



## 2020 Budget Operating and Capital

March 18, 2019

# Table of Contents

Operating and Capital Budget	1
Operating Budget	3
Capital Budget	5
Operating and Capital Budget – by object classification - Service Area Details	
Watershed Studies and Strategies	7
Water Risk Management	8
Regional Biodiversity	9
Greenspace Securement and Management	10
Tourism and Recreation	11
Planning and Development Review	12
Education and Outreach	13
Sustainable Communities	14
Corporate Services	15
2019 Operating and Capital Levy	16
2019 Basis of Apportionment – General Levy	17
Full-Time Equivalents by Service Area	18
Service Area Details	
Watershed Studies and Strategies	19
Water Risk Management	20
Regional Biodiversity	21
Greenspace Securement and Management	22
Tourism and Recreation	23
Planning and Development Review	24
Education and Outreach	25
Sustainable Communities	26
Corporate Services	27
Operating and Capital Budget – excluding tangible capital asset expenditures	28
Operating and Capital Budget – by object classification – excluding tangible capital asset expenditures	30

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	15,448,000	14,828,000	14,828,560	620,000	4.2%
Capital levy	59,892,000	59,425,000	44,144,673	467,000	0.8%
Contract services	69,066,000	69,983,000	29,909,213	(917,000)	-1.3%
Grants	2,958,000	3,412,000	1,019,860	(454,000)	-13.3%
Provincial/Federal					
Provincial	4,949,000	5,432,000	7,108,351	(483,000)	-8.9%
Federal	12,570,000	8,400,000	3,139,254	4,170,000	49.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	22,185,000	23,569,000	20,843,087	(1,384,000)	-5.9%
Contract services					
Compensation agreements	2,363,000	2,685,000	881,409	(322,000)	-12.0%
Corporate and other	4,540,000	8,868,000	3,783,007	(4,328,000)	-48.8%
Rent and property interests	4,358,000	4,089,000	4,399,897	269,000	6.6%
Fundraising					
Donations	2,721,000	1,259,000	1,342,486	1,462,000	116.1%
Toronto and Region Conservation Foundation	6,394,000	1,477,000	3,436,804	4,917,000	332.9%
Investment income	730,000	716,000	601,171	14,000	2.0%
Sundry	27,000	7,000	1,152,975	20,000	
<b>Total Revenue</b>	<b>208,201,000</b>	<b>204,150,000</b>	<b>136,590,747</b>	<b>4,051,000</b>	<b>2.0%</b>

## Toronto and Region Conservation Authority 2020 Operating and Capital Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	2,180,000	2,848,000	3,104,482	(668,000)	-23.5%
Climate Science	723,000	958,000	703,086	(235,000)	-24.5%
	<u>2,903,000</u>	<u>3,806,000</u>	<u>3,807,568</u>	<u>(903,000)</u>	<u>-23.7%</u>
Water Risk Management					
Water Resource Science	6,216,000	4,682,000	5,782,841	1,534,000	32.8%
Erosion Management	83,593,000	83,466,000	34,998,439	127,000	0.2%
Flood Management	5,593,000	5,463,000	4,971,661	130,000	2.4%
	<u>95,402,000</u>	<u>93,611,000</u>	<u>45,752,941</u>	<u>1,791,000</u>	<u>1.9%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,701,000	2,670,000	2,368,274	31,000	1.2%
Ecosystem Management Research and Directions	1,168,000	935,000	770,771	233,000	24.9%
Forest Management	1,141,000	1,552,000	1,275,330	(411,000)	-26.5%
Restoration and Regeneration	11,444,000	17,092,000	11,936,733	(5,648,000)	-33.0%
	<u>16,454,000</u>	<u>22,249,000</u>	<u>16,351,108</u>	<u>(5,795,000)</u>	<u>-26.0%</u>
Greenspace Securement and Management					
Greenspace Securement	2,264,000	2,727,000	1,482,086	(463,000)	-17.0%
Greenspace Management	4,473,000	2,132,000	1,912,183	2,341,000	109.8%
Rental Properties	1,585,000	1,971,000	1,792,267	(386,000)	-19.6%
	<u>8,322,000</u>	<u>6,830,000</u>	<u>5,186,536</u>	<u>1,492,000</u>	<u>21.8%</u>
Tourism and Recreation					
Waterfront Parks	3,169,000	2,539,000	1,519,712	630,000	24.8%
Conservation Parks	5,573,000	6,146,000	6,251,249	(573,000)	-9.3%
Trails	11,494,000	6,951,000	3,614,302	4,543,000	65.4%
Bathurst Glen Golf Course	1,247,000	1,314,000	1,166,133	(67,000)	-5.1%
Black Creek Pioneer Village	4,404,000	4,924,000	4,437,219	(520,000)	-10.6%
Events and Festivals	607,000	647,000	615,565	(40,000)	-6.2%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>26,494,000</u>	<u>22,521,000</u>	<u>17,604,180</u>	<u>3,973,000</u>	<u>17.6%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	6,629,000	6,543,000	5,932,258	86,000	1.3%
Environmental Assessment Planning and Permitting	3,865,000	3,982,000	3,119,989	(117,000)	-2.9%
Policy Development and Review	1,195,000	1,023,000	851,725	172,000	16.8%
	<u>11,689,000</u>	<u>11,548,000</u>	<u>9,903,972</u>	<u>141,000</u>	<u>1.2%</u>
Education and Outreach					
School Programs	11,628,000	14,083,000	8,426,043	(2,455,000)	-17.4%
Newcomer Services	1,011,000	885,000	860,014	126,000	14.2%
Family and Community Programs	1,134,000	1,299,000	1,067,158	(165,000)	-12.7%
	<u>13,773,000</u>	<u>16,267,000</u>	<u>10,353,215</u>	<u>(2,494,000)</u>	<u>-15.3%</u>
Sustainable Communities					
Living City Transition Program	6,496,000	7,241,000	5,477,800	(745,000)	-10.3%
Community Engagement	3,639,000	3,193,000	2,637,845	446,000	14.0%
Social Enterprise Development	-	-	-	-	0.0%
	<u>10,135,000</u>	<u>10,434,000</u>	<u>8,115,645</u>	<u>(299,000)</u>	<u>-2.9%</u>
Corporate Services					
Financial Management	3,802,000	3,019,000	2,965,654	783,000	25.9%
Corporate Management and Governance	38,297,000	22,837,000	8,320,799	15,460,000	67.7%
Human Resources	1,544,000	1,360,000	1,151,467	184,000	13.5%
Corporate Communications	2,030,000	1,811,000	1,913,575	219,000	12.1%
Information Infrastructure and Management	3,022,000	3,280,000	3,108,248	(258,000)	-7.9%
Project Recoveries	(3,941,000)	(5,495,000)	(3,251,181)	1,554,000	-28.3%
Vehicles and Equipment	(66,000)	(100,000)	(94,852)	34,000	-34.0%
	<u>44,688,000</u>	<u>26,712,000</u>	<u>14,113,710</u>	<u>17,976,000</u>	<u>67.3%</u>
<b>Total Expenditures</b>	<u>229,860,000</u>	<u>213,978,000</u>	<u>131,188,875</u>	<u>15,882,000</u>	<u>7.4%</u>
<b>Net Surplus (Deficit)</b>	<u>(21,660,000)</u>	<u>(9,825,000)</u>	<u>5,401,870</u>	<u>(11,835,000)</u>	<u>120.5%</u>
Head Office Construction Loan/Reserves	23,729,000	13,855,000	(4,111,615)	9,874,000	71.3%
<b>Net Budget</b>	<u>2,069,000</u>	<u>4,030,000</u>	<u>1,290,255</u>	<u>(1,961,000)</u>	<u>-48.7%</u>

Toronto and Region Conservation Authority  
2020 Operating Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	15,448,000	14,828,000	14,828,560	620,000	4.2%
Capital levy	392,000	392,000	389,703	-	0.0%
Contract services	993,000	1,194,000	1,163,803	(201,000)	-16.8%
Grants	302,000	306,000	283,721	(4,000)	-1.3%
Provincial/Federal					
Provincial	2,133,000	1,869,000	1,599,819	264,000	14.1%
Federal	826,000	382,000	439,490	444,000	116.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	21,486,000	22,621,000	19,999,766	(1,135,000)	-5.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	1,126,000	1,021,000	1,217,570	105,000	10.3%
Rent and property interests	3,344,000	3,726,000	4,121,535	(382,000)	-10.3%
Fundraising					
Donations	78,000	-	4,171	78,000	0.0%
Toronto and Region Conservation Foundation	1,413,000	716,000	737,099	697,000	97.3%
Investment income	725,000	711,000	851,177	14,000	2.0%
Sundry	27,000	7,000	1,152,975	20,000	285.7%
<b>Total Revenue</b>	<b>48,293,000</b>	<b>47,773,000</b>	<b>46,789,389</b>	<b>520,000</b>	<b>1.1%</b>

