



2021 Budget Operating and Capital

April 9, 2021

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Toronto and Region Conservation Authority
2021 Operating and Capital Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	16,292,000	15,448,000	15,447,887	844,000	5.5%
Capital levy	66,054,000	59,892,000	42,261,821	6,162,000	10.3%
Contract services	52,971,000	69,066,000	57,632,355	(16,095,000)	-23.3%
Grants	1,042,000	2,958,000	1,251,258	(1,916,000)	-64.8%
Provincial/Federal					
Provincial	4,624,000	4,949,000	7,132,076	(325,000)	-6.6%
Federal	13,033,000	12,570,000	5,237,481	463,000	3.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	16,911,000	22,185,000	14,207,291	(5,274,000)	-23.8%
Contract services					
Compensation agreements	4,818,000	2,363,000	3,415,921	2,455,000	103.9%
Corporate and other	4,470,000	4,540,000	2,713,793	(70,000)	-1.5%
Rent and property interests	2,903,000	4,358,000	2,288,815	(1,455,000)	-33.4%
Fundraising					
Donations	600,000	2,721,000	47,259	(2,121,000)	-77.9%
Toronto and Region Conservation Foundation	6,625,000	6,394,000	2,833,928	231,000	3.6%
Investment income	532,000	730,000	541,245	(198,000)	-27.1%
Sundry	37,000	27,000	874,636	10,000	
Total Revenue	190,912,000	208,201,000	155,885,766	(17,289,000)	-8.3%

Toronto and Region Conservation Authority 2021 Operating and Capital Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Expenditures					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,928,000	2,180,000	1,401,412	(252,000)	-11.6%
Climate Science	522,000	723,000	648,554	(201,000)	-27.8%
	<u>2,450,000</u>	<u>2,903,000</u>	<u>2,049,966</u>	<u>(453,000)</u>	<u>-15.6%</u>
Water Risk Management					
Water Resource Science	2,648,000	6,216,000	4,504,033	(3,568,000)	-57.4%
Erosion Management	68,755,000	83,593,000	63,968,088	(14,838,000)	-17.8%
Flood Management	5,379,000	5,593,000	4,257,938	(214,000)	-3.8%
	<u>76,782,000</u>	<u>95,402,000</u>	<u>72,730,059</u>	<u>(18,620,000)</u>	<u>-19.5%</u>
Regional Biodiversity					
Biodiversity Monitoring	3,203,000	2,701,000	2,026,258	502,000	18.6%
Ecosystem Management Research and Directions	1,102,000	1,168,000	760,641	(66,000)	-5.7%
Forest Management	1,642,000	1,141,000	931,031	501,000	43.9%
Restoration and Regeneration	15,939,000	11,833,000	10,937,225	4,106,000	34.7%
	<u>21,886,000</u>	<u>16,843,000</u>	<u>14,655,155</u>	<u>5,043,000</u>	<u>29.9%</u>
Greenspace Securement and Management					
Greenspace Securement	800,000	2,264,000	650,643	(1,464,000)	-64.7%
Greenspace Management	6,197,000	4,473,000	2,017,148	1,724,000	38.5%
Rental Properties	1,434,000	1,585,000	1,408,666	(151,000)	-9.5%
