               | 3,215,000              | 2,296,603                   | (71,000)                         | -2.2%                           |
| Ecosystem Management Research and Directions     | 1,429,000               | 1,105,000              | 1,545,364                   | 324,000                          | 29.3%                           |
| Forest Management                                | 1,522,000               | 1,646,000              | 1,307,131                   | (124,000)                        | -7.5%                           |
| Restoration and Regeneration                     | 18,664,000              | 15,412,000             | 13,742,132                  | 3,252,000                        | 21.1%                           |
| C C  | 24,759,000              | 21,378,000             | 18,891,230                  | 3,381,000                        | 15.8%                           |
| Greenspace Securement and Management             |                         |                        |                             |                                  |                                 |
| Greenspace Securement                            | 1,300,000               | 320,000                | 5,970,268                   | 980,000                          | 306.3%                          |
| Greenspace Management                            | 4,782,000               | 6,260,000              | 2,538,293                   | (1,478,000)                      | -23.6%                          |
| Rental Properties                                | 1,491,000               | 1,816,000              | 951,119                     | (325,000)                        | -17.9%                          |
|  | 7,573,000               | 8,396,000              | 9,459,680                   | (823,000)                        | -9.8%                           |
| Tourism and Recreation                           |                         |                        |                             |                                  |                                 |
| Waterfront Parks                                 | 9,378,000               | 4,833,000              | 1,471,584                   | 4,545,000                        | 94.0%                           |
| Conservation Parks                               | 5,993,000               | 6,319,000              | 5,415,715                   | (326,000)                        | -5.2%                           |
| Trails   | 14,636,000              | 11,020,000             | 7,502,607                   | 3,616,000                        | 32.8%                           |
| Bathurst Glen Golf Course                        | 1,348,000               | 1,221,000              | 1,099,515                   | 127,000                          | 10.4%                           |
| Black Creek Pioneer Village                      | 3,327,000               | 2,955,000              | 2,230,973                   | 372,000                          | 12.6%                           |
| Events and Festivals                             | 325,000                 | 138,000                | 44,154                      | 187,000                          | 135.5%                          |
| Wedding and Corporate Events                     | 35,007,000              | 1,000                  | 17,764,548                  | (1,000)<br>8,520,000             | <u>-100.0%</u><br>32.2%         |
| Planning and Development Review                  | 55,007,000              | 20,407,000             | 17,704,040                  | 0,020,000                        | 52.270                          |
| Development Planning and Regulation Permitting   | 7,851,000               | 7,254,000              | 6,445,319                   | 597,000                          | 8.2%                            |
| Environmental Assessment Planning and Permitting | 5,196,000               | 5,418,000              | 4,633,174                   | (222,000)                        | -4.1%                           |
| Policy Development and Review                    | 1,252,000               | 1,303,000              | 1,105,119                   | (51,000)                         | -3.9%                           |
|  | 14,299,000              | 13,975,000             | 12,183,612                  | 324,000                          | 2.3%                            |
| Education and Outreach                           |                         |                        |                             |                                  |                                 |
| School Programs                                  | 9,728,000               | 7,085,000              | 4,698,803                   | 2,643,000                        | 37.3%                           |
| Newcomer Services                                | 1,212,000               | 1,148,000              | 938,660                     | 64,000                           | 5.6%                            |
| Family and Community Programs                    | 1,005,000               | 914,000                | 752,856                     | 91,000                           | 10.0%                           |
|  | 11,945,000              | 9,147,000              | 6,390,319                   | 2,798,000                        | 30.6%                           |
| Sustainable Communities                          | 5 0 5 0 0 0 0           | 0.000.000              | 0 700 504                   | (000,000)                        | 44.00/                          |
| Living City Transition Program                   | 5,358,000               | 6,020,000<br>3,750,000 | 3,703,591                   | (662,000)                        | -11.0%                          |
| Community Engagement                             | 3,490,000<br>8,848,000  | 9,770,000              | 2,246,846<br>5,950,437      | (260,000) (922,000)              | -6.9%                           |