# Toronto and Region Conservation Authority

## 2020 Operating Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	665,000	1,581,000	1,623,537	(916,000)	-57.9%
Climate Science	-	-	-	-	0.0%
	<u>665,000</u>	<u>1,581,000</u>	<u>1,623,537</u>	<u>(916,000)</u>	<u>-57.9%</u>
Water Risk Management					
Water Resource Science	-	-	-	-	0.0%
Erosion Management	-	-	-	-	0.0%
Flood Management	1,060,000	1,187,000	1,036,209	(127,000)	-10.7%
	<u>1,060,000</u>	<u>1,187,000</u>	<u>1,036,209</u>	<u>(127,000)</u>	<u>-10.7%</u>
Regional Biodiversity					
Biodiversity Monitoring	8,000	29,000	43,733	(21,000)	-72.4%
Ecosystem Management Research and Directions	-	-	-	-	0.0%
Forest Management	127,000	79,000	131,203	48,000	60.8%
Restoration and Regeneration	1,083,000	525,000	521,860	558,000	106.3%
	<u>1,218,000</u>	<u>633,000</u>	<u>696,796</u>	<u>585,000</u>	<u>92.4%</u>
Greenspace Securement and Management					
Greenspace Securement	-	-	-	-	0.0%
Greenspace Management	593,000	779,000	545,932	(186,000)	-23.9%
Rental Properties	1,585,000	1,971,000	1,792,267	(386,000)	-19.6%
	<u>2,178,000</u>	<u>2,750,000</u>	<u>2,338,199</u>	<u>(572,000)</u>	<u>-20.8%</u>
Tourism and Recreation					
Waterfront Parks	-	-	-	-	0.0%
Conservation Parks	5,178,000	5,523,000	5,824,348	(345,000)	-6.2%
Trails	-	-	475	-	0.0%
Bathurst Glen Golf Course	1,247,000	1,314,000	1,166,133	(67,000)	-5.1%
Black Creek Pioneer Village	4,033,000	4,232,000	3,976,517	(199,000)	-4.7%
Events and Festivals	607,000	647,000	615,565	(40,000)	-6.2%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>11,065,000</u>	<u>11,716,000</u>	<u>11,583,038</u>	<u>(651,000)</u>	<u>-5.6%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	6,629,000	6,543,000	5,932,258	86,000	1.3%
Environmental Assessment Planning and Permitting	3,865,000	3,982,000	3,119,989	(117,000)	-2.9%
Policy Development and Review	553,000	493,000	445,435	60,000	12.2%
	<u>11,047,000</u>	<u>11,018,000</u>	<u>9,497,682</u>	<u>29,000</u>	<u>0.3%</u>
Education and Outreach					
School Programs	4,827,000	5,356,000	4,633,548	(529,000)	-9.9%
Newcomer Services	858,000	730,000	714,951	128,000	17.5%
Family and Community Programs	1,046,000	1,011,000	944,548	35,000	3.5%
	<u>6,731,000</u>	<u>7,097,000</u>	<u>6,293,047</u>	<u>(366,000)</u>	<u>-5.2%</u>
Sustainable Communities					
Living City Transition Program	145,000	146,000	142,978	(1,000)	-0.7%
Community Engagement	644,000	293,000	385,554	351,000	119.8%
Social Enterprise Development	-	-	-	-	0.0%
	<u>789,000</u>	<u>439,000</u>	<u>528,532</u>	<u>350,000</u>	<u>79.7%</u>
Corporate Services					
Financial Management	3,571,000	3,019,000	2,797,152	552,000	18.3%
Corporate Management and Governance	5,943,000	5,830,000	5,350,011	113,000	1.9%
Human Resources	1,514,000	1,312,000	1,126,945	202,000	15.4%
Corporate Communications	2,030,000	1,811,000	1,626,125	219,000	12.1%
Information Infrastructure and Management	2,454,000	2,608,000	2,607,213	(154,000)	-5.9%
Project Recoveries	(3,974,000)	(5,498,000)	(3,261,877)	1,524,000	-27.7%
Vehicles and Equipment	(66,000)	(100,000)	(94,852)	34,000	-34.0%
	<u>11,472,000</u>	<u>8,982,000</u>	<u>10,150,717</u>	<u>2,490,000</u>	<u>27.7%</u>
<b>Total Expenditures</b>	<u>46,225,000</u>	<u>45,403,000</u>	<u>43,747,757</u>	<u>822,000</u>	<u>1.8%</u>
<b>Net Surplus (Deficit)</b>	<u>2,070,000</u>	<u>2,370,000</u>	<u>3,041,631</u>	<u>(300,000)</u>	<u>-12.7%</u>
Head Office Construction Loan/Reserves	-	(80,000)	268,186	80,000	-100.0%
<b>Net Budget</b>	<u>2,070,000</u>	<u>2,290,000</u>	<u>3,309,817</u>	<u>(220,000)</u>	<u>-9.6%</u>

Toronto and Region Conservation Authority  
2020 Capital Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	-	-	-	0.0%
Capital levy	59,500,000	59,033,000	43,754,970	467,000	0.8%
Contract services	68,074,000	68,789,000	28,745,410	(715,000)	-1.0%
Grants	2,656,000	3,106,000	736,139	(450,000)	-14.5%
Provincial/Federal					
Provincial	2,815,000	3,564,000	5,508,532	(749,000)	-21.0%
Federal	11,744,000	8,017,000	2,699,763	3,727,000	46.5%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	699,000	948,000	843,321	(249,000)	-26.3%
Contract services					
Compensation agreements	2,363,000	2,685,000	881,409	(322,000)	-12.0%
Corporate and other	3,414,000	7,847,000	2,565,437	(4,433,000)	-56.5%
Rent and property interests	1,014,000	364,000	278,362	650,000	178.6%
Fundraising					
Donations	2,643,000	1,259,000	1,338,314	1,384,000	109.9%
Toronto and Region Conservation Foundation	4,981,000	761,000	2,699,705	4,220,000	554.5%
Investment income	5,000	5,000	(250,007)	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>159,908,000</b>	<b>156,378,000</b>	<b>89,801,355</b>	<b>3,530,000</b>	<b>2.3%</b>