	<u>8,431,000</u>	<u>8,322,000</u>	<u>4,076,457</u>	<u>109,000</u>	<u>1.3%</u>
Tourism and Recreation					
Waterfront Parks	4,947,000	3,169,000	864,034	1,778,000	56.1%
Conservation Parks	5,347,000	5,573,000	4,802,051	(226,000)	-4.1%
Trails	13,215,000	11,494,000	5,154,664	1,721,000	15.0%
Bathurst Glen Golf Course	1,212,000	1,247,000	1,000,560	(35,000)	-2.8%
Black Creek Pioneer Village	2,539,000	4,404,000	2,477,668	(1,865,000)	-42.3%
Events and Festivals	121,000	607,000	220,706	(486,000)	-80.1%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>27,381,000</u>	<u>26,494,000</u>	<u>14,519,683</u>	<u>887,000</u>	<u>3.3%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	7,253,000	6,629,000	5,968,893	624,000	9.4%
Environmental Assessment Planning and Permitting	5,416,000	3,865,000	3,640,492	1,551,000	40.1%
Policy Development and Review	1,303,000	1,195,000	860,969	108,000	9.0%
	<u>13,972,000</u>	<u>11,689,000</u>	<u>10,470,354</u>	<u>2,283,000</u>	<u>19.5%</u>
Education and Outreach					
School Programs	7,011,000	11,628,000	7,833,066	(4,617,000)	-39.7%
Newcomer Services	1,146,000	1,011,000	981,701	135,000	13.4%
Family and Community Programs	919,000	1,134,000	630,764	(215,000)	-19.0%
	<u>9,076,000</u>	<u>13,773,000</u>	<u>9,445,531</u>	<u>(4,697,000)</u>	<u>-34.1%</u>
Sustainable Communities					
Living City Transition Program	5,540,000	6,107,000	3,967,816	(567,000)	-9.3%
Community Engagement	4,281,000	3,639,000	2,279,925	642,000	17.6%
Social Enterprise Development	-	-	-	-	0.0%
	<u>9,821,000</u>	<u>9,746,000</u>	<u>6,247,741</u>	<u>75,000</u>	<u>0.8%</u>
Corporate Services					
Financial Management	3,843,000	3,802,000	3,053,328	41,000	1.1%
Corporate Management and Governance	46,654,000	38,297,000	15,276,826	8,357,000	21.8%
Human Resources	1,847,000	1,544,000	800,422	303,000	19.6%
Corporate Communications	1,725,000	2,030,000	1,587,699	(305,000)	-15.0%
Information Infrastructure and Management	3,232,000	3,022,000	2,498,347	210,000	6.9%
Project Recoveries	(3,880,000)	(3,967,000)	(4,835,002)	87,000	-2.2%
Vehicles and Equipment	(157,000)	(66,000)	351,045	(91,000)	137.9%
	<u>53,264,000</u>	<u>44,662,000</u>	<u>18,732,665</u>	<u>8,602,000</u>	<u>19.3%</u>
Total Expenditures	<u>223,063,000</u>	<u>229,834,000</u>	<u>152,927,611</u>	<u>(6,771,000)</u>	<u>-2.9%</u>
Net Surplus (Deficit)	<u>(32,150,000)</u>	<u>(21,633,000)</u>	<u>2,958,150</u>	<u>(10,517,000)</u>	<u>48.6%</u>
Head Office Construction Loan/Reserves	33,171,000	23,729,000	2,419,575	9,442,000	39.8%
Net Budget	<u>1,021,000</u>	<u>2,096,000</u>	<u>5,377,725</u>	<u>(1,075,000)</u>	<u>-51.3%</u>

