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Toronto and Region  
**Conservation**  
Authority

2026  
Preliminary Budget

June 2025

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Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>YTD | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|--------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                          |                                  |                                 |
| Municipal                                  |                               |                            |                          |                                  |                                 |
| Operating levy                             | 19,622,000                    | 19,064,000                 | 19,064,317               | 558,000                          | 2.9%                            |
| Capital levy                               | 56,530,300                    | 61,441,000                 | 47,947,016               | (4,910,700)                      | -8.0%                           |
| Contract services                          | 46,078,000                    | 49,320,000                 | 1,971,245                | (3,242,000)                      | -6.6%                           |
| Grants                                     | 470,000                       | 241,000                    | 99,999                   | 229,000                          | 95.0%                           |
| Provincial/Federal                         |                               |                            |                          |                                  |                                 |
| Provincial                                 | 3,547,000                     | 3,820,000                  | 846,435                  | (273,000)                        | -7.1%                           |
| Federal                                    | 10,000,000                    | 9,277,000                  | 2,057,687                | 723,000                          | 7.8%                            |
| Contract services                          | -                             | -                          | -                        | -                                | 0.0%                            |
| User fees, sales and admissions            | 27,768,700                    | 28,197,000                 | 5,039,733                | (428,300)                        | -1.5%                           |
| Contract services                          |                               |                            |                          |                                  |                                 |
| Compensation agreements                    | 6,369,000                     | 5,914,000                  | 852,192                  | 455,000                          | 7.7%                            |
| Corporate and other                        | 7,271,000                     | 7,226,000                  | 946,628                  | 45,000                           | 0.6%                            |
| Rent and property interests                | 3,255,000                     | 3,186,000                  | 1,277,414                | 69,000                           | 2.2%                            |
| Fundraising                                |                               |                            |                          |                                  |                                 |
| Donations                                  | 423,000                       | 171,000                    | 122,405                  | 252,000                          | 147.4%                          |
| Toronto and Region Conservation Foundation | 2,127,000                     | 2,605,000                  | -                        | (478,000)                        | -18.3%                          |
| Investment income                          | 2,500,000                     | 2,310,000                  | 2,120                    | 190,000                          | 8.2%                            |
| Sundry                                     | -                             | 2,000                      | 190                      | (2,000)                          | -100.0%                         |
| <b>Total Revenue</b>                       | <b>185,961,000</b>            | <b>192,774,000</b>         | <b>80,227,381</b>        | <b>(6,813,000)</b>               | <b>-3.5%</b>                    |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Expenditures</b>                              |                               |                            |                             |                                  |                                 |
| Watershed Studies and Strategies                 |                               |                            |                             |                                  |                                 |
| Watershed Planning and Reporting                 | 1,352,000                     | 1,319,000                  | 412,752                     | 33,000                           | 2.5%                            |
| Climate Science                                  | 884,000                       | 1,358,000                  | 225,397                     | (474,000)                        | -34.9%                          |
|  | <u>2,236,000</u>              | <u>2,677,000</u>           | <u>638,149</u>              | <u>(441,000)</u>                 | <u>-16.5%</u>                   |
| Water Risk Management                            |                               |                            |                             |                                  |                                 |
| Water Resource Science                           | 3,783,000                     | 4,148,000                  | 956,696                     | (365,000)                        | -8.8%                           |
| Erosion Management                               | 42,892,000                    | 41,859,000                 | 6,387,054                   | 1,033,000                        | 2.5%                            |
| Flood Management                                 | 6,332,500                     | 5,225,000                  | 1,319,047                   | 1,107,500                        | 21.2%                           |
|  | <u>53,007,500</u>             | <u>51,232,000</u>          | <u>8,662,797</u>            | <u>1,775,500</u>                 | <u>3.5%</u>                     |
| Regional Biodiversity                            |                               |                            |                             |                                  |                                 |
| Biodiversity Monitoring                          | 2,027,000                     | 1,977,000                  | 494,357                     | 50,000                           | 2.5%                            |
| Ecosystem Management Research and Directions     | 11,034,000                    | 10,764,000                 | 1,886,965                   | 270,000                          | 2.5%                            |
| Forest Management                                | 1,542,000                     | 1,504,000                  | 261,694                     | 38,000                           | 2.5%                            |
| Restoration and Regeneration                     | 20,587,000                    | 20,280,000                 | 3,371,633                   | 307,000                          | 1.5%                            |
|  | <u>35,190,000</u>             | <u>34,525,000</u>          | <u>6,014,649</u>            | <u>665,000</u>                   | <u>1.9%</u>                     |
| Greenspace Securement and Management             |                               |                            |                             |                                  |                                 |
| Greenspace Securement                            | 652,000                       | 798,000                    | 97,406                      | (146,000)                        | -18.3%                          |
| Greenspace Management                            | 8,348,000                     | 10,737,000                 | 1,489,508                   | (2,389,000)                      | -22.3%                          |
| Rental Properties                                | 1,600,000                     | 2,003,000                  | 359,388                     | (403,000)                        | -20.1%                          |
|  | <u>10,600,000</u>             | <u>13,538,000</u>          | <u>1,946,302</u>            | <u>(2,938,000)</u>               | <u>-21.7%</u>                   |
| Tourism and Recreation                           |                               |                            |                             |                                  |                                 |
| Waterfront Parks                                 | 8,454,600                     | 10,977,000                 | 251,914                     | (2,522,400)                      | -23.0%                          |
| Conservation Parks                               | 7,243,300                     | 7,229,000                  | 990,415                     | 14,300                           | 0.2%                            |
| Trails   | 3,900,000                     | 4,832,000                  | 447,310                     | (932,000)                        | -19.3%                          |
| Bathurst Glen Golf Course                        | 1,552,000                     | 1,514,000                  | 201,705                     | 38,000                           | 2.5%                            |
| Black Creek Pioneer Village                      | 4,121,000                     | 4,020,000                  | 1,128,591                   | 101,000                          | 2.5%                            |
| Events and Festivals                             | 572,000                       | 559,000                    | 292,959                     | 13,000                           | 2.3%                            |
|  | <u>25,842,900</u>             | <u>29,131,000</u>          | <u>3,312,894</u>            | <u>(3,288,100)</u>               | <u>-11.3%</u>                   |
| Planning and Development Review                  |                               |                            |                             |                                  |                                 |
| Development Planning and Regulation Permitting   | 9,222,000                     | 9,807,000                  | 2,263,407                   | (585,000)                        | -6.0%                           |
| Environmental Assessment Planning and Permitting | 6,193,000                     | 7,686,000                  | 1,477,705                   | (1,493,000)                      | -19.4%                          |
| Policy Development and Review                    | 906,000                       | 888,000                    | 232,319                     | 18,000                           | 2.0%                            |
|  | <u>16,321,000</u>             | <u>18,381,000</u>          | <u>3,973,431</u>            | <u>(2,060,000)</u>               | <u>-11.2%</u>                   |
| Education and Outreach                           |                               |                            |                             |                                  |                                 |
| School Programs                                  | 9,589,800                     | 9,409,000                  | 1,997,934                   | 180,800                          | 1.9%                            |
| Newcomer Services                                | 1,412,000                     | 1,385,000                  | 337,990                     | 27,000                           | 1.9%                            |
| Family and Community Programs                    | 1,375,000                     | 1,430,000                  | 277,651                     | (55,000)                         | -3.8%                           |
|  | <u>12,376,800</u>             | <u>12,224,000</u>          | <u>2,613,575</u>            | <u>152,800</u>                   | <u>1.3%</u>                     |
| Sustainable Communities                          |                               |                            |                             |                                  |                                 |
| Living City Transition Program                   | 6,315,000                     | 5,756,000                  | 1,291,661                   | 559,000                          | 9.7%                            |
| Community Engagement                             | 3,267,000                     | 3,960,000                  | 562,573                     | (693,000)                        | -17.5%                          |
|  | <u>9,582,000</u>              | <u>9,716,000</u>           | <u>1,854,234</u>            | <u>(134,000)</u>                 | <u>-1.4%</u>                    |
| Corporate Services                               |                               |                            |                             |                                  |                                 |
| Financial Management                             | 4,400,000                     | 4,424,000                  | 991,318                     | (24,000)                         | -0.5%                           |
| Corporate Management and Governance              | 12,935,000                    | 13,122,000                 | 5,498,769                   | (187,000)                        | -1.4%                           |
| Human Resources                                  | 2,718,000                     | 2,651,000                  | 939,798                     | 67,000                           | 2.5%                            |
| Corporate Communications                         | 1,777,000                     | 1,742,000                  | 406,744                     | 35,000                           | 2.0%                            |
| Information Infrastructure and Management        | 3,950,000                     | 4,039,000                  | 1,192,992                   | (89,000)                         | -2.2%                           |
| Project Recoveries                               | (4,975,229)                   | (4,418,000)                | (798,501)                   | (557,229)                        | 12.6%                           |
| Vehicles and Equipment                           | -                             | (56,000)                   | 69,679                      | 56,000                           | -100.0%                         |
|  | <u>20,804,771</u>             | <u>21,504,000</u>          | <u>8,300,799</u>            | <u>(699,229)</u>                 | <u>-3.3%</u>                    |
| <b>Total Expenditures</b>                        | <u>185,960,971</u>            | <u>192,928,000</u>         | <u>37,316,830</u>           | <u>(6,967,029)</u>               | <u>-3.6%</u>                    |
| <b>Net Surplus (Deficit)</b>                     | <u>29</u>                     | <u>(154,000)</u>           | <u>42,910,546</u>           | <u>154,000</u>                   | <u>-100.0%</u>                  |
| Reserves   | -                             | 153,000                    | -                           | (153,000)                        | -100.0%                         |
| <b>Net Budget</b>                                | <u>29</u>                     | <u>(1,000)</u>             | <u>42,910,546</u>           | <u>1,000</u>                     | <u>-100.0%</u>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Category Expenditures by Service Area