# Toronto and Region Conservation Authority

## 2020 Capital Budget

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,515,000	1,267,000	1,480,945	248,000	19.6%
Climate Science	723,000	958,000	703,086	(235,000)	-24.5%
	<u>2,238,000</u>	<u>2,225,000</u>	<u>2,184,031</u>	<u>13,000</u>	<u>0.6%</u>
Water Risk Management					
Water Resource Science	6,216,000	4,682,000	5,782,841	1,534,000	32.8%
Erosion Management	83,593,000	83,466,000	34,998,439	127,000	0.2%
Flood Management	4,533,000	4,275,000	3,935,452	258,000	6.0%
	<u>94,342,000</u>	<u>92,423,000</u>	<u>44,716,732</u>	<u>1,919,000</u>	<u>2.1%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,694,000	2,640,000	2,324,541	54,000	2.0%
Ecosystem Management Research and Directions	1,168,000	935,000	770,771	233,000	24.9%
Forest Management	1,013,000	1,473,000	1,144,128	(460,000)	-31.2%
Restoration and Regeneration	10,361,000	16,567,000	11,414,873	(6,206,000)	-37.5%
	<u>15,236,000</u>	<u>21,615,000</u>	<u>15,654,313</u>	<u>(6,379,000)</u>	<u>-29.5%</u>
Greenspace Securement and Management					
Greenspace Securement	2,264,000	2,727,000	1,482,086	(463,000)	-17.0%
Greenspace Management	3,880,000	1,352,000	1,366,251	2,528,000	187.0%
	<u>6,144,000</u>	<u>4,079,000</u>	<u>2,848,337</u>	<u>2,065,000</u>	<u>50.6%</u>
Tourism and Recreation					
Waterfront Parks	3,169,000	2,539,000	1,519,712	630,000	24.8%
Conservation Parks	395,000	623,000	426,901	(228,000)	-36.6%
Trails	11,494,000	6,951,000	3,613,827	4,543,000	65.4%
Black Creek Pioneer Village	371,000	692,000	460,703	(321,000)	-46.4%
Events and Festivals	-	-	-	-	0.0%
	<u>15,429,000</u>	<u>10,805,000</u>	<u>6,021,143</u>	<u>4,624,000</u>	<u>42.8%</u>
Planning and Development Review					
Policy Development and Review	641,000	530,000	406,290	111,000	20.9%
	<u>641,000</u>	<u>530,000</u>	<u>406,290</u>	<u>111,000</u>	<u>20.9%</u>
Education and Outreach					
School Programs	6,802,000	8,727,000	3,792,495	(1,925,000)	-22.1%
Newcomer Services	153,000	155,000	145,063	(2,000)	-1.3%
Family and Community Programs	88,000	288,000	122,610	(200,000)	-69.4%
	<u>7,043,000</u>	<u>9,170,000</u>	<u>4,060,168</u>	<u>(2,127,000)</u>	<u>-23.2%</u>
Sustainable Communities					
Living City Transition Program	6,352,000	7,095,000	5,334,822	(743,000)	-10.5%
Community Engagement	2,995,000	2,900,000	2,252,292	95,000	3.3%
	<u>9,347,000</u>	<u>9,995,000</u>	<u>7,587,114</u>	<u>(648,000)</u>	<u>-6.5%</u>
Corporate Services					
Financial Management	231,000	-	168,502	231,000	0.0%
Corporate Management and Governance	32,353,000	17,007,000	2,970,788	15,346,000	90.2%
Human Resources	30,000	48,000	24,522	(18,000)	-37.5%
Corporate Communications	-	-	287,450	-	0.0%
Information Infrastructure and Management	568,000	672,000	501,034	(104,000)	-15.5%
Project Recoveries	33,000	4,000	10,696	29,000	725.0%
Vehicles and Equipment	-	-	-	-	0.0%
	<u>33,215,000</u>	<u>17,731,000</u>	<u>3,962,992</u>	<u>15,484,000</u>	<u>87.3%</u>
<b>Total Expenditures</b>	<u>183,635,000</u>	<u>168,573,000</u>	<u>87,441,120</u>	<u>15,062,000</u>	<u>8.9%</u>
<b>Net Surplus (Deficit)</b>	<u>(23,728,000)</u>	<u>(12,195,000)</u>	<u>2,360,240</u>	<u>(11,533,000)</u>	<u>94.6%</u>
Head Office Construction Loan/Reserves	23,729,000	13,935,000	(4,379,801)	9,794,000	70.3%
<b>Net Budget</b>	<u>1,000</u>	<u>1,740,000</u>	<u>(2,019,561)</u>	<u>(1,739,000)</u>	<u>-99.9%</u>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Watershed Studies and Strategies - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	665,000	1,457,000	1,456,900	(792,000)	-54.4%
Capital levy	1,184,000	1,854,000	1,283,927	(670,000)	-36.1%
Contract services	190,000	204,000	69,487	(14,000)	-6.9%
Grants	136,000	-	(100,000)	136,000	0.0%
Provincial/Federal					
Provincial grants	250,000	175,000	91,235	75,000	42.9%
Federal grants	435,000	135,000	243,193	300,000	222.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	24,000	375	(24,000)	-100.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	40,000	-	15,000	40,000	0.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	7,000	-	(7,000)	-100.0%
Toronto and Region Conservation Foundation	3,000	-	796,051	3,000	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>2,903,000</b>	<b>3,856,000</b>	<b>3,856,168</b>	<b>(953,000)</b>	<b>-24.7%</b>
<b>Expenditures</b>					
Wages and benefits	1,720,000	2,930,000	3,244,785	(1,210,000)	-41.3%
Contracted services	557,000	595,000	400,708	(38,000)	-6.4%
Materials and supplies	15,000	45,000	18,688	(30,000)	-66.7%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>2,292,000</b>	<b>3,570,000</b>	<b>3,664,181</b>	<b>(1,278,000)</b>	<b>-35.8%</b>
Internal Recoveries	-	(148,000)	(1,008)	148,000	-100.0%
Internal Charges	611,000	385,000	144,394	226,000	58.7%
<b>Total Expenditures</b>	<b>2,903,000</b>	<b>3,807,000</b>	<b>3,807,567</b>	<b>(904,000)</b>	<b>-23.7%</b>
<b>Net Surplus (Deficit)</b>	<b>-</b>	<b>49,000</b>	<b>48,601</b>	<b>(49,000)</b>	<b>-100.0%</b>
Reserves	-	-	(15,671)	-	0.0%
<b>Net Budget</b>	<b>-</b>	<b>49,000</b>	<b>32,930</b>	<b>(49,000)</b>	<b>-100.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Water Risk Management - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	664,000	861,000	860,600	(197,000)	-22.9%
Capital levy	21,186,000	22,365,000	19,263,035	(1,179,000)	-5.3%
Contract services	60,504,000	60,139,000	21,012,790	365,000	0.6%
Grants	352,000	-	183,115	352,000	0.0%
Provincial/Federal					
Provincial grants	2,554,000	2,183,000	2,885,168	371,000	17.0%
Federal grants	9,111,000	6,761,000	1,257,998	2,350,000	34.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	92,000	64,000	42,252	28,000	43.8%
Contract services					
Compensation agreements	60,000	21,000	8,424	39,000	185.7%
Corporate and other	1,082,000	1,353,000	1,180,938	(271,000)	-20.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	1,000	1,000	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	5,000	5,000	7,325	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>95,611,000</b>	<b>93,753,000</b>	<b>46,701,645</b>	<b>1,858,000</b>	<b>2.0%</b>
<b>Expenditures</b>					
Wages and benefits	14,112,000	10,736,000	12,061,158	3,376,000	31.4%
Contracted services	62,411,000	64,420,000	26,798,484	(2,009,000)	-3.1%
Materials and supplies	16,645,000	14,053,000	3,392,792	2,592,000	18.4%
Utilities	26,000	28,000	30,172	(2,000)	-7.1%
Property taxes	-	18,000	-	(18,000)	-100.0%
	<b>93,194,000</b>	<b>89,255,000</b>	<b>42,282,606</b>	<b>3,939,000</b>	<b>4.4%</b>
Internal Recoveries	(543,000)	(12,661,000)	(1,737,350)	12,118,000	-95.7%
Internal Charges	2,751,000	17,016,000	5,207,684	(14,265,000)	-83.8%
<b>Total Expenditures</b>	<b>95,402,000</b>	<b>93,610,000</b>	<b>45,752,940</b>	<b>1,792,000</b>	<b>1.9%</b>
<b>Net Surplus (Deficit)</b>	<b>209,000</b>	<b>143,000</b>	<b>948,705</b>	<b>66,000</b>	<b>46.2%</b>
Reserves	-	-	(316,983)	-	0.0%
<b>Net Budget</b>	<b>209,000</b>	<b>143,000</b>	<b>631,722</b>	<b>66,000</b>	<b>46.2%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Regional Biodiversity - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	27,000	27,000	(27,000)	-100.0%
Capital levy	7,798,000	9,404,000	7,278,782	(1,606,000)	-17.1%
Contract services	2,148,000	2,895,000	5,722,082	(747,000)	-25.8%
Grants	281,000	453,000	168,984	(172,000)	-38.0%
Provincial/Federal					
Provincial grants	266,000	764,000	589,180	(498,000)	-65.2%
Federal grants	1,016,000	541,000	438,658	475,000	87.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	29,000	39,000	45,419	(10,000)	-25.6%
Contract services					
Compensation agreements	2,085,000	2,430,000	868,719	(345,000)	-14.2%
Corporate and other	1,659,000	5,582,000	1,151,178	(3,923,000)	-70.3%
Rent and property interests	-	-	20,250	-	0.0%
Fundraising					
Donations	550,000	-	6,240	550,000	0.0%
Toronto and Region Conservation Foundation	540,000	75,000	986,829	465,000	620.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>16,372,000</b>	<b>22,210,000</b>	<b>17,303,321</b>	<b>(5,838,000)</b>	<b>-26.3%</b>
<b>Expenditures</b>					
Wages and benefits	13,957,000	14,127,000	8,943,306	(170,000)	-1.2%
Contracted services	(854,000)	3,342,000	4,154,035	(4,196,000)	-125.6%
Materials and supplies	2,424,000	3,159,000	1,996,562	(735,000)	-23.3%
Utilities	5,000	3,000	5,763	2,000	66.7%
Property taxes	8,000	1,000	6,331	7,000	700.0%
	<u>15,540,000</u>	<u>20,632,000</u>	<u>15,105,997</u>	<u>(5,092,000)</u>	<u>-24.7%</u>
Internal Recoveries	(5,438,000)	(4,033,000)	(5,252,800)	(1,405,000)	34.8%
Internal Charges	6,353,000	5,650,000	6,497,912	703,000	12.4%
<b>Total Expenditures</b>	<b>16,455,000</b>	<b>22,249,000</b>	<b>16,351,109</b>	<b>(5,794,000)</b>	<b>-26.0%</b>
<b>Net Surplus (Deficit)</b>	<b>(83,000)</b>	<b>(39,000)</b>	<b>952,212</b>	<b>(44,000)</b>	<b>112.8%</b>
Reserves	-	(100,000)	(652,471)	-	0.0%
<b>Net Budget</b>	<b>(83,000)</b>	<b>(139,000)</b>	<b>299,741</b>	<b>(44,000)</b>	<b>31.7%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Greenspace Securement and Management - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	1,095,000	1,095,200	(1,095,000)	-100.0%
Capital levy	3,068,000	1,326,000	831,887	1,742,000	131.4%
Contract services	174,000	198,000	24,540	(24,000)	-12.1%
Grants	54,000	1,277,000	203,637	(1,223,000)	-95.8%
Provincial/Federal					
Provincial grants	1,000	5,000	4,400	(4,000)	-80.0%
Federal grants	10,000	120,000	260,170	(110,000)	-91.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	4,625	-	0.0%
Contract services					
Compensation agreements	87,000	99,000	46	(12,000)	-12.1%
Corporate and other	75,000	180,000	61,410	(105,000)	-58.3%
Rent and property interests	4,080,000	3,832,000	4,003,897	248,000	6.5%
Fundraising					
Donations	1,900,000	1,000,000	1,175,000	900,000	90.0%
Toronto and Region Conservation Foundation	-	-	470,791	-	0.0%
Investment income	-	-	(257,332)	-	0.0%
Sundry	6,000	7,000	6,565	(1,000)	-14.3%
<b>Total Revenue</b>	<b>9,455,000</b>	<b>9,139,000</b>	<b>7,884,836</b>	<b>316,000</b>	<b>3.5%</b>
<b>Expenditures</b>					
Wages and benefits	1,615,000	2,068,000	1,585,813	(453,000)	-21.9%
Contracted services	3,234,000	1,573,000	1,138,197	1,661,000	105.6%
Materials and supplies	2,082,000	2,504,000	1,302,446	(422,000)	-16.9%
Utilities	55,000	67,000	107,468	(12,000)	-17.9%
Property taxes	617,000	775,000	674,321	(158,000)	-20.4%
	<b>7,603,000</b>	<b>6,987,000</b>	<b>4,808,245</b>	<b>616,000</b>	<b>8.8%</b>
Internal Recoveries	(163,000)	(790,000)	(378,818)	627,000	-79.4%
Internal Charges	882,000	631,000	757,110	251,000	39.8%
<b>Total Expenditures</b>	<b>8,322,000</b>	<b>6,828,000</b>	<b>5,186,537</b>	<b>1,494,000</b>	<b>21.9%</b>
<b>Net Surplus (Deficit)</b>	<b>1,133,000</b>	<b>2,311,000</b>	<b>2,698,299</b>	<b>(1,178,000)</b>	<b>-51.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>1,133,000</b>	<b>2,311,000</b>	<b>2,698,299</b>	<b>(1,178,000)</b>	<b>-51.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Tourism and Recreation - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	864,000	1,507,000	1,506,300	(643,000)	-42.7%
Capital levy	4,793,000	5,441,000	4,075,779	(648,000)	-11.9%
Contract services	4,262,000	5,001,000	1,688,477	(739,000)	-14.8%
Grants	1,799,000	1,405,000	143,807	394,000	28.0%
Provincial/Federal					
Provincial grants	451,000	408,000	419,285	43,000	10.5%
Federal grants	272,000	10,000	243,481	262,000	2620.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	9,195,000	9,564,000	9,283,627	(369,000)	-3.9%
Contract services					
Compensation agreements	98,000	102,000	3,892	(4,000)	-3.9%
Corporate and other	186,000	84,000	162,085	102,000	121.4%
Rent and property interests	215,000	195,000	386,833	20,000	10.3%
Fundraising					
Donations	-	-	667	-	0.0%
Toronto and Region Conservation Foundation	4,359,000	571,000	65,705	3,788,000	663.4%
Investment income	-	-	(351)	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>26,494,000</b>	<b>24,288,000</b>	<b>17,979,587</b>	<b>2,206,000</b>	<b>9.1%</b>
<b>Expenditures</b>					
Wages and benefits	11,274,000	10,103,000	9,521,662	1,171,000	11.6%
Contracted services	9,036,000	8,334,000	3,944,221	702,000	8.4%
Materials and supplies	2,332,000	2,123,000	1,727,897	209,000	9.8%
Utilities	626,000	685,000	803,818	(59,000)	-8.6%
Property taxes	-	-	455	-	0.0%
	<b>23,268,000</b>	<b>21,245,000</b>	<b>15,998,053</b>	<b>2,023,000</b>	<b>9.5%</b>
Internal Recoveries	(10,000)	(825,000)	(137,950)	815,000	-98.8%
Internal Charges	3,234,000	2,102,000	1,744,078	1,132,000	53.9%
<b>Total Expenditures</b>	<b>26,492,000</b>	<b>22,522,000</b>	<b>17,604,181</b>	<b>3,970,000</b>	<b>17.6%</b>
<b>Net Surplus (Deficit)</b>	<b>2,000</b>	<b>1,766,000</b>	<b>375,406</b>	<b>(1,764,000)</b>	<b>-99.9%</b>
Reserves	-	-	(2,853,424)	-	0.0%
<b>Net Budget</b>	<b>2,000</b>	<b>1,766,000</b>	<b>(2,478,018)</b>	<b>(1,764,000)</b>	<b>-99.9%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Planning and Development Review - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	935,000	-	-	935,000	0.0%
Capital levy	1,033,000	922,000	798,290	111,000	12.0%
Contract services	839,000	969,000	938,332	(130,000)	-13.4%
Grants	-	1,000	-	(1,000)	-100.0%
Provincial/Federal					
Provincial grants	477,000	440,000	397,733	37,000	8.4%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,295,000	9,284,000	7,279,646	(989,000)	-10.7%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	109,000	156,000	139,895	(47,000)	-30.1%
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>11,688,000</b>	<b>11,772,000</b>	<b>9,553,896</b>	<b>(84,000)</b>	<b>-0.7%</b>
<b>Expenditures</b>					
Wages and benefits	10,606,000	10,414,000	9,145,920	192,000	1.8%
Contracted services	652,000	730,000	356,037	(78,000)	-10.7%
Materials and supplies	115,000	97,000	127,160	18,000	18.6%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>11,373,000</b>	<b>11,241,000</b>	<b>9,629,117</b>	<b>132,000</b>	<b>1.2%</b>
Internal Recoveries	-	-	-	-	0.0%
Internal Charges	316,000	307,000	274,855	9,000	2.9%
<b>Total Expenditures</b>	<b>11,689,000</b>	<b>11,548,000</b>	<b>9,903,972</b>	<b>141,000</b>	<b>1.2%</b>
<b>Net Surplus (Deficit)</b>	<b>(1,000)</b>	<b>224,000</b>	<b>(350,076)</b>	<b>(225,000)</b>	<b>-100.4%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(1,000)</b>	<b>224,000</b>	<b>(350,076)</b>	<b>(225,000)</b>	<b>-100.4%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Education and Outreach - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,679,000	2,231,000	2,230,700	(552,000)	-24.7%
Capital levy	6,188,000	8,457,000	3,447,407	(2,269,000)	-26.8%
Contract services	-	3,000	1,800	(3,000)	-100.0%
Grants	89,000	-	-	89,000	0.0%
Provincial/Federal					
Provincial grants	804,000	699,000	429,952	105,000	15.0%
Federal grants	451,000	407,000	462,014	44,000	10.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	3,843,000	3,645,000	3,339,891	198,000	5.4%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	306,000	276,000	145,819	30,000	10.9%
Rent and property interests	29,000	28,000	(41,760)	1,000	3.6%
Fundraising					
Donations	25,000	2,000	22,934	23,000	1150.0%
Toronto and Region Conservation Foundation	359,000	498,000	328,740	(139,000)	-27.9%
Investment income	-	-	2,725	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>13,773,000</b>	<b>16,246,000</b>	<b>10,370,222</b>	<b>(2,473,000)</b>	<b>-15.2%</b>
<b>Expenditures</b>					
Wages and benefits	7,016,000	7,155,000	6,748,453	(139,000)	-1.9%
Contracted services	5,780,000	7,727,000	2,763,681	(1,947,000)	-25.2%
Materials and supplies	618,000	653,000	493,779	(35,000)	-5.4%
Utilities	218,000	229,000	212,468	(11,000)	-4.8%
Property taxes	-	-	-	-	0.0%
	<b>13,632,000</b>	<b>15,764,000</b>	<b>10,218,381</b>	<b>(2,132,000)</b>	<b>-13.5%</b>
Internal Recoveries	(690,000)	(758,000)	(760,137)	68,000	-9.0%
Internal Charges	832,000	1,261,000	894,972	(429,000)	-34.0%
<b>Total Expenditures</b>	<b>13,774,000</b>	<b>16,267,000</b>	<b>10,353,216</b>	<b>(2,493,000)</b>	<b>-15.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(1,000)</b>	<b>(21,000)</b>	<b>17,006</b>	<b>20,000</b>	<b>-95.2%</b>
Reserves	-	20,000	249,297	-	0.0%
<b>Net Budget</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>266,303</b>	<b>20,000</b>	<b>-2000.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Sustainable Communities - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	155,000	128,000	127,600	27,000	21.1%
Capital levy	6,436,000	5,913,000	4,846,486	523,000	8.8%
Contract services	916,000	573,000	250,076	343,000	59.9%
Grants	26,000	36,000	90,097	(10,000)	-27.8%
Provincial/Federal					
Provincial grants	80,000	678,000	486,175	(598,000)	-88.2%
Federal grants	141,000	412,000	224,353	(271,000)	-65.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	646,000	862,000	734,790	(216,000)	-25.1%
Contract services					
Compensation agreements	33,000	33,000	327	-	0.0%
Corporate and other	980,000	1,230,000	890,377	(250,000)	-20.3%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	245,000	249,000	137,374	(4,000)	-1.6%
Toronto and Region Conservation Foundation	478,000	320,000	417,162	158,000	49.4%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>10,136,000</b>	<b>10,434,000</b>	<b>8,204,817</b>	<b>(298,000)</b>	<b>-2.9%</b>
<b>Expenditures</b>					
Wages and benefits	6,283,000	6,182,000	5,902,391	101,000	1.6%
Contracted services	2,577,000	2,761,000	1,175,676	(184,000)	-6.7%
Materials and supplies	320,000	322,000	196,997	(2,000)	-0.6%
Utilities	-	-	472	-	0.0%
Property taxes	-	-	-	-	0.0%
	<b>9,180,000</b>	<b>9,265,000</b>	<b>7,275,536</b>	<b>(85,000)</b>	<b>-0.9%</b>
Internal Recoveries	(277,000)	(695,000)	(635,621)	418,000	-60.1%
Internal Charges	1,232,000	1,862,000	1,475,730	(630,000)	-33.8%
<b>Total Expenditures</b>	<b>10,135,000</b>	<b>10,432,000</b>	<b>8,115,645</b>	<b>(297,000)</b>	<b>-2.8%</b>
<b>Net Surplus (Deficit)</b>	<b>1,000</b>	<b>2,000</b>	<b>89,172</b>	<b>(1,000)</b>	<b>-50.0%</b>
Reserves	-	-	(150,349)	-	0.0%
<b>Net Budget</b>	<b>1,000</b>	<b>2,000</b>	<b>(61,177)</b>	<b>(1,000)</b>	<b>-50.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Corporate Services - by object classification