Toronto and Region Conservation Authority
2021 Operating Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	16,292,000	15,448,000	15,447,887	844,000	5.5%
Capital levy	392,000	392,000	491,921	-	0.0%
Contract services	795,000	993,000	1,067,824	(198,000)	-19.9%
Grants	314,000	302,000	(156,299)	12,000	4.0%
Provincial/Federal					
Provincial	2,449,000	2,133,000	2,039,127	316,000	14.8%
Federal	1,050,000	1,222,000	1,635,144	(172,000)	-14.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	16,549,000	21,486,000	13,801,934	(4,937,000)	-23.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	1,699,000	1,126,000	806,525	573,000	50.9%
Rent and property interests	2,287,000	3,344,000	2,225,752	(1,057,000)	-31.6%
Fundraising					
Donations	39,000	78,000	626	(39,000)	-50.0%
Toronto and Region Conservation Foundation	368,000	1,413,000	705,788	(1,045,000)	-74.0%
Investment income	532,000	725,000	539,420	(193,000)	-26.6%
Sundry	37,000	27,000	874,636	10,000	
Total Revenue	42,803,000	48,689,000	39,480,285	(5,886,000)	-12.1%

Toronto and Region Conservation Authority 2021 Operating Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Expenditures					
Watershed Studies and Strategies					
Watershed Planning and Reporting	440,000	665,000	629,714	(225,000)	-33.8%
Climate Science	-	-	-	-	0.0%
	<u>440,000</u>	<u>665,000</u>	<u>629,714</u>	<u>(225,000)</u>	<u>-33.8%</u>
Water Risk Management					
Water Resource Science	-	-	-	-	0.0%
Erosion Management	50,000	-	-	50,000	0.0%
Flood Management	1,027,000	1,060,000	1,006,806	(33,000)	-3.1%
	<u>1,077,000</u>	<u>1,060,000</u>	<u>1,006,806</u>	<u>17,000</u>	<u>1.6%</u>
Regional Biodiversity					
Biodiversity Monitoring	6,000	8,000	7,668	(2,000)	-25.0%
Ecosystem Management Research and Directions	-	-	-	-	0.0%
Forest Management	120,000	127,000	123,375	(7,000)	-5.5%
Restoration and Regeneration	428,000	1,083,000	540,735	(655,000)	-60.5%
	<u>554,000</u>	<u>1,218,000</u>	<u>671,778</u>	<u>(664,000)</u>	<u>-54.5%</u>
Greenspace Securement and Management					
Greenspace Securement	-	-	-	-	0.0%
Greenspace Management	602,000	593,000	479,305	9,000	1.5%
Rental Properties	1,434,000	1,585,000	1,408,666	(151,000)	-9.5%
	<u>2,036,000</u>	<u>2,178,000</u>	<u>1,887,971</u>	<u>(142,000)</u>	<u>-6.5%</u>
Tourism and Recreation					
Waterfront Parks	-	-	-	-	0.0%
Conservation Parks	5,042,000	5,178,000	4,659,656	(136,000)	-2.6%
Trails	-	-	-	-	0.0%
Bathurst Glen Golf Course	1,212,000	1,247,000	1,000,560	(35,000)	-2.8%
Black Creek Pioneer Village	2,067,000	4,033,000	2,017,558	(1,966,000)	-48.7%
Events and Festivals	121,000	607,000	220,706	(486,000)	-80.1%
Wedding and Corporate Events	-	-	-	-	0.0%
	<u>8,442,000</u>	<u>11,065,000</u>	<u>7,898,480</u>	<u>(2,623,000)</u>	<u>-23.7%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	7,253,000	6,629,000	5,968,893	624,000	9.4%
Environmental Assessment Planning and Permitting	4,763,000	3,865,000	3,620,292	898,000	23.2%
Policy Development and Review	571,000	553,000	451,916	18,000	3.3%
	<u>12,587,000</u>	<u>11,047,000</u>	<u>10,041,101</u>	<u>1,540,000</u>	<u>13.9%</u>
Education and Outreach					
School Programs	3,269,000	5,223,000	2,885,648	(1,954,000)	-37.4%
Newcomer Services	990,000	858,000	828,806	132,000	15.4%
Family and Community Programs	894,000	1,046,000	542,618	(152,000)	-14.5%
	<u>5,153,000</u>	<u>7,127,000</u>	<u>4,257,072</u>	<u>(1,974,000)</u>	<u>-27.7%</u>
Sustainable Communities					
Living City Transition Program	-	145,000	144,832	(145,000)	-100.0%
Community Engagement	39,000	644,000	126,482	(605,000)	-93.9%
Social Enterprise Development	-	-	-	-	0.0%
	<u>39,000</u>	<u>789,000</u>	<u>271,314</u>	<u>(750,000)</u>	<u>-95.1%</u>
Corporate Services					
Financial Management	3,422,000	3,571,000	2,932,831	(149,000)	-4.2%
Corporate Management and Governance	6,024,000	5,943,000	5,431,550	81,000	1.4%
Human Resources	1,837,000	1,514,000	792,385	323,000	21.3%
Corporate Communications	1,725,000	2,030,000	1,587,698	(305,000)	-15.0%
Information Infrastructure and Management	2,605,000	2,454,000	2,155,251	151,000	6.2%
Project Recoveries	(4,000,000)	(4,000,000)	(4,821,390)	-	0.0%
Vehicles and Equipment	(157,000)	(66,000)	345,000	(91,000)	137.9%
	<u>11,456,000</u>	<u>11,446,000</u>	<u>8,423,325</u>	<u>10,000</u>	<u>0.1%</u>
Total Expenditures	<u>41,784,000</u>	<u>46,595,000</u>	<u>35,087,561</u>	<u>(4,811,000)</u>	<u>-10.3%</u>
Net Surplus (Deficit)	<u>1,020,000</u>	<u>2,096,000</u>	<u>4,392,723</u>	<u>(1,076,000)</u>	<u>-51.3%</u>
Reserves	-	-	(155,670)	-	0.0%
Net Budget	<u>1,020,000</u>	<u>2,096,000</u>	<u>4,237,053</u>	<u>(1,076,000)</u>	<u>-51.3%</u>