| Service Area  | Category 1<br>Activities | Type<br>Category 2<br>Activities | Category 3<br>Activities | TOTAL              |
|---|--------------------------|----------------------------------|--------------------------|--------------------|
| <b>Watershed Studies and Strategies</b>                 |                          |                                  |                          |                    |
| Watershed Planning and Reporting                        | 949,005                  | 402,995                          | -                        | 1,352,000          |
| Climate Science   | 69,505                   | 651,750                          | 162,744                  | 884,000            |
| <b>Water Risk Management</b>                            |                          |                                  |                          |                    |
| Water Resource Science                                  | 1,525,239                | 2,257,761                        | -                        | 3,783,000          |
| Erosion Management                                      | 20,948,151               | 21,872,122                       | 71,727                   | 42,892,000         |
| Flood Management  | 5,423,066                | 909,434                          | -                        | 6,332,500          |
| <b>Regional Biodiversity</b>                            |                          |                                  |                          |                    |
| Biodiversity Monitoring                                 | 35,968                   | 1,991,032                        | -                        | 2,027,000          |
| Ecosystem Management Research and Direction             | -                        | 11,034,000                       | -                        | 11,034,000         |
| Forest Management                                       | 1,182,827                | 338,674                          | 20,500                   | 1,542,000          |
| Restoration and Regeneration                            | 350,678                  | 19,585,920                       | 650,402                  | 20,587,000         |
| <b>Greenspace Securement and Management</b>             |                          |                                  |                          |                    |
| Greenspace Securement                                   | 150,336                  | -                                | 501,664                  | 652,000            |
| Greenspace Management                                   | 790,704                  | 2,562,406                        | 4,994,890                | 8,348,000          |
| Rental Properties                                       | -                        | -                                | 1,600,000                | 1,600,000          |
| <b>Tourism and Recreation</b>                           |                          |                                  |                          |                    |
| Waterfront Parks  | -                        | 8,450,237                        | 4,363                    | 8,454,600          |
| Conservation Parks                                      | 1,578,299                | 254,766                          | 5,410,235                | 7,243,300          |
| Trails  | 638,442                  | 3,140,489                        | 121,070                  | 3,900,000          |
| Bathurst Glen Golf Course                               | -                        | -                                | 1,552,000                | 1,552,000          |
| The Village at Black Creek                              | 1,630,316                | 61,766                           | 2,428,918                | 4,121,000          |
| Events and Festivals                                    | -                        | -                                | 572,000                  | 572,000            |
| <b>Planning and Development Review</b>                  |                          |                                  |                          |                    |
| Development Planning Regulation Permitting              | 9,222,000                | -                                | -                        | 9,222,000          |
| Environmental Assessment Planning Regulation Permitting | 5,219,859                | 973,141                          | -                        | 6,193,000          |
| Policy Development and Review                           | 906,000                  | -                                | -                        | 906,000            |
| <b>Education and Outreach</b>                           |                          |                                  |                          |                    |
| School Programs   | 894,702                  | 8,176,909                        | 518,189                  | 9,589,800          |
| Newcomer Services                                       | -                        | 171,318                          | 1,240,682                | 1,412,000          |
| Family and Community Programs                           | -                        | 433,115                          | 941,885                  | 1,375,000          |
| <b>Sustainable Communities</b>                          |                          |                                  |                          |                    |
| Living City Transition Program                          | -                        | 6,315,000                        | -                        | 6,315,000          |
| Community Engagement                                    | -                        | 3,101,993                        | 165,007                  | 3,267,000          |
| <b>Corporate Services</b>                               |                          |                                  |                          |                    |
| Financial Management                                    | 4,248,631                | 151,369                          | -                        | 4,400,000          |
| Corporate Management and Governance                     | 12,755,095               | -                                | 179,905                  | 12,935,000         |
| Human Resources   | 2,605,220                | -                                | 112,780                  | 2,718,000          |
| Corporate Communications                                | 1,630,107                | 146,893                          | -                        | 1,777,000          |
| Information Infrastructure and Management               | 3,950,000                | -                                | -                        | 3,950,000          |
| Vehicles and Equipment                                  | -                        | -                                | -                        | -                  |
| Project Recoveries                                      | -                        | -                                | (4,975,229)              | 4,975,229          |
| <b>Total Expenditures</b>                               | <b>76,704,149</b>        | <b>92,983,089</b>                | <b>16,273,733</b>        | <b>185,960,971</b> |