	2020	2019	Unaudited 2019	\$ Change over 2019	% Change over 2019
	Budget	Budget	Actual	Budget	Budget
<b>Revenue</b>					
Municipal					
Operating levy	10,487,000	7,523,000	7,524,260	2,964,000	39.4%
Capital levy	8,205,000	3,744,000	2,319,080	4,461,000	119.2%
Contract services	33,000	-	201,628	33,000	0.0%
Grants	222,000	240,000	330,221	(18,000)	-7.5%
Provincial/Federal					
Provincial grants	66,000	80,000	1,805,224	(14,000)	-17.5%
Federal grants	1,135,000	13,000	9,387	1,122,000	8630.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	85,000	85,000	112,463	-	0.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	104,000	7,000	36,305	97,000	1385.7%
Rent and property interests	34,000	34,000	30,677	-	0.0%
Fundraising					
Donations	-	-	270	-	0.0%
Toronto and Region Conservation Foundation	655,000	14,000	371,525	641,000	4578.6%
Investment income	725,000	711,000	848,804	14,000	2.0%
Sundry	22,000	-	1,146,410	22,000	100.0%
<b>Total Revenue</b>	<b>21,773,000</b>	<b>12,451,000</b>	<b>14,736,254</b>	<b>9,322,000</b>	<b>74.9%</b>
<b>Expenditures</b>					
Wages and benefits	13,067,000	12,229,000	11,819,623	838,000	6.9%
Contracted services	37,532,000	21,303,000	8,508,235	16,229,000	76.2%
Materials and supplies	2,884,000	2,412,000	1,793,102	472,000	19.6%
Utilities	65,000	67,000	81,992	(2,000)	-3.0%
Property taxes	229,000	6,000	5,045	223,000	3716.7%
	<u>53,777,000</u>	<u>36,017,000</u>	<u>22,207,997</u>	<u>17,760,000</u>	<u>49.3%</u>
Internal Recoveries	(9,491,000)	(10,049,000)	(9,043,983)	558,000	-5.6%
Internal Charges	402,000	743,000	949,696	(341,000)	-45.9%
<b>Total Expenditures</b>	<b>44,688,000</b>	<b>26,711,000</b>	<b>14,113,710</b>	<b>17,977,000</b>	<b>67.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(22,915,000)</b>	<b>(14,260,000)</b>	<b>622,544</b>	<b>(8,655,000)</b>	<b>60.7%</b>
Head Office Construction Loan/Reserves	23,729,000	13,935,000	(372,013)	9,794,000	70.3%
<b>Net Budget</b>	<b>814,000</b>	<b>(325,000)</b>	<b>250,531</b>	<b>1,139,000</b>	<b>-350.5%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Levy  
(\$000s)

Service Area	Capital Levy				Operating Levy	Total
	Durham	Peel	Toronto	York		
Watershed Studies and Strategies	11	550	252	198	665	1,676
Water Risk Management	358	2,362	12,159	1,894	664	17,437
Regional Biodiversity	436	4,080	1,833	1,094	-	7,443
Greenspace Securement and Management	3	1,507	64	165	-	1,739
Tourism and Recreation	106	1,077	4,507	244	864	6,798
Planning and Development Review	14	447	321	110	935	1,827
Education and Outreach	-	1,803	147	184	1,678	3,812
Sustainable Communities	104	3,370	1,100	469	155	5,198
Corporate Services	82	1,923	4,442	635	10,487	17,569
	<b>1,114</b>	<b>17,119</b>	<b>24,825</b>	<b>4,993</b>	<b>15,448</b>	<b>63,499</b>

Apportionment of 2020 General Levy

	Matching Levy	Matching Non Levy	Tax Adujstment	Non CVA Levy	2020 General Levy	2019 General Levy	\$ Change over 2019	% Change over 2019
Township of Adjala-Tosorontio	25	905	-	-	930	885	45	5.1%
Regional Municipality of Durham	11,266	404,153	100,326	80,255	596,000	581,850	14,150	2.4%
City of Toronto	256,700	9,209,032	4,680	-	9,470,412	8,908,335	562,077	6.3%
Town of Mono	32	1,172	496	-	1,700	1,480	220	14.9%
Regional Municipality of Peel	44,126	1,582,988	46,829	246,412	1,920,355	1,917,000	3,355	0.2%
Regional Municipality of York	87,542	3,140,554	185,281	45,113	3,458,490	3,418,630	39,860	1.2%
	<b>399,691</b>	<b>14,338,804</b>	<b>337,612</b>	<b>371,780</b>	<b>15,447,887</b>	<b>14,828,180</b>	<b>619,707</b>	<b>4.2%</b>

Toronto and Region Conservation Authority  
2020 Basis of Apportionment - Municipal Levy  
(\$000s)

Municipality	Current Value Assessment*	% of Municipality in Authority	Current Value Assessment in Jurisdiction	Total Population	Population in Authority
Township of Adjala-Tosorontio	2,214	4	89	9,245	370
Durham, Regional Municipality of	47,611	*	39,522	193,761	161,646
City of Toronto	900,553	100	900,553	2,190,133	2,190,133
Town of Mono	2,264	5	113	7,570	379
Peel, Regional Municipality of	347,561	*	154,800	1,065,891	492,407
York, Regional Municipality of	338,019	*	307,115	762,455	684,284
	<u>1,638,222</u>		<u>1,402,192</u>	<u>4,229,055</u>	<u>3,529,219</u>
<u>Analysis of Regional Municipalities*</u>					
Durham, Regional Municipality of					
Ajax, Town of	21,238	85	18,265	95,480	82,113
Pickering, Town of	21,376	95	20,307	80,079	76,075
Uxbridge Township	4,997	19	950	18,202	3,458
	<u>47,611</u>		<u>39,522</u>	<u>193,761</u>	<u>161,646</u>
Peel, Regional Municipality of					
Brampton, City	118,793	63	74,840	425,729	268,209
Mississauga, City of	208,462	55	11,168	581,325	191,837
Caledon, Town of	20,306	33	68,792	58,837	32,360
	<u>347,561</u>		<u>154,800</u>	<u>1,065,891</u>	<u>492,407</u>
York, Regional Municipality of					
Aurora, Town of	17,977	4	719	46,499	1,860
Markham, Town of	108,830	100	108,829	253,350	253,350
Richmond Hill, Town of	67,456	99	66,781	148,973	147,483
Vaughan, Town of	120,666	100	120,666	256,661	256,661
Whitchurch-Stouffville, Town of	13,554	43	5,829	35,391	15,218
King Township	9,536	45	4,291	21,581	9,711
	<u>338,019</u>		<u>307,115</u>	<u>762,455</u>	<u>684,283</u>

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

## Toronto and Region Conservation Authority

### 2020 Operating and Capital Budget

Full-time Equivalent Employees (FTEs)