Toronto and Region Conservation Authority
2021 Capital Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	-	-	-	-	0.0%
Capital levy	65,662,000	59,500,000	41,769,900	6,162,000	10.4%
Contract services	52,176,000	68,074,000	56,564,531	(15,898,000)	-23.4%
Grants	729,000	2,656,000	1,407,557	(1,927,000)	-72.6%
Provincial/Federal					
Provincial	2,175,000	2,815,000	5,092,949	(640,000)	-22.7%
Federal	11,982,000	11,348,000	3,602,337	634,000	5.6%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	362,000	699,000	405,357	(337,000)	-48.2%
Contract services					
Compensation agreements	4,818,000	2,363,000	3,415,921	2,455,000	103.9%
Corporate and other	2,770,000	3,414,000	1,907,268	(644,000)	-18.9%
Rent and property interests	615,000	1,014,000	63,062	(399,000)	-39.3%
Fundraising					
Donations	562,000	2,643,000	46,633	(2,081,000)	-78.7%
Toronto and Region Conservation Foundation	6,257,000	4,981,000	2,128,140	1,276,000	25.6%
Investment income	-	5,000	1,824	(5,000)	-100.0%
Sundry	-	-	-	-	
Total Revenue	148,108,000	159,512,000	116,405,479	(11,404,000)	-7.1%