Toronto and Region Conservation Authority  
2026 Revenue Source by Service Area

| <b>Service Area</b>                                     | <b>Municipal</b>   | <b>Source<br/>Provincial/<br/>Federal</b> | <b>TRCA Generated</b> | <b>TOTAL</b>       |
|---|--------------------|---|-----------------------|--------------------|
| <b>Watershed Studies and Strategies</b>                 |                    |   |                       |                    |
| Watershed Planning and Reporting                        | 1,068,000          | -   |                       | 1,068,000          |
| Climate Science   | 933,000            | 235,000                                   | -                     | 1,168,000          |
| <b>Water Risk Management</b>                            |                    |   |                       | -                  |
| Water Resource Science                                  | 1,602,000          | -   |                       | 1,602,000          |
| Erosion Management                                      | 29,463,500         | 5,376,000                                 | 157,000               | 34,996,500         |
| Flood Management  | 15,408,500         | 1,000,000                                 |                       | 16,408,500         |
| <b>Regional Biodiversity</b>                            |                    |   |                       | -                  |
| Biodiversity Monitoring                                 | 1,434,000          | 342,000                                   | 4,400,000             | 6,176,000          |
| Ecosystem Management Research and Direction             | 5,196,000          | 500,000                                   | 100,000               | 5,796,000          |
| Forest Management                                       | 1,822,000          | 604,000                                   | 500,000               | 2,926,000          |
| Restoration and Regeneration                            | 13,856,000         | 700,000                                   | 5,736,000             | 20,292,000         |
| <b>Greenspace Securement and Management</b>             |                    |   |                       | -                  |
| Greenspace Securement                                   | 100,000            | -   | -                     | 100,000            |
| Greenspace Management                                   | 5,078,000          | 500,000                                   | 1,700,000             | 7,278,000          |
| Rental Properties                                       | -                  | -   | 3,222,000             | 3,222,000          |
| <b>Tourism and Recreation</b>                           |                    |   |                       | -                  |
| Waterfront Parks  | 9,577,000          | 133,000                                   | 193,900               | 9,903,900          |
| Conservation Parks                                      | 1,140,000          | 200,000                                   | 6,300,000             | 7,640,000          |
| Trails  | 2,387,000          | -   | 300,000               | 2,687,000          |
| Bathurst Glen Golf Course                               | -                  | -   | 1,500,000             | 1,500,000          |
| The Village at Black Creek                              | 1,112,000          | 200,000                                   | 1,800,000             | 3,112,000          |
| Events and Festivals                                    | -                  | -   | 1,000,000             | 1,000,000          |
| <b>Planning and Development Review</b>                  |                    |   |                       | -                  |
| Development Planning Regulation Permitting              | 890,000            |   | 8,306,000             | 9,196,000          |
| Environmental Assessment Planning Regulation Permitting | 2,380,000          | 850,000                                   | 3,000,000             | 6,230,000          |
| Policy Development and Review                           | 895,000            |   | -                     | 895,000            |
| <b>Education and Outreach</b>                           |                    |   |                       | -                  |
| School Programs   | 3,032,000          | 1,100,000                                 | 5,461,800             | 9,593,800          |
| Newcomer Services                                       | 542,000            | 1,200,000                                 | 20,000                | 1,762,000          |
| Family and Community Programs                           | 171,000            | 50,000                                    | 800,000               | 1,021,000          |
| <b>Sustainable Communities</b>                          |                    |   |                       | -                  |
| Living City Transition Program                          | 3,568,000          | 507,000                                   | 1,367,000             | 5,442,000          |
| Community Engagement                                    | 3,140,000          | -   | 1,000,000             | 4,140,000          |
| <b>Corporate Services</b>                               |                    |   |                       | -                  |
| Financial Management                                    | 2,268,200          | 50,000                                    | 2,445,000             | 4,763,200          |
| Corporate Management and Governance                     | 8,039,100          | -   | 200,000               | 8,239,100          |
| Human Resources   | 2,876,000          | -   | 200,000               | 3,076,000          |
| Corporate Communications                                | 1,520,000          | -   | -                     | 1,520,000          |
| Information Infrastructure and Management               | 3,202,000          | -   | 5,000                 | 3,207,000          |
| Vehicles and Equipment                                  | -                  | -   | -                     | -                  |
| Project Recoveries                                      | -                  | -   | -                     | -                  |
| <b>Total Revenues</b>                                   | <b>122,700,300</b> | <b>13,547,000</b>                         | <b>49,713,700</b>     | <b>185,961,000</b> |

Toronto and Region Conservation Authority  
2026 Preliminary Basis of Apportionment - General Levy

| Region              | Matching Levy | CVA %   | Matching Non-Levy | CVA (Per Prov) | Matching + Non-Matching Levy | Property Tax Adjustment | Total Required Payment | Actual Municipal Payment | Non-CVA | Actual Municipal % |
|---------------------|---------------|---------|-------------------|----------------|------------------------------|-------------------------|------------------------|--------------------------|---------|--------------------|
| Adjala - Tosorontio | 32            | 0.01%   | 1,482             | 0.008%         | 1,513                        | -                       | 1,513                  | 1,513                    | -       | 0.01%              |
| Durham              | 11,823        | 2.96%   | 555,599           | 2.958%         | 567,422                      | 110,225                 | 677,647                | 700,000                  | 22,353  | 3.57%              |
| Toronto             | 256,036       | 64.06%  | 12,031,577        | 64.058%        | 12,287,613                   | 5,387                   | 12,293,000             | 12,293,000               | -       | 62.65%             |
| Mono                | 25            | 0.01%   | 1,184             | 0.006%         | 1,209                        | 544                     | 1,753                  | 1,753                    | -       | 0.01%              |
| Peel                | 43,381        | 10.85%  | 2,038,533         | 10.854%        | 2,081,914                    | 90,893                  | 2,172,807              | 2,173,500                | 693     | 11.08%             |
| York                | 88,395        | 22.12%  | 4,153,814         | 22.116%        | 4,242,209                    | 209,750                 | 4,451,959              | 4,452,000                | 41      | 22.69%             |
|                     | 399,692       | 100.00% | 18,782,189        | 100.00%        | 19,181,881                   | 416,798                 | 19,598,679             | 19,621,766               | 23,087  | 100.00%            |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Watershed Studies and Strategies

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | 375,000                       | 336,000                    | 336,000                     | 39,000                           | 11.6%                           |
| Capital levy                               | 1,626,000                     | 2,048,000                  | 2,041,000                   | (422,000)                        | -20.6%                          |
| Contract services                          | -                             | 65,000                     | -                           | (65,000)                         | -100.0%                         |
| Grants                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | 71,000                        | 69,000                     | 120,504                     | 2,000                            | 2.9%                            |
| Federal grants                             | 164,000                       | 159,000                    | -                           | 5,000                            | 3.1%                            |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | -                             | -                          | -                           | -                                | 0.0%                            |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | -                             | -                          | -                           | -                                | 0.0%                            |
| Corporate and other                        | -                             | -                          | -                           | -                                | 0.0%                            |
| Rent and property interests                | -                             | -                          | -                           | -                                | 0.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | -                             | -                          | -                           | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation | -                             | -                          | -                           | -                                | 0.0%                            |
| Investment income                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                       | <b>2,236,000</b>              | <b>2,677,000</b>           | <b>2,497,504</b>            | <b>(441,000)</b>                 | <b>-16.5%</b>                   |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Watershed Planning and Reporting           |                               |                            |                             |                                  |                                 |
| Watershed Plans and Strategies             | 1,352,000                     | 1,319,000                  | 412,752                     | 33,000                           | 2.5%                            |
|  | <b>1,352,000</b>              | <b>1,319,000</b>           | <b>412,752</b>              | <b>33,000</b>                    | <b>2.5%</b>                     |
| Climate Science                            |                               |                            |                             |                                  |                                 |
| Emerging and Integrative Climate Science   | 884,000                       | 1,358,000                  | 225,397                     | (474,000)                        | -34.9%                          |
|  | <b>884,000</b>                | <b>1,358,000</b>           | <b>225,397</b>              | <b>(474,000)</b>                 | <b>-34.9%</b>                   |
| <b>Total Expenditures</b>                  | <b>2,236,000</b>              | <b>2,677,000</b>           | <b>638,149</b>              | <b>(441,000)</b>                 | <b>-16.5%</b>                   |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>-</b>                   | <b>1,859,354</b>            | <b>-</b>                         | <b>0.0%</b>                     |
| Reserves                                   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>-</b>                   | <b>1,859,354</b>            | <b>-</b>                         | <b>0.0%</b>                     |



Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Water Risk Management

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | 1,127,500                     | 1,100,000                  | 1,100,000                   | 27,500                           | 2.5%                            |
| Capital levy                               | 20,034,000                    | 19,302,000                 | 15,322,000                  | 732,000                          | 3.8%                            |
| Contract services                          | 25,313,000                    | 24,576,000                 | 954,267                     | 737,000                          | 3.0%                            |
| Grants                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | 777,000                       | 762,000                    | -                           | 15,000                           | 2.0%                            |
| Federal grants                             | 5,599,000                     | 5,489,000                  | 1,999,995                   | 110,000                          | 2.0%                            |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | 34,000                        | 33,000                     | 9,005                       | 1,000                            | 3.0%                            |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | 8,000                         | 8,000                      | -                           | -                                | 0.0%                            |
| Corporate and other                        | 115,000                       | 113,000                    | 5,700                       | 2,000                            | 1.8%                            |
| Rent and property interests                | -                             | -                          | -                           | -                                | 0.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | -                             | -                          | -                           | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation | -                             | -                          | -                           | -                                | 0.0%                            |
| Investment income                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                       | <b>53,007,500</b>             | <b>51,383,000</b>          | <b>19,390,967</b>           | <b>1,624,500</b>                 | <b>3.2%</b>                     |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Water Resource Science                     |                               |                            |                             |                                  |                                 |
| Groundwater Strategies                     | 750,000                       | 732,000                    | -                           | 18,000                           | 2.5%                            |
| Source Water Protection Strategy           | 92,000                        | 90,000                     | 36,383                      | 2,000                            | 2.2%                            |
| Regional Monitoring - Water                | 633,000                       | 618,000                    | 194,353                     | 15,000                           | 2.4%                            |
| Stormwater Management Strategies           | 2,000,000                     | 2,408,000                  | 618,931                     | (408,000)                        | -16.9%                          |
| Flood Plain Mapping                        | 308,000                       | 300,000                    | 107,030                     | 8,000                            | 2.7%                            |
|  | <u>3,783,000</u>              | <u>4,148,000</u>           | <u>956,697</u>              | <u>(365,000)</u>                 | <u>-8.8%</u>                    |
| Erosion Management                         |                               |                            |                             |                                  |                                 |
| Capital Works                              | 41,200,000                    | 40,209,000                 | 6,238,437                   | 991,000                          | 2.5%                            |
| Hazard Monitoring                          | 1,692,000                     | 1,651,000                  | 148,617                     | 41,000                           | 2.5%                            |
|  | <u>42,892,000</u>             | <u>41,860,000</u>          | <u>6,387,054</u>            | <u>1,032,000</u>                 | <u>2.5%</u>                     |
| Flood Management                           |                               |                            |                             |                                  |                                 |
| Flood Forecasting and Warning              | 773,000                       | 754,000                    | 173,827                     | 19,000                           | 2.5%                            |
| Flood Risk Management                      | 3,708,500                     | 2,665,000                  | 653,704                     | 1,043,500                        | 39.2%                           |
| Flood Infrastructure and Operations        | 1,851,000                     | 1,806,000                  | 491,516                     | 45,000                           | 2.5%                            |
|  | <u>6,332,500</u>              | <u>5,225,000</u>           | <u>1,319,047</u>            | <u>1,107,500</u>                 | <u>21.2%</u>                    |
| <b>Total Expenditures</b>                  | <b>53,007,500</b>             | <b>51,233,000</b>          | <b>8,662,798</b>            | <b>1,774,500</b>                 | <b>3.5%</b>                     |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>151,000</b>             | <b>10,728,170</b>           | <b>(151,000)</b>                 | <b>-100.0%</b>                  |
| Reserves                                   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>151,000</b>             | <b>10,728,170</b>           | <b>(151,000)</b>                 | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Regional Biodiversity

|   | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|---|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                                    |                               |                            |                             |                                  |                                 |
| Municipal   |                               |                            |                             |                                  |                                 |
| Operating levy                                    | 138,000                       | 136,000                    | 136,000                     | 2,000                            | 1.5%                            |
| Capital levy                                      | 8,479,000                     | 9,257,000                  | 8,558,100                   | (778,000)                        | -8.4%                           |
| Contract services                                 | 13,575,000                    | 12,687,000                 | 775,057                     | 888,000                          | 7.0%                            |
| Grants  | 116,000                       | 114,000                    | 22,241                      | 2,000                            | 1.8%                            |
| Provincial/Federal                                |                               |                            |                             |                                  |                                 |
| Provincial grants                                 | 371,000                       | 364,000                    | 114,782                     | 7,000                            | 1.9%                            |
| Federal grants                                    | 1,775,000                     | 1,740,000                  | 24,387                      | 35,000                           | 2.0%                            |
| Contract services                                 | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions                   | 23,000                        | 23,000                     | -                           | -                                | 0.0%                            |
| Contract services                                 |                               |                            |                             |                                  |                                 |
| Compensation agreements                           | 6,276,000                     | 5,811,000                  | 852,192                     | 465,000                          | 8.0%                            |
| Corporate and other                               | 4,400,000                     | 4,408,000                  | 699,335                     | (8,000)                          | -0.2%                           |
| Rent and property interests                       | -                             | -                          | 34,115                      | -                                | 0.0%                            |
| Fundraising                                       |                               |                            |                             |                                  |                                 |
| Donations   | 2,000                         | -                          | 17,699                      | 2,000                            | 0.0%                            |
| Toronto and Region Conservation Foundation        | 35,000                        | 34,000                     | -                           | 1,000                            | 2.9%                            |
| Investment income                                 | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry  | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                              | <b>35,190,000</b>             | <b>34,574,000</b>          | <b>11,233,908</b>           | <b>616,000</b>                   | <b>1.8%</b>                     |
| <b>Expenditures</b>                               |                               |                            |                             |                                  |                                 |
| Biodiversity Monitoring                           |                               |                            |                             |                                  |                                 |
| Regional Monitoring - Biodiversity                | 977,000                       | 953,000                    | 187,863                     | 24,000                           | 2.5%                            |
| Activity Based Monitoring                         | 590,000                       | 576,000                    | 110,389                     | 14,000                           | 2.4%                            |
| Terrestrial Inventory and Assessment              | 308,000                       | 300,000                    | 151,830                     | 8,000                            | 2.7%                            |
| Waterfront Monitoring                             | 152,000                       | 148,000                    | 44,276                      | 4,000                            | 2.7%                            |
|   | <u>2,027,000</u>              | <u>1,977,000</u>           | <u>494,358</u>              | <u>50,000</u>                    | <u>2.5%</u>                     |
| Ecosystem Management Research and Directions      |                               |                            |                             |                                  |                                 |
| Aquatic System Priority Planning                  | 360,000                       | 351,000                    | 66,402                      | 9,000                            | 2.6%                            |
| Terrestrial (and Integrated) Ecosystem Management | 1,992,000                     | 1,943,000                  | 642,170                     | 49,000                           | 2.5%                            |
| Restoration Opportunities Bank                    | 8,682,000                     | 8,470,000                  | 1,178,392                   | 212,000                          | 2.5%                            |
|   | <u>11,034,000</u>             | <u>10,764,000</u>          | <u>1,886,964</u>            | <u>270,000</u>                   | <u>2.5%</u>                     |
| Forest Management                                 |                               |                            |                             |                                  |                                 |
| Managed Forest Tax Incentive Planning             | 10,000                        | 10,000                     | -                           | -                                | 0.0%                            |
| Hazard Tree Management                            | 898,000                       | 876,000                    | 142,084                     | 22,000                           | 2.5%                            |
| Invasive Species Management                       | 227,000                       | 221,000                    | 29,308                      | 6,000                            | 2.7%                            |
| Forest Management Operations                      | 407,000                       | 397,000                    | 90,302                      | 10,000                           | 2.5%                            |
|   | <u>1,542,000</u>              | <u>1,504,000</u>           | <u>261,694</u>              | <u>38,000</u>                    | <u>2.5%</u>                     |
| Restoration and Regeneration                      |                               |                            |                             |                                  |                                 |
| Propagation and Sale of Plants                    | 149,000                       | 145,000                    | 286,125                     | 4,000                            | 2.8%                            |
| Inland and Lakefill Soil Management               | 575,000                       | 561,000                    | 68,502                      | 14,000                           | 2.5%                            |
| Shoreline Restoration                             | 1,139,000                     | 1,111,000                  | 482,561                     | 28,000                           | 2.5%                            |
| Wetlands  | 6,163,000                     | 6,209,000                  | 1,452,494                   | (46,000)                         | -0.7%                           |
| Riparian and Flood Plain Restoration              | 427,000                       | 417,000                    | 78,073                      | 10,000                           | 2.4%                            |
| Natural Channel and Stream Restoration            | 1,246,000                     | 1,216,000                  | 48,005                      | 30,000                           | 2.5%                            |
| Terrestrial Planting                              | 2,390,000                     | 2,332,000                  | 297,174                     | 58,000                           | 2.5%                            |
| Wildlife Habitat Management                       | 900,000                       | 878,000                    | 136,634                     | 22,000                           | 2.5%                            |
| Compensation Restoration                          | 5,541,000                     | 5,406,000                  | 197,132                     | 135,000                          | 2.5%                            |
| Watershed Restoration                             | 2,057,000                     | 2,007,000                  | 324,933                     | 50,000                           | 2.5%                            |
|   | <u>20,587,000</u>             | <u>20,282,000</u>          | <u>3,371,633</u>            | <u>305,000</u>                   | <u>1.5%</u>                     |
| <b>Total Expenditures</b>                         | <b>35,190,000</b>             | <b>34,527,000</b>          | <b>6,014,649</b>            | <b>663,000</b>                   | <b>1.9%</b>                     |
| <b>Net Surplus (Deficit)</b>                      | <b>-</b>                      | <b>49,000</b>              | <b>5,219,259</b>            | <b>(49,000)</b>                  | <b>-100.0%</b>                  |
| Reserves  | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                                 | <b>-</b>                      | <b>49,000</b>              | <b>5,219,259</b>            | <b>(49,000)</b>                  | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Greenspace Securement and Management