	Operating	Capital	Total
<b>2020</b>			
Watershed Studies and Strategies	4.25	9.83	14.08
Water Risk Management	7.45	146.65	154.10
Regional Biodiversity	15.43	155.11	170.54
Greenspace Securement and Management	8.17	9.14	17.31
Tourism and Recreation	122.61	43.64	166.25
Planning and Development Review	92.64	2.75	95.39
Education and Outreach	72.45	15.84	88.29
Sustainable Communities	3.10	61.78	64.88
Corporate Services	103.90	19.45	123.35
	<b>430.00</b>	<b>464.19</b>	<b>894.19</b>
<b>2019</b>			
Watershed Studies and Strategies	11.27	13.55	24.82
Water Risk Management	8.40	106.44	114.84
Regional Biodiversity	15.44	167.20	182.64
Greenspace Securement and Management	10.45	11.37	21.82
Tourism and Recreation	127.84	23.56	151.40
Planning and Development Review	89.62	2.40	92.02
Education and Outreach	76.75	13.75	90.50
Sustainable Communities	2.68	62.56	65.24
Corporate Services	101.78	13.20	114.98
	<b>444.23</b>	<b>414.03</b>	<b>858.26</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Watershed Studies and Strategies

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	665,000	1,457,000	1,456,900	(792,000)	-54.4%
Capital levy	1,184,000	1,854,000	1,283,927	(670,000)	-36.1%
Contract services	190,000	204,000	69,487	(14,000)	-6.9%
Grants	136,000	-	(100,000)	136,000	0.0%
Provincial/Federal					
Provincial grants	250,000	175,000	91,235	75,000	42.9%
Federal grants	435,000	135,000	243,193	300,000	222.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	24,000	375	(24,000)	-100.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	40,000	-	15,000	40,000	0.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	7,000	-	(7,000)	-100.0%
Toronto and Region Conservation Foundation	3,000	-	796,051	3,000	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<u>2,903,000</u>	<u>3,856,000</u>	<u>3,856,168</u>	<u>(953,000)</u>	<u>-24.7%</u>
<b>Expenditures</b>					
Watershed Planning and Reporting					
Watershed Plans and Strategies	1,892,000	2,605,000	2,975,728	(713,000)	-27.4%
Report Cards	288,000	243,000	128,754	45,000	18.5%
	<u>2,180,000</u>	<u>2,848,000</u>	<u>3,104,482</u>	<u>(668,000)</u>	<u>-23.5%</u>
Climate Science					
Emerging and Integrative Climate Science	723,000	958,000	703,086	(235,000)	-24.5%
	<u>723,000</u>	<u>958,000</u>	<u>703,086</u>	<u>(235,000)</u>	<u>-24.5%</u>
<b>Total Expenditures</b>	<u>2,903,000</u>	<u>3,806,000</u>	<u>3,807,568</u>	<u>(903,000)</u>	<u>-23.7%</u>
<b>Net Surplus (Deficit)</b>	<u>-</u>	<u>50,000</u>	<u>48,600</u>	<u>(50,000)</u>	<u>-100.0%</u>
Reserves	-	-	(15,671)	-	0.0%
<b>Net Budget</b>	<u>-</u>	<u>50,000</u>	<u>32,929</u>	<u>(50,000)</u>	<u>-100.0%</u>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Water Risk Management

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	664,000	861,000	860,600	(197,000)	-22.9%
Capital levy	21,186,000	22,365,000	19,263,035	(1,179,000)	-5.3%
Contract services	60,504,000	60,139,000	21,012,790	365,000	0.6%
Grants	352,000	-	183,115	352,000	0.0%
Provincial/Federal					
Provincial grants	2,554,000	2,183,000	2,885,168	371,000	17.0%
Federal grants	9,111,000	6,761,000	1,257,998	2,350,000	34.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	92,000	64,000	42,252	28,000	43.8%
Contract services					
Compensation agreements	60,000	21,000	8,424	39,000	185.7%
Corporate and other	1,082,000	1,353,000	1,180,938	(271,000)	-20.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	1,000	1,000	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	5,000	5,000	7,325	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>95,611,000</b>	<b>93,753,000</b>	<b>46,701,645</b>	<b>1,858,000</b>	<b>2.0%</b>
<b>Expenditures</b>					
Water Resource Science					
Groundwater Strategies	702,000	749,000	733,975	(47,000)	-6.3%
Source Water Protection Strategy	557,000	507,000	437,528	50,000	9.9%
Regional Monitoring - Water	732,000	487,000	469,050	245,000	50.3%
Hydrology	56,000	130,000	11,704	(74,000)	-56.9%
Stormwater Management Strategies	3,735,000	1,877,000	3,395,980	1,858,000	99.0%
Flood Plain Mapping	435,000	932,000	734,603	(497,000)	-53.3%
	<b>6,217,000</b>	<b>4,682,000</b>	<b>5,782,840</b>	<b>1,535,000</b>	<b>32.8%</b>
Erosion Management					
Capital Works	81,574,000	81,717,000	34,438,560	(143,000)	-0.2%
Hazard Monitoring	2,019,000	1,749,000	559,879	270,000	15.4%
	<b>83,593,000</b>	<b>83,466,000</b>	<b>34,998,439</b>	<b>127,000</b>	<b>0.2%</b>
Flood Management					
Flood Forecasting and Warning	713,000	829,000	612,769	(116,000)	-14.0%
Flood Risk Management	3,302,000	3,053,000	3,085,295	249,000	8.2%
Flood Infrastructure and Operations	1,578,000	1,581,000	1,273,597	(3,000)	-0.2%
	<b>5,593,000</b>	<b>5,463,000</b>	<b>4,971,661</b>	<b>130,000</b>	<b>2.4%</b>
<b>Total Expenditures</b>	<b>95,403,000</b>	<b>93,611,000</b>	<b>45,752,940</b>	<b>1,792,000</b>	<b>1.9%</b>
<b>Net Surplus (Deficit)</b>	<b>209,000</b>	<b>143,000</b>	<b>948,704</b>	<b>66,000</b>	<b>46.2%</b>
Reserves	-	-	(316,983)	-	0.0%
<b>Net Budget</b>	<b>209,000</b>	<b>143,000</b>	<b>631,721</b>	<b>66,000</b>	<b>46.2%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Regional Biodiversity

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	27,000	27,000	(27,000)	-100.0%
Capital levy	7,798,000	9,404,000	7,278,782	(1,606,000)	-17.1%
Contract services	2,148,000	2,896,000	5,722,082	(748,000)	-25.8%
Grants	281,000	453,000	168,984	(172,000)	-38.0%
Provincial/Federal					
Provincial grants	266,000	764,000	589,180	(498,000)	-65.2%
Federal grants	1,016,000	541,000	438,658	475,000	87.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	29,000	39,000	45,419	(10,000)	-25.6%
Contract services					
Compensation agreements	2,085,000	2,430,000	868,719	(345,000)	-14.2%
Corporate and other	1,659,000	5,582,000	1,151,178	(3,923,000)	-70.3%
Rent and property interests	-	-	20,250	-	0.0%
Fundraising					
Donations	550,000	-	6,240	550,000	0.0%
Toronto and Region Conservation Foundation	540,000	75,000	986,829	465,000	620.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>16,372,000</b>	<b>22,211,000</b>	<b>17,303,321</b>	<b>(5,839,000)</b>	<b>-26.3%</b>
<b>Expenditures</b>					
Biodiversity Monitoring					
Regional Monitoring - Biodiversity	1,241,000	1,286,000	1,026,701	(45,000)	-3.5%
Activity Based Monitoring	794,000	580,000	605,189	214,000	36.9%
Terrestrial Inventory and Assessment	479,000	433,000	442,974	46,000	10.6%
Waterfront Monitoring	187,000	371,000	293,410	(184,000)	-49.6%
	<b>2,701,000</b>	<b>2,670,000</b>	<b>2,368,274</b>	<b>31,000</b>	<b>1.2%</b>
Ecosystem Management Research and Directions					
Aquatic System Priority Planning	515,000	446,000	326,430	69,000	15.5%
Terrestrial (and Integrated) Ecosystem Management	646,000	481,000	424,005	165,000	34.3%
Natural Channel Design	-	-	-	-	0.0%
Restoration Opportunities Bank	7,000	8,000	20,336	(1,000)	-12.5%
	<b>1,168,000</b>	<b>935,000</b>	<b>770,771</b>	<b>233,000</b>	<b>24.9%</b>
Forest Management					
Managed Forest Tax Incentive Planning	17,000	12,000	11,072	5,000	41.7%
Hazard Tree Management	556,000	904,000	633,252	(348,000)	-38.5%
Invasive Species Management	45,000	227,000	222,886	(182,000)	-80.2%
Forest Management Planning	37,000	25,000	38,639	12,000	48.0%
Forest Management Operations	487,000	384,000	369,481	103,000	26.8%
	<b>1,142,000</b>	<b>1,552,000</b>	<b>1,275,330</b>	<b>(410,000)</b>	<b>-26.4%</b>
Restoration and Regeneration					
Propagation and Sale of Plants	100,000	105,000	60,349	(5,000)	-4.8%
Inland and Lakefill Soil Management	361,000	287,000	330,914	74,000	25.8%
Shoreline Restoration	1,093,000	1,105,000	1,660,815	(12,000)	-1.1%
Wetlands	1,174,000	1,135,000	3,235,819	39,000	3.4%
Riparian and Flood Plain Restoration	496,000	531,000	509,241	(35,000)	-6.6%
Natural Channel and Stream Restoration	2,683,000	1,418,000	1,118,360	1,265,000	89.2%
Terrestrial Planting	1,419,000	3,510,000	2,319,655	(2,091,000)	-59.6%
Wildlife Habitat Management	249,000	222,000	240,964	27,000	12.2%
Compensation Restoration	1,779,000	2,129,000	646,233	(350,000)	-16.4%
Watershed Restoration	2,091,000	6,650,000	1,814,382	(4,559,000)	-68.6%
	<b>11,445,000</b>	<b>17,092,000</b>	<b>11,936,732</b>	<b>(5,647,000)</b>	<b>-33.0%</b>
<b>Total Expenditures</b>	<b>16,456,000</b>	<b>22,249,000</b>	<b>16,351,107</b>	<b>(5,793,000)</b>	<b>-26.0%</b>
<b>Net Surplus (Deficit)</b>	<b>(82,000)</b>	<b>(38,000)</b>	<b>952,212</b>	<b>(44,000)</b>	<b>115.8%</b>
Reserves	-	(100,000)	(652,471)	100,000	-100.0%
<b>Net Budget</b>	<b>(82,000)</b>	<b>(138,000)</b>	<b>299,741</b>	<b>56,000</b>	<b>-40.6%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Greenspace Securement and Management