Toronto and Region Conservation Authority 2021 Capital Budget

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Expenditures					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,488,000	1,515,000	771,699	(27,000)	-1.8%
Climate Science	522,000	723,000	648,554	(201,000)	-27.8%
	<u>2,010,000</u>	<u>2,238,000</u>	<u>1,420,253</u>	<u>(228,000)</u>	<u>-10.2%</u>
Water Risk Management					
Water Resource Science	2,648,000	6,216,000	4,504,033	(3,568,000)	-57.4%
Erosion Management	68,705,000	83,593,000	63,968,088	(14,888,000)	-17.8%
Flood Management	4,352,000	4,533,000	3,251,133	(181,000)	-4.0%
	<u>75,705,000</u>	<u>94,342,000</u>	<u>71,723,254</u>	<u>(18,637,000)</u>	<u>-19.8%</u>
Regional Biodiversity					
Biodiversity Monitoring	3,197,000	2,694,000	2,018,590	503,000	18.7%
Ecosystem Management Research and Directions	1,102,000	1,168,000	760,641	(66,000)	-5.7%
Forest Management	1,522,000	1,013,000	807,656	509,000	50.2%
Restoration and Regeneration	15,511,000	10,750,000	10,396,490	4,761,000	44.3%
	<u>21,332,000</u>	<u>15,625,000</u>	<u>13,983,377</u>	<u>5,707,000</u>	<u>36.5%</u>
Greenspace Securement and Management					
Greenspace Securement	800,000	2,264,000	650,643	(1,464,000)	-64.7%
Greenspace Management	5,595,000	3,880,000	1,537,843	1,715,000	44.2%
	<u>6,395,000</u>	<u>6,144,000</u>	<u>2,188,486</u>	<u>251,000</u>	<u>4.1%</u>
Tourism and Recreation					
Waterfront Parks	4,947,000	3,169,000	864,034	1,778,000	56.1%
Conservation Parks	306,000	395,000	142,395	(89,000)	-22.5%
Trails	13,215,000	11,494,000	5,154,664	1,721,000	15.0%
Black Creek Pioneer Village	472,000	371,000	460,110	101,000	27.2%
Events and Festivals	-	-	-	-	0.0%
	<u>18,940,000</u>	<u>15,429,000</u>	<u>6,621,203</u>	<u>3,511,000</u>	<u>22.8%</u>
Planning and Development Review					
Environmental Assessment Planning and Permitting	654,000	-	20,200	654,000	0.0%
Policy Development and Review	732,000	641,000	409,053	91,000	14.2%
	<u>1,386,000</u>	<u>641,000</u>	<u>429,253</u>	<u>745,000</u>	<u>116.2%</u>
Education and Outreach					
School Programs	3,743,000	6,406,000	4,947,418	(2,663,000)	-41.6%
Newcomer Services	156,000	153,000	152,895	3,000	2.0%
Family and Community Programs	24,000	88,000	88,146	(64,000)	-72.7%
	<u>3,923,000</u>	<u>6,647,000</u>	<u>5,188,459</u>	<u>(2,724,000)</u>	<u>-41.0%</u>
Sustainable Communities					
Living City Transition Program	5,540,000	5,963,000	3,822,985	(423,000)	-7.1%
Community Engagement	4,242,000	2,995,000	2,153,443	1,247,000	41.6%
	<u>9,782,000</u>	<u>8,958,000</u>	<u>5,976,428</u>	<u>824,000</u>	<u>9.2%</u>
Corporate Services					
Financial Management	420,000	231,000	120,496	189,000	81.8%
Corporate Management and Governance	40,630,000	32,353,000	9,845,276	8,277,000	25.6%
Human Resources	10,000	30,000	8,037	(20,000)	-66.7%
Corporate Communications	-	-	1	-	0.0%
Information Infrastructure and Management	627,000	568,000	343,096	59,000	10.4%
Project Recoveries	120,000	33,000	(13,611)	87,000	263.6%
Vehicles and Equipment	-	-	6,045	-	0.0%
	<u>41,807,000</u>	<u>33,215,000</u>	<u>10,309,340</u>	<u>8,592,000</u>	<u>25.9%</u>
Total Expenditures	<u>181,280,000</u>	<u>183,239,000</u>	<u>117,840,053</u>	<u>(1,959,000)</u>	<u>-1.1%</u>
Net Surplus (Deficit)	<u>(33,171,000)</u>	<u>(23,728,000)</u>	<u>(1,434,573)</u>	<u>(9,443,000)</u>	<u>39.8%</u>
Head Office Construction Loan/Reserves	33,171,000	23,729,000	2,575,245	9,442,000	39.8%
Net Budget	<u>-</u>	<u>1,000</u>	<u>1,140,672</u>	<u>(1,000)</u>	<u>-100.0%</u>

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Watershed Studies and Strategies

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	440,000	665,000	664,700	(225,000)	-33.8%
Capital levy	1,419,000	1,184,000	1,177,070	235,000	19.8%
Contract services	11,000	190,000	28,038	(179,000)	-94.2%
Grants	-	136,000	-	(136,000)	-100.0%
Provincial/Federal					
Provincial grants	230,000	250,000	78,943	(20,000)	-8.0%
Federal grants	350,000	435,000	119,800	(85,000)	-19.5%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	-	-	0.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	-	40,000	32,265	(40,000)	-100.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	3,000	-	(3,000)	-100.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	<u>2,450,000</u>	<u>2,903,000</u>	<u>2,100,816</u>	<u>(453,000)</u>	<u>-15.6%</u>
Expenditures					
Watershed Planning and Reporting					
Watershed Plans and Strategies	1,767,000	1,892,000	1,274,449	(125,000)	-6.6%
Report Cards	161,000	288,000	126,964	(127,000)	-44.1%
	<u>1,928,000</u>	<u>2,180,000</u>	<u>1,401,413</u>	<u>(252,000)</u>	<u>-11.6%</u>
Climate Science					
Emerging and Integrative Climate Science	522,000	723,000	648,554	(201,000)	-27.8%
	<u>522,000</u>	<u>723,000</u>	<u>648,554</u>	<u>(201,000)</u>	<u>-27.8%</u>
Total Expenditures	<u>2,450,000</u>	<u>2,903,000</u>	<u>2,049,967</u>	<u>(453,000)</u>	<u>-15.6%</u>
Net Surplus (Deficit)	<u>-</u>	<u>-</u>	<u>50,850</u>	<u>-</u>	<u>0.0%</u>
Reserves	-	-	-	-	0.0%
Net Budget	<u>-</u>	<u>-</u>	<u>50,850</u>	<u>-</u>	<u>0.0%</u>