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | 616,000                       | 612,000                    | 612,000                     | 4,000                            | 0.7%                            |
| Capital levy                               | 2,062,000                     | 2,007,000                  | 2,007,000                   | 55,000                           | 2.7%                            |
| Contract services                          | 2,500,000                     | 5,813,000                  | 615                         | (3,313,000)                      | -57.0%                          |
| Grants                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | -                             | -                          | 615                         | -                                | 0.0%                            |
| Federal grants                             | 500,000                       | 777,000                    | -                           | (277,000)                        | -35.6%                          |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | 50,000                        | 5,000                      | 4,000                       | 45,000                           | 900.0%                          |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | 70,000                        | 80,000                     | -                           | (10,000)                         | -12.5%                          |
| Corporate and other                        | 758,000                       | 743,000                    | 2,549                       | 15,000                           | 2.0%                            |
| Rent and property interests                | 2,602,000                     | 2,551,000                  | 1,184,947                   | 51,000                           | 2.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | -                             | -                          | -                           | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation | 1,442,000                     | 1,414,000                  | -                           | 28,000                           | 2.0%                            |
| Investment income                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                       | <b>10,600,000</b>             | <b>14,002,000</b>          | <b>3,811,726</b>            | <b>(3,402,000)</b>               | <b>-24.3%</b>                   |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Greenspace Securement                      |                               |                            |                             |                                  |                                 |
| Greenspace Land Acquisition                | 188,000                       | 184,000                    | 1,290                       | 4,000                            | 2.2%                            |
| Greenspace Planning                        | 464,000                       | 614,000                    | 96,117                      | (150,000)                        | -24.4%                          |
|  | 652,000                       | 798,000                    | 97,407                      | (146,000)                        | -18.3%                          |
| Greenspace Management                      |                               |                            |                             |                                  |                                 |
| Archaeology                                | 325,000                       | 407,000                    | 70,107                      | (82,000)                         | -20.1%                          |
| Property Taxes and Insurance               | 592,000                       | 580,000                    | 297,231                     | 12,000                           | 2.1%                            |
| Resource Management Planning               | 898,000                       | 880,000                    | 69,089                      | 18,000                           | 2.0%                            |
| Inventory and Audit                        | -                             | -                          | 429                         | -                                | 0.0%                            |
| Implementation                             | 6,500,000                     | 8,838,000                  | 1,050,969                   | (2,338,000)                      | -26.5%                          |
| Hazard Management                          | 33,000                        | 32,000                     | 1,683                       | 1,000                            | 3.1%                            |
|  | 8,348,000                     | 10,737,000                 | 1,489,508                   | (2,389,000)                      | -22.3%                          |
| Rental Properties                          |                               |                            |                             |                                  |                                 |
| Rentals                                    | 1,600,000                     | 2,003,000                  | 359,388                     | (403,000)                        | -20.1%                          |
|  | 1,600,000                     | 2,003,000                  | 359,388                     | (403,000)                        | -20.1%                          |
| <b>Total Expenditures</b>                  | <b>10,600,000</b>             | <b>13,538,000</b>          | <b>1,946,303</b>            | <b>(2,938,000)</b>               | <b>-21.7%</b>                   |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>464,000</b>             | <b>1,865,424</b>            | <b>(464,000)</b>                 | <b>-100.0%</b>                  |
| Reserves                                   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>464,000</b>             | <b>1,865,424</b>            | <b>(464,000)</b>                 | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Tourism and Recreation