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	-	1,095,000	1,095,200	(1,095,000)	-100.0%
Capital levy	3,068,000	1,326,000	831,887	1,742,000	131.4%
Contract services	174,000	199,000	24,540	(25,000)	-12.6%
Grants	54,000	1,277,000	203,637	(1,223,000)	-95.8%
Provincial/Federal					
Provincial grants	1,000	5,000	4,400	(4,000)	-80.0%
Federal grants	10,000	120,000	260,170	(110,000)	-91.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	4,625	-	0.0%
Contract services					
Compensation agreements	87,000	99,000	46	(12,000)	-12.1%
Corporate and other	75,000	180,000	61,410	(105,000)	-58.3%
Rent and property interests	4,080,000	3,832,000	4,003,897	248,000	6.5%
Fundraising					
Donations	1,900,000	1,000,000	1,175,000	900,000	90.0%
Toronto and Region Conservation Foundation	-	-	470,791	-	0.0%
Investment income	-	-	(257,332)	-	0.0%
Sundry	6,000	7,000	6,565	(1,000)	
<b>Total Revenue</b>	<b>9,455,000</b>	<b>9,140,000</b>	<b>7,884,836</b>	<b>315,000</b>	<b>3.4%</b>
<b>Expenditures</b>					
Greenspace Securement					
Greenspace Land Acquisition	2,264,000	2,727,000	1,480,855	(463,000)	-17.0%
Greenspace Planning	-	-	1,230	-	0.0%
	<u>2,264,000</u>	<u>2,727,000</u>	<u>1,482,085</u>	<u>(463,000)</u>	<u>-17.0%</u>
Greenspace Management					
Archaeology	210,000	365,000	187,711	(155,000)	-42.5%
Property Taxes and Insurance	333,000	343,000	296,141	(10,000)	-2.9%
Resource Management Planning	1,175,000	439,000	848,105	736,000	167.7%
Inventory and Audit	-	131,000	124,296	(131,000)	-100.0%
Implementation	2,713,000	820,000	423,098	1,893,000	230.9%
Hazard Management	42,000	33,000	32,832	9,000	27.3%
	<u>4,473,000</u>	<u>2,131,000</u>	<u>1,912,183</u>	<u>2,342,000</u>	<u>109.9%</u>
Rental Properties					
Rentals	1,585,000	1,971,000	1,792,267	(386,000)	-19.6%
	<u>1,585,000</u>	<u>1,971,000</u>	<u>1,792,267</u>	<u>(386,000)</u>	<u>-19.6%</u>
<b>Total Expenditures</b>	<b>8,322,000</b>	<b>6,829,000</b>	<b>5,186,535</b>	<b>1,493,000</b>	<b>21.9%</b>
<b>Net Surplus (Deficit)</b>	<b>1,133,000</b>	<b>2,311,000</b>	<b>2,698,300</b>	<b>(1,178,000)</b>	<b>-51.0%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>1,133,000</b>	<b>2,311,000</b>	<b>2,698,300</b>	<b>(1,178,000)</b>	<b>-51.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Tourism and Recreation

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	864,000	1,507,000	1,506,300	(643,000)	-42.7%
Capital levy	4,793,000	5,441,000	4,075,779	(648,000)	-11.9%
Contract services	4,262,000	5,001,000	1,688,477	(739,000)	-14.8%
Grants	1,799,000	1,405,000	143,807	394,000	28.0%
Provincial/Federal					
Provincial grants	451,000	408,000	419,285	43,000	10.5%
Federal grants	272,000	10,000	243,481	262,000	2620.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	9,195,000	9,564,000	9,283,627	(369,000)	-3.9%
Contract services					
Compensation agreements	98,000	102,000	3,892	(4,000)	-3.9%
Corporate and other	186,000	84,000	162,085	102,000	121.4%
Rent and property interests	215,000	196,000	386,833	19,000	9.7%
Fundraising					
Donations	-	-	667	-	0.0%
Toronto and Region Conservation Foundation	4,359,000	571,000	65,705	3,788,000	663.4%
Investment income	-	-	(351)	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>26,494,000</b>	<b>24,289,000</b>	<b>17,979,587</b>	<b>2,205,000</b>	<b>9.1%</b>
<b>Expenditures</b>					
Waterfront Parks					
General Maintenance	284,000	284,000	1,320,496	-	0.0%
Park Planning	2,476,000	1,266,000	37,740	1,210,000	95.6%
Arsenal Lands	-	-	-	-	0.0%
Park Development	409,000	990,000	161,476	(581,000)	-58.7%
	<u>3,169,000</u>	<u>2,540,000</u>	<u>1,519,712</u>	<u>629,000</u>	<u>24.8%</u>
Conservation Parks					
Day Use	2,779,000	2,818,000	3,004,980	(39,000)	-1.4%
Picnics	1,247,000	1,316,000	985,394	(69,000)	-5.2%
Swimming	533,000	478,000	611,466	55,000	11.5%
Fishing	19,000	15,000	14,497	4,000	26.7%
Mountain Biking	-	-	-	-	0.0%
Camping	932,000	1,453,000	1,553,861	(521,000)	-35.9%
Cross Country Skiing	58,000	42,000	68,327	16,000	38.1%
Filming	5,000	25,000	12,608	(20,000)	-80.0%
Park Development	-	-	117	-	0.0%
	<u>5,573,000</u>	<u>6,147,000</u>	<u>6,251,250</u>	<u>(574,000)</u>	<u>-9.3%</u>
Trails					
Trail Development	9,534,000	6,459,000	3,080,949	3,075,000	47.6%
Trail Management	486,000	196,000	308,869	290,000	148.0%
Trail Planning	1,473,000	296,000	224,484	1,177,000	397.6%
TRCA Trail Strategy	-	-	-	-	0.0%
	<u>11,493,000</u>	<u>6,951,000</u>	<u>3,614,302</u>	<u>4,542,000</u>	<u>65.3%</u>
Bathurst Glen Golf Course					
Golf Course	1,247,000	1,314,000	1,166,133	(67,000)	-5.1%
	<u>1,247,000</u>	<u>1,314,000</u>	<u>1,166,133</u>	<u>(67,000)</u>	<u>-5.1%</u>
Black Creek Pioneer Village					
Heritage Village	4,404,000	4,924,000	4,437,219	(520,000)	-10.6%
	<u>4,404,000</u>	<u>4,924,000</u>	<u>4,437,219</u>	<u>(520,000)</u>	<u>-10.6%</u>
Events and Festivals					
Kortright	184,000	207,000	174,490	(23,000)	-11.1%
Black Creek Pioneer Village	226,000	247,000	223,555	(21,000)	-8.5%
Other Facilities	198,000	193,000	217,520	5,000	2.6%
	<u>608,000</u>	<u>647,000</u>	<u>615,565</u>	<u>(39,000)</u>	<u>-6.0%</u>
Wedding and Corporate Events					
Kortright	-	-	-	-	0.0%
Black Creek Pioneer Village	-	-	-	-	0.0%
Other Facilities	-	-	-	-	0.0%
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
<b>Total Expenditures</b>	<b>26,494,000</b>	<b>22,523,000</b>	<b>17,604,181</b>	<b>3,971,000</b>	<b>17.6%</b>
<b>Net Surplus (Deficit)</b>	<b>1,000</b>	<b>1,768,000</b>	<b>375,407</b>	<b>(1,767,000)</b>	<b>-99.9%</b>
Reserves	-	-	(2,853,424)	-	0.0%
<b>Net Budget</b>	<b>1,000</b>	<b>1,768,000</b>	<b>(2,478,017)</b>	<b>(1,767,000)</b>	<b>-99.9%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Planning and Development Review

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	935,000	-	-	935,000	0.0%
Capital levy	1,033,000	922,000	798,290	111,000	12.0%
Contract services	839,000	969,000	938,332	(130,000)	-13.4%
Grants	-	1,000	-	(1,000)	-100.0%
Provincial/Federal					
Provincial grants	477,000	440,000	397,733	37,000	8.4%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,295,000	9,284,000	7,279,646	(989,000)	-10.7%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	109,000	156,000	139,895	(47,000)	-30.1%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>11,688,000</b>	<b>11,772,000</b>	<b>9,553,896</b>	<b>(84,000)</b>	<b>-0.7%</b>
<b>Expenditures</b>					
Development Planning and Regulation Permitting					
Planning	2,389,000	2,455,000	2,085,003	(66,000)	-2.7%
Permitting	1,797,000	1,781,000	1,425,726	16,000	0.9%
Enquiries	49,000	45,000	19,602	4,000	8.9%
Technical Services	1,890,000	1,760,000	1,818,331	130,000	7.4%
Development Enforcement and Compliance	504,000	503,000	583,595	1,000	0.2%
	<u>6,629,000</u>	<u>6,544,000</u>	<u>5,932,257</u>	<u>85,000</u>	<u>1.3%</u>
Environmental Assessment Planning and Permitting					
Planning (Basic, Servicing Agreements, Master Plans)	1,257,000	1,217,000	978,973	40,000	3.3%
Permitting	1,018,000	1,105,000	963,624	(87,000)	-7.9%
Development Enforcement and Compliance	336,000	335,000	315,527	1,000	0.3%
Technical Services	1,254,000	1,325,000	861,865	(71,000)	-5.4%
	<u>3,865,000</u>	<u>3,982,000</u>	<u>3,119,989</u>	<u>(117,000)</u>	<u>-2.9%</u>
Policy Development and Review					
Policy	1,195,000	1,023,000	851,725	172,000	16.8%
	<u>1,195,000</u>	<u>1,023,000</u>	<u>851,725</u>	<u>172,000</u>	<u>16.8%</u>
<b>Total Expenditures</b>	<b>11,689,000</b>	<b>11,549,000</b>	<b>9,903,971</b>	<b>140,000</b>	<b>1.2%</b>
<b>Net Surplus (Deficit)</b>	<b>(1,000)</b>	<b>224,000</b>	<b>(350,076)</b>	<b>(225,000)</b>	<b>-100.4%</b>
Reserves	-	-	-	-	0.0%
<b>Net Budget</b>	<b>(1,000)</b>	<b>224,000</b>	<b>(350,076)</b>	<b>(225,000)</b>	<b>-100.4%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Education and Outreach