| Corporate Services                               | 0,040,000               | 9,770,000              | 5,950,457                   | (922,000)                        | -9.4 /0                         |
| Financial Management                             | 4,084,000               | 3,623,000              | 3,343,825                   | 461,000                          | 12.7%                           |
| Corporate Management and Governance              | 46,904,000              | 10,550,000             | 21,785,438                  | 36,354,000                       | 344.6%                          |
| Human Resources                                  | 2,546,000               | 1,848,000              | 1,412,813                   | 698,000                          | 37.8%                           |
| Corporate Communications                         | 1,662,000               | 1,747,000              | 1,296,223                   | (85,000)                         | -4.9%                           |
| Information Infrastructure and Management        | 3,618,000               | 3,096,000              | 2,333,155                   | 522,000                          | 16.9%                           |
| Project Recoveries                               | (4,434,000)             | (3,851,000)            | (4,424,229)                 | (583,000)                        | 15.1%                           |
| Vehicles and Equipment                           | 405,000                 | 80,000                 | 230,531                     | 325,000                          | 406.3%                          |
|  | 54,785,000              | 17,093,000             | 25,977,756                  | 37,692,000                       | 220.5%                          |
| Total Expenditures                               | 258,144,000             | 184,875,000            | 155,012,626                 | 73,269,000                       | 39.6%                           |
|  | (00.400.000)            | 0.007.000              |                             | (00.000.000)                     |                                 |
| Net Surplus (Deficit)                            | (32,199,000)            | 6,037,000              | 11,410,769                  | (38,236,000)                     | -633.4%                         |
| Head Office Construction Loon/Posonyon           | 32 204 000              | 33 171 000             | (172 0/7)                   | (067 000)                        | 2 00/                           |
| Head Office Construction Loan/Reserves           | 32,204,000              | 33,171,000             | (173,047)                   | (967,000)                        | -2.9%                           |
| Net Budget                                       | 5,000                   | 39,208,000             | 11,237,722                  | (39,203,000)                     | -100.0%                         |
|  | 0,000                   |                        | ,_51,122                    | (00,200,000)                     | .00.070                         |

Toronto and Region Conservation Authority 2022 Operating and Capital Budget - by object classification - excluding tangible capital asset expenditures

|  | 2022<br>Budget         | 2021<br>Budget         | Unaudited<br>2021<br>Year to date | \$ Change<br>over 2021<br>Budget | % Change<br>over 2021<br>Budget |
|--|------------------------|------------------------|-----------------------------------|----------------------------------|---------------------------------|
| Revenue  |                        |                        |                                   |                                  |                                 |
| Municipal                                      |                        |                        |                                   |                                  |                                 |
| Operating levy                                 | 17,130,000             | 16,292,000             | 16,292,313                        | 838,000                          | 5.1%                            |
| Capital levy                                   | 69,231,000             | 66,061,000             | 53,825,783                        | 3,170,000                        | 4.8%                            |
| Contract services                              | 80,335,000             | 52,971,000             | 47,714,696                        | 27,364,000                       | 51.7%                           |
| Grants   | 1,029,000              | 1,042,000              | 1,474,642                         | (13,000)                         | -1.2%                           |
| Government                                     |                        |                        |                                   | (000,000)                        |                                 |
| Provincial                                     | 4,225,000              | 4,624,000              | 4,704,570                         | (399,000)                        | -8.6%                           |
| Federal  | 18,608,000             | 13,033,000             | 4,528,044                         | 5,575,000                        | 42.8%                           |
| Contract services                              | -                      | -                      | -                                 | -                                | 0.0%                            |
| User fees, sales and admissions                | 21,854,000             | 16,911,000             | 19,519,717                        | 4,943,000                        | 29.2%                           |
| Contract services                              | 0.007.000              | 4 040 000              | 0.500.040                         | (0.504.000)                      | -53.8%                          |