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | 1,773,000                     | 1,760,000                  | 1,760,000                   | 13,000                           | 0.7%                            |
| Capital levy                               | 10,703,000                    | 13,591,000                 | 7,443,145                   | (2,888,000)                      | -21.2%                          |
| Contract services                          | 1,640,000                     | 2,215,000                  | 20,685                      | (575,000)                        | -26.0%                          |
| Grants                                     | 100,000                       | -                          | -                           | 100,000                          | 0.0%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | 322,000                       | 313,000                    | 32,142                      | 9,000                            | 2.9%                            |
| Federal grants                             | 211,000                       | 205,000                    | -                           | 6,000                            | 2.9%                            |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | 10,287,900                    | 9,423,000                  | 1,008,571                   | 864,900                          | 9.2%                            |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | -                             | -                          | -                           | -                                | 0.0%                            |
| Corporate and other                        | 14,000                        | 14,000                     | -                           | -                                | 0.0%                            |
| Rent and property interests                | 621,000                       | 603,000                    | 55,586                      | 18,000                           | 3.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | 71,000                        | 69,000                     | 68,196                      | 2,000                            | 2.9%                            |
| Toronto and Region Conservation Foundation | 100,000                       | 421,000                    | -                           | (321,000)                        | -76.2%                          |
| Investment income                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                       | <b>25,842,900</b>             | <b>28,614,000</b>          | <b>10,388,325</b>           | <b>(2,771,100)</b>               | <b>-9.7%</b>                    |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Waterfront Parks                           |                               |                            |                             |                                  |                                 |
| General Maintenance                        | 935,000                       | 912,000                    | 69,211                      | 23,000                           | 2.5%                            |
| Park Planning                              | 5,982,100                     | 6,324,000                  | 124,766                     | (341,900)                        | -5.4%                           |
| Park Development                           | 1,537,500                     | 3,741,000                  | 57,937                      | (2,203,500)                      | -58.9%                          |
|  | <b>8,454,600</b>              | <b>10,977,000</b>          | <b>251,914</b>              | <b>(2,522,400)</b>               | <b>-23.0%</b>                   |
| Conservation Parks                         |                               |                            |                             |                                  |                                 |
| Day Use                                    | 3,587,500                     | 3,826,000                  | 625,113                     | (238,500)                        | -6.2%                           |
| Picnics                                    | 2,050,000                     | 1,834,000                  | 121,595                     | 216,000                          | 11.8%                           |
| Swimming                                   | 358,800                       | 361,000                    | 8,542                       | (2,200)                          | -0.6%                           |
| Fishing                                    | 35,000                        | 26,000                     | 11,277                      | 9,000                            | 34.6%                           |
| Camping                                    | 1,133,000                     | 1,105,000                  | 113,679                     | 28,000                           | 2.5%                            |
| Cross Country Skiing                       | 57,000                        | 56,000                     | 102,487                     | 1,000                            | 1.8%                            |
| Filming                                    | 22,000                        | 21,000                     | 7,723                       | 1,000                            | 4.8%                            |
|  | <b>7,243,300</b>              | <b>7,229,000</b>           | <b>990,416</b>              | <b>14,300</b>                    | <b>0.2%</b>                     |
| Trails                                     |                               |                            |                             |                                  |                                 |
| Trail Development                          | 3,000,000                     | 3,759,000                  | 329,531                     | (759,000)                        | -20.2%                          |
| Trail Management                           | 800,000                       | 818,000                    | 82,423                      | (18,000)                         | -2.2%                           |
| Trail Planning                             | 100,000                       | 255,000                    | 35,357                      | (155,000)                        | -60.8%                          |
|  | <b>3,900,000</b>              | <b>4,832,000</b>           | <b>447,311</b>              | <b>(932,000)</b>                 | <b>-19.3%</b>                   |
| Bathurst Glen Golf Course                  |                               |                            |                             |                                  |                                 |
| Golf Course                                | 1,552,000                     | 1,514,000                  | 201,705                     | 38,000                           | 2.5%                            |
|  | <b>1,552,000</b>              | <b>1,514,000</b>           | <b>201,705</b>              | <b>38,000</b>                    | <b>2.5%</b>                     |
| Black Creek Pioneer Village                |                               |                            |                             |                                  |                                 |
| Heritage Village                           | 4,121,000                     | 4,020,000                  | 1,128,591                   | 101,000                          | 2.5%                            |
|  | <b>4,121,000</b>              | <b>4,020,000</b>           | <b>1,128,591</b>            | <b>101,000</b>                   | <b>2.5%</b>                     |
| Events and Festivals                       |                               |                            |                             |                                  |                                 |
| Kortright                                  | 243,000                       | 237,000                    | 149,961                     | 6,000                            | 2.5%                            |
| Black Creek Pioneer Village                | 51,000                        | 50,000                     | 804                         | 1,000                            | 2.0%                            |
| Other Facilities                           | 278,000                       | 271,000                    | 142,194                     | 7,000                            | 2.6%                            |
|  | <b>572,000</b>                | <b>558,000</b>             | <b>292,959</b>              | <b>14,000</b>                    | <b>2.5%</b>                     |
| <b>Total Expenditures</b>                  | <b>25,842,900</b>             | <b>29,130,000</b>          | <b>3,312,896</b>            | <b>(3,287,100)</b>               | <b>-11.3%</b>                   |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>(516,000)</b>           | <b>7,075,430</b>            | <b>516,000</b>                   | <b>-100.0%</b>                  |
| Reserves                                   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>(516,000)</b>           | <b>7,075,430</b>            | <b>516,000</b>                   | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Planning and Development Review

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                                       |                               |                            |                             |                                  |                                 |
| Municipal  |                               |                            |                             |                                  |                                 |
| Operating levy                                       | 1,915,000                     | 1,883,000                  | 1,883,000                   | 32,000                           | 1.7%                            |
| Capital levy   | 500,000                       | 500,000                    | 500,000                     | -                                | 0.0%                            |
| Contract services                                    | 1,750,000                     | 2,664,000                  | 183,573                     | (914,000)                        | -34.3%                          |
| Grants   | -                             | -                          | -                           | -                                | 0.0%                            |
| Provincial/Federal                                   |                               |                            |                             |                                  |                                 |
| Provincial grants                                    | 850,000                       | 1,212,000                  | 136,645                     | (362,000)                        | -29.9%                          |
| Federal grants                                       | -                             | -                          | -                           | -                                | 0.0%                            |
| Contract services                                    | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions                      | 11,106,000                    | 11,851,000                 | 2,521,614                   | (745,000)                        | -6.3%                           |
| Contract services                                    |                               |                            |                             |                                  |                                 |
| Compensation agreements                              | -                             | -                          | -                           | -                                | 0.0%                            |
| Corporate and other                                  | 200,000                       | 272,000                    | 18,256                      | (72,000)                         | -26.5%                          |
| Rent and property interests                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Fundraising  |                               |                            |                             |                                  |                                 |
| Donations  | -                             | -                          | -                           | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation           | -                             | -                          | -                           | -                                | 0.0%                            |
| Investment income                                    | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                                 | <b>16,321,000</b>             | <b>18,382,000</b>          | <b>5,243,088</b>            | <b>(2,061,000)</b>               | <b>-11.2%</b>                   |
| <b>Expenditures</b>                                  |                               |                            |                             |                                  |                                 |
| Development Planning and Regulation Permitting       |                               |                            |                             |                                  |                                 |
| Planning   | 3,708,000                     | 3,635,000                  | 903,980                     | 73,000                           | 2.0%                            |
| Permitting   | 1,414,000                     | 1,386,000                  | 358,374                     | 28,000                           | 2.0%                            |
| Enquiries  | 100,000                       | 220,000                    | 3,580                       | (120,000)                        | -54.5%                          |
| Technical Services                                   | 2,900,000                     | 3,430,000                  | 780,565                     | (530,000)                        | -15.5%                          |
| Development Enforcement and Compliance               | 1,100,000                     | 1,137,000                  | 216,909                     | (37,000)                         | -3.3%                           |
|  | 9,222,000                     | 9,808,000                  | 2,263,408                   | (586,000)                        | -6.0%                           |
| Environmental Assessment Planning and Permitting     |                               |                            |                             |                                  |                                 |
| Planning (Basic, Servicing Agreements, Master Plans) | 1,900,000                     | 3,111,000                  | 498,760                     | (1,211,000)                      | -38.9%                          |
| Permitting   | 1,720,000                     | 1,686,000                  | 429,788                     | 34,000                           | 2.0%                            |
| Development Enforcement and Compliance               | 773,000                       | 758,000                    | 144,606                     | 15,000                           | 2.0%                            |
| Technical Services                                   | 1,800,000                     | 2,131,000                  | 404,552                     | (331,000)                        | -15.5%                          |
|  | 6,193,000                     | 7,686,000                  | 1,477,706                   | (1,493,000)                      | -19.4%                          |
| Policy Development and Review                        |                               |                            |                             |                                  |                                 |
| Policy   | 906,000                       | 888,000                    | 232,319                     | 18,000                           | 2.0%                            |
|  | 906,000                       | 888,000                    | 232,319                     | 18,000                           | 2.0%                            |
| <b>Total Expenditures</b>                            | <b>16,321,000</b>             | <b>18,382,000</b>          | <b>3,973,433</b>            | <b>(2,061,000)</b>               | <b>-11.2%</b>                   |
| <b>Net Surplus (Deficit)</b>                         | <b>-</b>                      | <b>1,000</b>               | <b>1,269,657</b>            | <b>(1,000)</b>                   | <b>-100.0%</b>                  |
| Reserves   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                                    | <b>-</b>                      | <b>1,000</b>               | <b>1,269,657</b>            | <b>(1,000)</b>                   | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Education and Outreach