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	1,679,000	2,231,000	2,230,700	(552,000)	-24.7%
Capital levy	6,188,000	8,457,000	3,447,407	(2,269,000)	-26.8%
Contract services	-	3,000	1,800	(3,000)	-100.0%
Grants	89,000	-	-	89,000	0.0%
Provincial/Federal					
Provincial grants	804,000	699,000	429,952	105,000	15.0%
Federal grants	451,000	407,000	462,014	44,000	10.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	3,843,000	3,645,000	3,339,891	198,000	5.4%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	306,000	276,000	145,819	30,000	10.9%
Rent and property interests	29,000	28,000	(41,760)	1,000	3.6%
Fundraising					
Donations	25,000	2,000	22,934	23,000	1150.0%
Toronto and Region Conservation Foundation	359,000	498,000	328,740	(139,000)	-27.9%
Investment income	-	-	2,725	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>13,773,000</b>	<b>16,246,000</b>	<b>10,370,222</b>	<b>(2,473,000)</b>	<b>-15.2%</b>
<b>Expenditures</b>					
School Programs					
Early Learners	484,000	721,000	643,144	(237,000)	-32.9%
Post Secondary	46,000	65,000	84,975	(19,000)	-29.2%
Elementary	5,959,000	6,074,000	5,361,015	(115,000)	-1.9%
Secondary	5,139,000	7,223,000	2,336,909	(2,084,000)	-28.9%
	<b>11,628,000</b>	<b>14,083,000</b>	<b>8,426,043</b>	<b>(2,455,000)</b>	<b>-17.4%</b>
Newcomer Services					
Development of Internationally Trained Professionals	858,000	730,000	714,951	128,000	17.5%
Multicultural Connections Program	153,000	155,000	145,063	(2,000)	-1.3%
	<b>1,011,000</b>	<b>885,000</b>	<b>860,014</b>	<b>126,000</b>	<b>14.2%</b>
Family and Community Programs					
Kortright	844,000	900,000	792,798	(56,000)	-6.2%
Bolton Camp Development	5,000	250,000	55	(245,000)	-98.0%
Other Locations	285,000	149,000	274,305	136,000	91.3%
	<b>1,134,000</b>	<b>1,299,000</b>	<b>1,067,158</b>	<b>(165,000)</b>	<b>-12.7%</b>
<b>Total Expenditures</b>	<b>13,773,000</b>	<b>16,267,000</b>	<b>10,353,215</b>	<b>(2,494,000)</b>	<b>-15.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(1,000)</b>	<b>(21,000)</b>	<b>17,007</b>	<b>20,000</b>	<b>-95.2%</b>
Reserves	-	20,000	249,297	(20,000)	-100.0%
<b>Net Budget</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>266,304</b>	<b>-</b>	<b>0.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Sustainable Communities

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	155,000	128,000	127,600	27,000	21.1%
Capital levy	6,436,000	5,913,000	4,846,486	523,000	8.8%
Contract services	916,000	573,000	250,076	343,000	59.9%
Grants	26,000	36,000	90,097	(10,000)	-27.8%
Provincial/Federal					
Provincial grants	80,000	678,000	486,175	(598,000)	-88.2%
Federal grants	141,000	412,000	224,353	(271,000)	-65.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	646,000	862,000	734,790	(216,000)	-25.1%
Contract services					
Compensation agreements	33,000	33,000	327	-	0.0%
Corporate and other	980,000	1,230,000	890,377	(250,000)	-20.3%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	245,000	249,000	137,374	(4,000)	-1.6%
Toronto and Region Conservation Foundation	478,000	320,000	417,162	158,000	49.4%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
<b>Total Revenue</b>	<b>10,136,000</b>	<b>10,434,000</b>	<b>8,204,817</b>	<b>(298,000)</b>	<b>-2.9%</b>
<b>Expenditures</b>					
Living City Transition Program					
Sustainable Neighbourhood	1,080,000	1,056,000	801,709	24,000	2.3%
Community Transformation	718,000	1,130,000	682,416	(412,000)	-36.5%
Partners in Project Green	1,170,000	1,585,000	855,913	(415,000)	-26.2%
Urban Agriculture	287,000	325,000	195,912	(38,000)	-11.7%
Sustainable Technology Evaluation Program	2,006,000	2,214,000	2,148,708	(208,000)	-9.4%
Climate Consortium	813,000	573,000	590,223	240,000	41.9%
Green Infrastructure Ontario	422,000	358,000	202,918	64,000	17.9%
	<b>6,496,000</b>	<b>7,241,000</b>	<b>5,477,799</b>	<b>(745,000)</b>	<b>-10.3%</b>
Community Engagement					
Citizen Based Regeneration	1,771,000	1,838,000	1,536,959	(67,000)	-3.6%
Stewardship	1,012,000	684,000	725,853	328,000	48.0%
Watershed Engagement	856,000	671,000	375,034	185,000	27.6%
	<b>3,639,000</b>	<b>3,193,000</b>	<b>2,637,846</b>	<b>446,000</b>	<b>14.0%</b>
Social Enterprise Development					
Social Enterprise	-	-	-	-	0.0%
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>10,135,000</b>	<b>10,434,000</b>	<b>8,115,645</b>	<b>(299,000)</b>	<b>-2.9%</b>
<b>Net Surplus (Deficit)</b>	<b>1,000</b>	<b>-</b>	<b>89,172</b>	<b>1,000</b>	<b>0.0%</b>
Reserves	-	-	(150,349)	-	0.0%
<b>Net Budget</b>	<b>1,000</b>	<b>-</b>	<b>(61,177)</b>	<b>1,000</b>	<b>0.0%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - Corporate Services

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	10,487,000	7,523,000	7,524,260	2,964,000	39.4%
Capital levy	8,205,000	3,744,000	2,319,079	4,461,000	119.2%
Contract services	33,000	-	201,628	33,000	0.0%
Grants	222,000	240,000	330,221	(18,000)	-7.5%
Provincial/Federal					
Provincial grants	66,000	80,000	1,805,224	(14,000)	-17.5%
Federal grants	1,135,000	13,000	9,387	1,122,000	8630.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	85,000	86,000	112,463	(1,000)	-1.2%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	104,000	7,000	36,305	97,000	1385.7%
Rent and property interests	34,000	34,000	30,677	-	0.0%
Fundraising					
Donations	-	-	270	-	0.0%
Toronto and Region Conservation Foundation	655,000	14,000	371,525	641,000	4578.6%
Investment income	725,000	711,000	848,804	14,000	2.0%
Sundry	22,000	-	1,146,410	22,000	
<b>Total Revenue</b>	<b>21,773,000</b>	<b>12,452,000</b>	<b>14,736,253</b>	<b>9,321,000</b>	<b>74.9%</b>
<b>Expenditures</b>					
Financial Management					
Accounting and Reporting	2,237,000	2,233,000	2,261,897	4,000	0.2%
Business Planning and Strategic Management	1,565,000	786,000	703,757	779,000	99.1%
	<u>3,802,000</u>	<u>3,019,000</u>	<u>2,965,654</u>	<u>783,000</u>	<u>25.9%</u>
Corporate Management and Governance					
Corporate Secretariat	1,500,000	1,371,000	1,244,950	129,000	9.4%
Corporate Sustainability Management	-	-	143	-	0.0%
Support Services	36,349,000	21,120,000	6,755,197	15,229,000	72.1%
Risk Management	-	-	-	-	0.0%
Office of the CEO	448,000	346,000	320,509	102,000	29.5%
	<u>38,297,000</u>	<u>22,837,000</u>	<u>8,320,799</u>	<u>15,460,000</u>	<u>67.7%</u>
Human Resources					
Volunteers	30,000	48,000	25,262	(18,000)	-37.5%
Employee Support	1,514,000	1,312,000	1,126,945	202,000	15.4%
Health and Safety	-	-	(967)	-	0.0%
Human Capital Planning and Strategies	-	-	227	-	0.0%
	<u>1,544,000</u>	<u>1,360,000</u>	<u>1,151,467</u>	<u>184,000</u>	<u>13.5%</u>
Corporate Communications					
Communications	1,733,000	1,754,000	1,851,568	(21,000)	-1.2%
Digital and Social Media	298,000	57,000	62,007	241,000	422.8%
	<u>2,031,000</u>	<u>1,811,000</u>	<u>1,913,575</u>	<u>220,000</u>	<u>12.1%</u>
Information Infrastructure and Management					
Information Technology	1,517,000	1,450,000	1,227,438	67,000	4.6%
Knowledge and Data Management	1,233,000	1,830,000	1,652,571	(597,000)	-32.6%
Business Software	272,000	-	228,238	272,000	0.0%
	<u>3,022,000</u>	<u>3,280,000</u>	<u>3,108,247</u>	<u>(258,000)</u>	<u>-7.9%</u>
Project Recoveries					
Project Recoveries	(3,941,000)	(5,495,000)	(3,251,181)	1,554,000	-28.3%
	<u>(3,941,000)</u>	<u>(5,495,000)</u>	<u>(3,251,181)</u>	<u>1,554,000</u>	<u>-28.3%</u>
Vehicles and Equipment					
Operations	(1,264,000)	(1,205,000)	(939,337)	(59,000)	4.9%
Acquisitions	1,198,000	1,105,000	844,485	93,000	8.4%
	<u>(66,000)</u>	<u>(100,000)</u>	<u>(94,852)</u>	<u>34,000</u>	<u>-34.0%</u>
<b>Total Expenditures</b>	<b>44,689,000</b>	<b>26,712,000</b>	<b>14,113,709</b>	<b>17,977,000</b>	<b>67.3%</b>
<b>Net Surplus (Deficit)</b>	<b>(22,915,000)</b>	<b>(14,259,000)</b>	<b>622,543</b>	<b>(8,656,000)</b>	<b>60.7%</b>
Head Office Construction Loan	23,729,000	13,935,000	(372,013)	9,794,000	70.3%
<b>Net Budget</b>	<b>814,000</b>	<b>(324,000)</b>	<b>250,530</b>	<b>1,138,000</b>	<b>-351.2%</b>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - excluding tangible capital asset expenditures