| Compensation agreements<br>Corporate and other | 2,227,000<br>2,947,000 | 4,818,000<br>4,470,000 | 3,592,918<br>3,487,906            | (2,591,000)                      | -53.8%<br>-34.1%                |
| Rent and property interests                    | , ,                    | , ,                    | , ,                               | (1,523,000)                      | -34.1%                          |
| Fundraising                                    | 3,460,000              | 2,903,000              | 8,419,136                         | 557,000                          | 19.2%                           |
| Donations                                      | 886,000                | 600,000                | 84,843                            | 286,000                          | 47.7%                           |
| Toronto and Region Conservation Foundation     | 3,501,000              | 6,625,000              | 1,606,699                         | (3,124,000)                      | -47.2%                          |
| Investment income                              | 500,000                | 532,000                | 581,704                           | (32,000)                         | -47.2 %                         |
| Sundry   | 11,000                 | 37,000                 | 590,428                           | (26,000)                         | -0.070                          |
| Total Revenue                                  | 225,945,000            | 190,912,000            | 166,423,393                       | 31,855,000                       | 16.7%                           |
|  | 220,040,000            | 100,012,000            | 100,420,000                       | 01,000,000                       | 10.770                          |
| Expenditures                                   |                        |                        |                                   |                                  |                                 |
| Wages and benefits                             | 78,915,000             | 71,275,000             | 66,035,153                        | 7,640,000                        | 10.7%                           |
| Contracted services                            | 141,948,000            | 78,662,000             | 66,520,576                        | 63,286,000                       | 80.5%                           |
| Materials and supplies                         | 29,891,000             | 24,277,000             | 20,874,940                        | 5,614,000                        | 23.1%                           |
| Utilities                                      | 970,000                | 981,000                | 881,291                           | (11,000)                         | -1.1%                           |
| Property taxes                                 | 1,022,000              | 943,000                | 645,418                           | 79,000                           | 8.4%                            |
|  | 252,746,000            | 176,138,000            | 154,957,378                       | 76,608,000                       | 43.5%                           |
|  | (40.050.000)           | (10.045.000)           | (00.070.470)                      | (0.544.000)                      | 45 404                          |
| Internal Recoveries                            | (18,859,000)           | (16,345,000)           | (20,878,176)                      | (2,514,000)                      | 15.4%                           |
| Internal Charges                               | 24,258,000             | 16,345,000             | 20,933,421                        | 7,913,000                        | 48.4%                           |
|  | 258,145,000            | 176,138,000            | 155,012,623                       | 82,007,000                       | 46.6%                           |
|  |                        |                        |                                   |                                  |                                 |
| Add Amortization                               | -                      | 8,736,000              | -                                 | (8,736,000)                      | -100.0%                         |
| Total Expenditures                             | 258,145,000            | 184,874,000            | 155,012,623                       | 73,271,000                       | 39.6%                           |
| •  | <u> </u>               | <u> </u>               |                                   |                                  |                                 |
| Derivative Financial Instrument                | -                      | -                      | 1,301,466                         |                                  | 0.0%                            |
|  |                        |                        |                                   |                                  |                                 |
| Total Unrealized Gain/(Loss)                   |                        | -                      | 1,301,466                         |                                  | 0.0%                            |
| Net Surplus (Deficit)                          | (32,200,000)           | 6,038,000              | 12,712,236                        | (41,416,000)                     | -685.9%                         |
| Reserves                                       | 32,204,000             | 33,171,000             | (173,047)                         | (967,000)                        | -2.9%                           |
| Net Dudget                                     | 4.000                  |                        | 40 500 400                        | (40,000,000)                     | 100 401                         |
| Net Budget                                     | 4,000                  | 39,209,000             | 12,539,189                        | (42,383,000)                     | -108.1%                         |