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                                       |                               |                            |                             |                                  |                                 |
| Municipal  |                               |                            |                             |                                  |                                 |
| Operating levy                                       | 800,000                       | 780,000                    | 780,000                     | 20,000                           | 2.6%                            |
| Capital levy   | 2,445,000                     | 2,302,000                  | 2,302,000                   | 143,000                          | 6.2%                            |
| Contract services                                    | 300,000                       | 294,000                    | 1,908                       | 6,000                            | 2.0%                            |
| Grants   | 200,000                       | 75,000                     | 66,104                      | 125,000                          | 166.7%                          |
| Provincial/Federal                                   |                               |                            |                             |                                  |                                 |
| Provincial grants                                    | 850,000                       | 798,000                    | 280,584                     | 52,000                           | 6.5%                            |
| Federal grants                                       | 1,500,000                     | 662,000                    | 29,517                      | 838,000                          | 126.6%                          |
| Contract services                                    | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions                      | 5,724,800                     | 6,317,000                  | 1,412,280                   | (592,200)                        | -9.4%                           |
| Contract services                                    |                               |                            |                             |                                  |                                 |
| Compensation agreements                              | -                             | -                          | -                           | -                                | 0.0%                            |
| Corporate and other                                  | 75,000                        | 98,000                     | 9,587                       | (23,000)                         | -23.5%                          |
| Rent and property interests                          | 32,000                        | 31,000                     | 2,766                       | 1,000                            | 3.2%                            |
| Fundraising  |                               |                            |                             |                                  |                                 |
| Donations  | 250,000                       | -                          | -                           | 250,000                          | 0.0%                            |
| Toronto and Region Conservation Foundation           | 200,000                       | 203,000                    | -                           | (3,000)                          | -1.5%                           |
| Investment income                                    | -                             | -                          | 304                         | -                                | 0.0%                            |
| Sundry   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                                 | <b>12,376,800</b>             | <b>11,560,000</b>          | <b>4,885,050</b>            | <b>816,800</b>                   | <b>7.1%</b>                     |
| <b>Expenditures</b>                                  |                               |                            |                             |                                  |                                 |
| School Programs                                      |                               |                            |                             |                                  |                                 |
| Early Learners                                       | 290,000                       | 284,000                    | 88,102                      | 6,000                            | 2.1%                            |
| Post Secondary                                       | 400,000                       | 345,000                    | 30,794                      | 55,000                           | 15.9%                           |
| Elementary   | 7,899,800                     | 7,916,000                  | 1,687,569                   | (16,200)                         | -0.2%                           |
| Secondary  | 1,000,000                     | 863,000                    | 191,469                     | 137,000                          | 15.9%                           |
|  | <u>9,589,800</u>              | <u>9,408,000</u>           | <u>1,997,934</u>            | <u>181,800</u>                   | <u>1.9%</u>                     |
| Newcomer Services                                    |                               |                            |                             |                                  |                                 |
| Development of Internationally Trained Professionals | 1,241,000                     | 1,217,000                  | 286,860                     | 24,000                           | 2.0%                            |
| Multicultural Connections Program                    | 171,000                       | 168,000                    | 51,131                      | 3,000                            | 1.8%                            |
|  | <u>1,412,000</u>              | <u>1,385,000</u>           | <u>337,991</u>              | <u>27,000</u>                    | <u>1.9%</u>                     |
| Family and Community Programs                        |                               |                            |                             |                                  |                                 |
| Kortright  | 920,000                       | 984,000                    | 185,306                     | (64,000)                         | -6.5%                           |
| Other Locations                                      | 455,000                       | 446,000                    | 92,345                      | 9,000                            | 2.0%                            |
|  | <u>1,375,000</u>              | <u>1,430,000</u>           | <u>277,651</u>              | <u>(55,000)</u>                  | <u>-3.8%</u>                    |
| <b>Total Expenditures</b>                            | <b>12,376,800</b>             | <b>12,223,000</b>          | <b>2,613,576</b>            | <b>153,800</b>                   | <b>1.3%</b>                     |
| <b>Net Surplus (Deficit)</b>                         | <b>-</b>                      | <b>(664,000)</b>           | <b>2,271,474</b>            | <b>664,000</b>                   | <b>-100.0%</b>                  |
| Reserves   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                                    | <b>-</b>                      | <b>(664,000)</b>           | <b>2,271,474</b>            | <b>664,000</b>                   | <b>-100.0%</b>                  |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Sustainable Communities

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | -                             | -                          | -                           | -                                | 0.0%                            |
| Capital levy                               | 5,664,000                     | 5,939,000                  | 4,923,500                   | (275,000)                        | -4.6%                           |
| Contract services                          | 1,000,000                     | 1,006,000                  | 35,140                      | (6,000)                          | -0.6%                           |
| Grants                                     | 44,000                        | 43,000                     | 11,654                      | 1,000                            | 2.3%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | 256,000                       | 251,000                    | 161,163                     | 5,000                            | 2.0%                            |
| Federal grants                             | 251,000                       | 246,000                    | 3,788                       | 5,000                            | 2.0%                            |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | 493,000                       | 483,000                    | 82,858                      | 10,000                           | 2.1%                            |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | 15,000                        | 15,000                     | -                           | -                                | 0.0%                            |
| Corporate and other                        | 1,509,000                     | 1,479,000                  | 166,328                     | 30,000                           | 2.0%                            |
| Rent and property interests                | -                             | -                          | -                           | -                                | 0.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | 100,000                       | 102,000                    | 36,509                      | (2,000)                          | -2.0%                           |
| Toronto and Region Conservation Foundation | 250,000                       | 152,000                    | -                           | 98,000                           | 64.5%                           |
| Investment income                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Sundry                                     | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Total Revenue</b>                       | <b>9,582,000</b>              | <b>9,716,000</b>           | <b>5,420,940</b>            | <b>(134,000)</b>                 | <b>-1.4%</b>                    |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Living City Transition Program             |                               |                            |                             |                                  |                                 |
| Sustainable Neighbourhood                  | 1,439,000                     | 1,411,000                  | 283,505                     | 28,000                           | 2.0%                            |
| Community Transformation                   | 605,000                       | 593,000                    | 88,467                      | 12,000                           | 2.0%                            |
| Partners in Project Green                  | 1,553,000                     | 1,188,000                  | 347,049                     | 365,000                          | 30.7%                           |
| Urban Agriculture                          | 400,000                       | 483,000                    | 4,967                       | (83,000)                         | -17.2%                          |
| Sustainable Technology Evaluation Program  | 2,068,000                     | 2,027,000                  | 532,449                     | 41,000                           | 2.0%                            |
| Climate Consortium                         | 250,000                       | 55,000                     | 35,224                      | 195,000                          | 354.5%                          |
|  | <b>6,315,000</b>              | <b>5,757,000</b>           | <b>1,291,661</b>            | <b>558,000</b>                   | <b>9.7%</b>                     |
| Community Engagement                       |                               |                            |                             |                                  |                                 |
| Citizen Based Regeneration                 | 1,800,000                     | 2,464,000                  | 265,566                     | (664,000)                        | -26.9%                          |
| Stewardship                                | 1,067,000                     | 1,046,000                  | 245,386                     | 21,000                           | 2.0%                            |
| Watershed Engagement                       | 400,000                       | 450,000                    | 51,622                      | (50,000)                         | -11.1%                          |
|  | <b>3,267,000</b>              | <b>3,960,000</b>           | <b>562,574</b>              | <b>(693,000)</b>                 | <b>-17.5%</b>                   |
| <b>Total Expenditures</b>                  | <b>9,582,000</b>              | <b>9,717,000</b>           | <b>1,854,235</b>            | <b>(135,000)</b>                 | <b>-1.4%</b>                    |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>-</b>                   | <b>3,566,706</b>            | <b>-</b>                         | <b>0.0%</b>                     |
| Reserves                                   | -                             | -                          | -                           | -                                | 0.0%                            |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>-</b>                   | <b>3,566,706</b>            | <b>-</b>                         | <b>0.0%</b>                     |