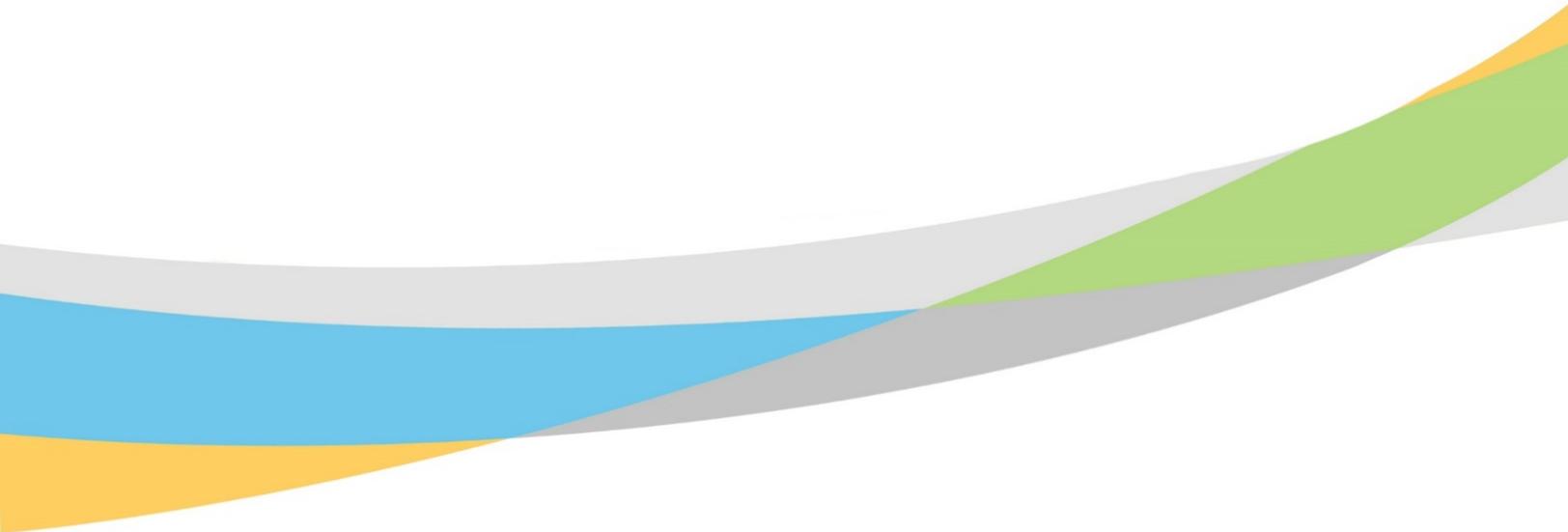
	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	15,448,000	14,828,000	14,828,560	620,000	4.2%
Capital levy	59,892,000	59,425,000	44,144,673	467,000	0.8%
Contract services	69,066,000	69,983,000	29,909,213	(917,000)	-1.3%
Grants	2,958,000	3,412,000	1,019,860	(454,000)	-13.3%
Provincial/Federal					
Provincial	4,949,000	5,432,000	7,108,351	(483,000)	-8.9%
Federal	12,570,000	8,400,000	3,139,254	4,170,000	49.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	22,185,000	23,569,000	20,843,087	(1,384,000)	-5.9%
Contract services					
Compensation agreements	2,363,000	2,685,000	881,409	(322,000)	-12.0%
Corporate and other	4,540,000	8,868,000	3,783,007	(4,328,000)	-48.8%
Rent and property interests	4,358,000	4,089,000	4,399,897	269,000	6.6%
Fundraising					
Donations	2,721,000	1,259,000	1,342,486	1,462,000	116.1%
Toronto and Region Conservation Foundation	6,394,000	1,477,000	3,436,804	4,917,000	332.9%
Investment income	730,000	716,000	601,171	14,000	2.0%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	27,000	7,000	1,152,975	20,000	
<b>Total Revenue</b>	<b>208,201,000</b>	<b>204,150,000</b>	<b>136,590,747</b>	<b>4,051,000</b>	<b>2.0%</b>

## Toronto and Region Conservation Authority 2020 Operating and Capital Budget - excluding tangible capital asset expenditures

	2020 Budget	2019 Budget	Unaudited 2019 Actual	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Expenditures</b>					
Watershed Studies and Strategies					
Watershed Planning and Reporting	2,185,000	2,848,000	3,104,482	(663,000)	-23.3%
Climate Science	724,000	958,000	703,086	(234,000)	-24.4%
	<u>2,909,000</u>	<u>3,806,000</u>	<u>3,807,568</u>	<u>(897,000)</u>	<u>-23.6%</u>
Water Risk Management					
Water Resource Science	6,222,000	4,682,000	5,782,841	1,540,000	32.9%
Erosion Management	85,196,000	83,466,000	34,998,439	1,730,000	2.1%
Flood Management	5,834,000	5,463,000	4,971,661	371,000	6.8%
	<u>97,252,000</u>	<u>93,611,000</u>	<u>45,752,941</u>	<u>3,641,000</u>	<u>3.9%</u>
Regional Biodiversity					
Biodiversity Monitoring	2,775,000	2,670,000	2,368,274	105,000	3.9%
Ecosystem Management Research and Directions	1,170,000	935,000	770,771	235,000	25.1%
Forest Management	1,143,000	1,552,000	1,275,330	(409,000)	-26.4%
Restoration and Regeneration	11,457,000	17,092,000	11,936,733	(5,635,000)	-33.0%
	<u>16,545,000</u>	<u>22,249,000</u>	<u>16,351,108</u>	<u>(5,704,000)</u>	<u>-25.6%</u>
Greenspace Securement and Management					
Greenspace Securement	2,684,000	2,727,000	1,482,086	(43,000)	-1.6%
Greenspace Management	4,508,000	2,132,000	1,912,183	2,376,000	111.4%
Rental Properties	2,055,000	1,971,000	1,792,267	84,000	4.3%
	<u>9,247,000</u>	<u>6,830,000</u>	<u>5,186,536</u>	<u>2,417,000</u>	<u>35.4%</u>
Tourism and Recreation					
Waterfront Parks	4,365,000	2,539,000	1,519,712	1,826,000	71.9%
Conservation Parks	7,752,000	6,146,000	6,251,249	1,606,000	26.1%
Trails	11,679,000	6,951,000	3,614,302	4,728,000	68.0%
Bathurst Glen Golf Course	1,250,000	1,314,000	1,166,133	(64,000)	-4.9%
Black Creek Pioneer Village	4,634,000	4,924,000	4,437,219	(290,000)	-5.9%
Events and Festivals	615,000	647,000	615,565	(32,000)	-4.9%
Wedding and Corporate Events	1,000	-	-	1,000	0.0%
	<u>30,296,000</u>	<u>22,521,000</u>	<u>17,604,180</u>	<u>7,775,000</u>	<u>34.5%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	6,639,000	6,543,000	5,932,258	96,000	1.5%
Environmental Assessment Planning and Permitting	3,868,000	3,982,000	3,119,989	(114,000)	-2.9%
Policy Development and Review	1,195,000	1,023,000	851,725	172,000	16.8%
	<u>11,702,000</u>	<u>11,548,000</u>	<u>9,903,972</u>	<u>154,000</u>	<u>1.3%</u>
Education and Outreach					
School Programs	11,933,000	14,083,000	8,426,043	(2,150,000)	-15.3%
Newcomer Services	1,013,000	885,000	860,014	128,000	14.5%
Family and Community Programs	1,134,000	1,299,000	1,067,158	(165,000)	-12.7%
	<u>14,080,000</u>	<u>16,267,000</u>	<u>10,353,215</u>	<u>(2,187,000)</u>	<u>-13.4%</u>
Sustainable Communities					
Living City Transition Program	6,684,000	7,241,000	5,477,800	(557,000)	-7.7%
Community Engagement	3,640,000	3,193,000	2,637,845	447,000	14.0%
Social Enterprise Development	-	-	-	-	0.0%
	<u>10,324,000</u>	<u>10,434,000</u>	<u>8,115,645</u>	<u>(110,000)</u>	<u>-1.1%</u>
Corporate Services					
Financial Management	3,802,000	3,019,000	2,965,654	783,000	25.9%
Corporate Management and Governance	39,215,000	22,837,000	8,320,799	16,378,000	71.7%
Human Resources	1,544,000	1,360,000	1,151,467	184,000	13.5%
Corporate Communications	2,043,000	1,811,000	1,913,575	232,000	12.8%
Information Infrastructure and Management	3,119,000	3,280,000	3,108,248	(161,000)	-4.9%
Project Recoveries	(3,925,000)	(5,494,000)	(3,251,181)	1,569,000	-28.6%
Vehicles and Equipment	201,000	(100,000)	(94,852)	301,000	-301.0%
	<u>45,999,000</u>	<u>26,713,000</u>	<u>14,113,710</u>	<u>19,286,000</u>	<u>72.2%</u>
<b>Total Expenditures</b>	<u>238,354,000</u>	<u>213,979,000</u>	<u>131,188,875</u>	<u>24,375,000</u>	<u>11.4%</u>
<b>Net Surplus (Deficit)</b>	<u>(30,154,000)</u>	<u>(9,826,000)</u>	<u>5,401,870</u>	<u>(20,328,000)</u>	<u>206.9%</u>
Head Office Construction Loan	<u>23,729,000</u>	<u>13,855,000</u>	<u>(4,111,615)</u>	<u>9,874,000</u>	<u>71.3%</u>
<b>Net Budget</b>	<u>(6,425,000)</u>	<u>4,029,000</u>	<u>1,290,255</u>	<u>(10,454,000)</u>	<u>-259.5%</u>

Toronto and Region Conservation Authority  
2020 Operating and Capital Budget - by object classification - excluding tangible capital asset expenditures

	2020 Budget	2019 Budget	Unaudited 2019 Year to date	\$ Change over 2019 Budget	% Change over 2019 Budget
<b>Revenue</b>					
Municipal					
Operating levy	15,448,000	14,828,000	14,828,560	620,000	4.2%
Capital levy	59,896,000	59,424,000	44,144,671	472,000	0.8%
Contract services	69,066,000	69,983,000	29,909,213	(917,000)	-1.3%
Grants	2,958,000	3,412,000	1,019,860	(454,000)	-13.3%
Government					
Provincial	4,949,000	5,432,000	7,108,351	(483,000)	-8.9%
Federal	12,570,000	8,400,000	3,139,254	4,170,000	49.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	22,185,000	23,569,000	20,843,087	(1,384,000)	-5.9%
Contract services					
Compensation agreements	2,363,000	2,685,000	881,409	(322,000)	-12.0%
Corporate and other	4,540,000	8,868,000	3,783,007	(4,328,000)	-48.8%
Rent and property interests	4,358,000	4,089,000	4,399,897	269,000	6.6%
Fundraising					
Donations	2,721,000	1,259,000	1,342,486	1,462,000	116.1%
Toronto and Region Conservation Foundation	6,394,000	1,477,000	3,436,804	4,917,000	332.9%
Investment income	730,000	716,000	601,171	14,000	2.0%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	27,000	7,000	1,152,975	20,000	
<b>Total Revenue</b>	<b>208,201,000</b>	<b>204,150,000</b>	<b>136,590,747</b>	<b>3,584,000</b>	<b>1.8%</b>
<b>Expenditures</b>					
Wages and benefits	79,651,000	75,944,000	68,973,111	3,707,000	4.9%
Contracted services	120,926,000	110,785,000	49,239,274	10,141,000	9.2%
Materials and supplies	27,434,000	25,369,000	11,049,422	2,065,000	8.1%
Utilities	995,000	1,078,000	1,242,152	(83,000)	-7.7%
Property taxes	854,000	800,000	686,152	54,000	6.8%
	<u>229,860,000</u>	<u>213,976,000</u>	<u>131,190,111</u>	<u>15,884,000</u>	<u>7.4%</u>
Internal Recoveries	(16,613,000)	(29,958,000)	(17,947,667)	13,345,000	-44.5%
Internal Charges	16,613,000	29,958,000	17,946,432	(13,345,000)	-44.5%
	<u>229,860,000</u>	<u>213,976,000</u>	<u>131,188,876</u>	<u>15,884,000</u>	<u>7.4%</u>
Add Amortization	8,494,000	-	-	8,494,000	0.0%
<b>Total Expenditures</b>	<b>238,354,000</b>	<b>213,976,000</b>	<b>131,188,876</b>	<b>24,378,000</b>	<b>11.4%</b>
<b>Net Surplus (Deficit)</b>	<b>(30,153,000)</b>	<b>(9,826,000)</b>	<b>5,401,871</b>	<b>(20,794,000)</b>	<b>211.6%</b>
Head Office Construction Loan	23,729,000	13,855,000	(4,111,615)	9,874,000	71.3%
<b>Net Budget</b>	<b>(6,424,000)</b>	<b>4,029,000</b>	<b>1,290,256</b>	<b>(10,920,000)</b>	<b>-271.0%</b>



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