Toronto and Region Conservation Authority  
2026 Preliminary Operating and Capital Budget - Corporate Services

|  | Preliminary<br>2026<br>Budget | Approved<br>2025<br>Budget | Unaudited<br>2025<br>Actual | \$ Change<br>over 2025<br>Budget | % Change<br>over 2025<br>Budget |
|--|-------------------------------|----------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Revenue</b>                             |                               |                            |                             |                                  |                                 |
| Municipal                                  |                               |                            |                             |                                  |                                 |
| Operating levy                             | 12,877,500                    | 12,457,000                 | 12,457,317                  | 420,500                          | 3.4%                            |
| Capital levy                               | 5,017,271                     | 6,495,000                  | 4,850,271                   | (1,477,729)                      | -22.8%                          |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| Grants                                     | 10,000                        | 10,000                     | -                           | -                                | 0.0%                            |
| Provincial/Federal                         |                               |                            |                             |                                  |                                 |
| Provincial grants                          | 50,000                        | 50,000                     | -                           | -                                | 0.0%                            |
| Federal grants                             | -                             | -                          | -                           | -                                | 0.0%                            |
| Contract services                          | -                             | -                          | -                           | -                                | 0.0%                            |
| User fees, sales and admissions            | 50,000                        | 62,000                     | 1,405                       | (12,000)                         | -19.4%                          |
| Contract services                          |                               |                            |                             |                                  |                                 |
| Compensation agreements                    | -                             | -                          | -                           | -                                | 0.0%                            |
| Corporate and other                        | 200,000                       | 100,000                    | 44,873                      | 100,000                          | 100.0%                          |
| Rent and property interests                | -                             | -                          | -                           | -                                | 0.0%                            |
| Fundraising                                |                               |                            |                             |                                  |                                 |
| Donations                                  | -                             | -                          | -                           | -                                | 0.0%                            |
| Toronto and Region Conservation Foundation | 100,000                       | 381,000                    | -                           | (281,000)                        | -73.8%                          |
| Investment income                          | 2,500,000                     | 2,310,000                  | 1,816                       | 190,000                          | 8.2%                            |
| Sundry                                     | -                             | 2,000                      | 190                         | (2,000)                          | -100.0%                         |
| <b>Total Revenue</b>                       | <b>20,804,771</b>             | <b>21,867,000</b>          | <b>17,355,872</b>           | <b>(1,062,229)</b>               | <b>-4.9%</b>                    |
| <b>Expenditures</b>                        |                               |                            |                             |                                  |                                 |
| Financial Management                       |                               |                            |                             |                                  |                                 |
| Accounting and Reporting                   | 3,000,000                     | 3,004,000                  | 685,864                     | (4,000)                          | -0.1%                           |
| Business Planning and Strategic Management | 1,400,000                     | 1,421,000                  | 305,454                     | (21,000)                         | -1.5%                           |
|  | 4,400,000                     | 4,425,000                  | 991,318                     | (25,000)                         | -0.6%                           |
| Corporate Management and Governance        |                               |                            |                             |                                  |                                 |
| Corporate Secretariat                      | 2,652,000                     | 3,041,000                  | 2,376,997                   | (389,000)                        | -12.8%                          |
| Support Services                           | 9,894,000                     | 9,700,000                  | 3,023,804                   | 194,000                          | 2.0%                            |
| Office of the CEO                          | 389,000                       | 381,000                    | 97,967                      | 8,000                            | 2.1%                            |
|  | 12,935,000                    | 13,122,000                 | 5,498,768                   | (187,000)                        | -1.4%                           |
| Human Resources                            |                               |                            |                             |                                  |                                 |
| Volunteers                                 | 50,000                        | 110,000                    | -                           | (60,000)                         | -54.5%                          |
| Employee Support                           | 2,668,000                     | 2,541,000                  | 551,977                     | 127,000                          | 5.0%                            |
| Health and Safety                          | -                             | -                          | 74,549                      | -                                | 0.0%                            |
| Human Capital Planning and Strategies      | -                             | -                          | 313,272                     | -                                | 0.0%                            |
|  | 2,718,000                     | 2,651,000                  | 939,798                     | 67,000                           | 2.5%                            |
| Corporate Communications                   |                               |                            |                             |                                  |                                 |
| Communications                             | 1,697,000                     | 1,664,000                  | 393,036                     | 33,000                           | 2.0%                            |
| Digital and Social Media                   | 80,000                        | 78,000                     | 13,709                      | 2,000                            | 2.6%                            |
|  | 1,777,000                     | 1,742,000                  | 406,745                     | 35,000                           | 2.0%                            |
| Information Infrastructure and Management  |                               |                            |                             |                                  |                                 |
| Information Technology                     | 1,581,000                     | 1,702,000                  | 425,251                     | (121,000)                        | -7.1%                           |
| Knowledge and Data Management              | 1,379,000                     | 1,352,000                  | 526,157                     | 27,000                           | 2.0%                            |
| Business Software                          | 990,000                       | 985,000                    | 241,585                     | 5,000                            | 0.5%                            |
|  | 3,950,000                     | 4,039,000                  | 1,192,993                   | (89,000)                         | -2.2%                           |
| Project Recoveries                         |                               |                            |                             |                                  |                                 |
| Project Recoveries                         | (4,975,229)                   | (4,418,000)                | (798,501)                   | (557,229)                        | 12.6%                           |
|  | (4,975,229)                   | (4,418,000)                | (798,501)                   | (557,229)                        | 12.6%                           |
| Vehicles and Equipment                     |                               |                            |                             |                                  |                                 |
| Operations                                 | (1,750,000)                   | (1,690,000)                | 12,938                      | (60,000)                         | 3.6%                            |
| Acquisitions                               | 1,750,000                     | 1,634,000                  | 56,741                      | 116,000                          | 7.1%                            |
|  | -                             | (56,000)                   | 69,679                      | 56,000                           | -100.0%                         |
| <b>Total Expenditures</b>                  | <b>20,804,771</b>             | <b>21,505,000</b>          | <b>8,300,800</b>            | <b>(700,229)</b>                 | <b>-3.3%</b>                    |
| <b>Net Surplus (Deficit)</b>               | <b>-</b>                      | <b>363,000</b>             | <b>9,055,072</b>            | <b>(363,000)</b>                 | <b>-100.0%</b>                  |
| Reserves                                   | -                             | 153,000                    | -                           | (153,000)                        | -100.0%                         |
| <b>Net Budget</b>                          | <b>-</b>                      | <b>516,000</b>             | <b>9,055,072</b>            | <b>(516,000)</b>                 | <b>-100.0%</b>                  |



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