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Water Risk Management

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	727,000	664,000	663,800	63,000	9.5%
Capital levy	22,780,000	21,186,000	15,501,572	1,594,000	7.5%
Contract services	41,460,000	60,504,000	50,569,681	(19,044,000)	-31.5%
Grants	197,000	352,000	333,310	(155,000)	-44.0%
Provincial/Federal					
Provincial grants	1,720,000	2,554,000	3,140,006	(834,000)	-32.7%
Federal grants	9,328,000	9,111,000	1,595,857	217,000	2.4%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	28,000	92,000	19,779	(64,000)	-69.6%
Contract services					
Compensation agreements	8,000	60,000	362,350	(52,000)	-86.7%
Corporate and other	816,000	1,082,000	861,502	(266,000)	-24.6%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	1,000	-	(1,000)	-100.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	5,000	1,313	(5,000)	-100.0%
Sundry	-	-	-	-	-
Total Revenue	77,064,000	95,611,000	73,049,170	(18,547,000)	-19.4%
Expenditures					
Water Resource Science					
Groundwater Strategies	700,000	702,000	700,666	(2,000)	-0.3%
Source Water Protection Strategy	162,000	557,000	329,624	(395,000)	-70.9%
Regional Monitoring - Water	614,000	732,000	544,735	(118,000)	-16.1%
Hydrology	360,000	56,000	52,577	304,000	542.9%
Stormwater Management Strategies	438,000	3,735,000	2,539,978	(3,297,000)	-88.3%
Flood Plain Mapping	374,000	435,000	336,453	(61,000)	-14.0%
	2,648,000	6,217,000	4,504,033	(3,569,000)	-57.4%
Erosion Management					
Capital Works	65,985,000	81,574,000	63,016,000	(15,589,000)	-19.1%
Hazard Monitoring	2,770,000	2,019,000	952,088	751,000	37.2%
	68,755,000	83,593,000	63,968,088	(14,838,000)	-17.8%
Flood Management					
Flood Forecasting and Warning	699,000	713,000	677,761	(14,000)	-2.0%
Flood Risk Management	3,212,000	3,302,000	2,078,070	(90,000)	-2.7%
Flood Infrastructure and Operations	1,468,000	1,578,000	1,502,108	(110,000)	-7.0%
	5,379,000	5,593,000	4,257,939	(214,000)	-3.8%
Total Expenditures	76,782,000	95,403,000	72,730,060	(18,621,000)	-19.5%
Net Surplus (Deficit)	282,000	209,000	319,110	73,000	34.9%
Reserves	-	-	31,041	-	0.0%
Net Budget	282,000	209,000	350,151	73,000	34.9%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Regional Biodiversity

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	120,000	-	-	120,000	0.0%
Capital levy	11,468,000	8,037,000	6,597,064	3,431,000	42.7%
Contract services	2,778,000	2,298,000	2,592,340	480,000	20.9%
Grants	168,000	281,000	297,428	(113,000)	-40.2%
Provincial/Federal					
Provincial grants	350,000	266,000	264,831	84,000	31.6%
Federal grants	1,169,000	1,016,000	971,282	153,000	15.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	29,000	29,000	37,685	-	0.0%
Contract services					
Compensation agreements	3,129,000	2,085,000	2,465,321	1,044,000	50.1%
Corporate and other	2,064,000	1,659,000	807,703	405,000	24.4%
Rent and property interests	24,000	-	23,250	24,000	0.0%
Fundraising					
Donations	-	550,000	6,308	(550,000)	-100.0%
Toronto and Region Conservation Foundation	1,010,000	540,000	148,044	470,000	87.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	22,309,000	16,761,000	14,211,256	5,548,000	33.1%
Expenditures					
Biodiversity Monitoring					
Regional Monitoring - Biodiversity	1,689,000	1,241,000	1,074,530	448,000	36.1%
Activity Based Monitoring	751,000	794,000	446,555	(43,000)	-5.4%
Terrestrial Inventory and Assessment	590,000	479,000	381,671	111,000	23.2%
Waterfront Monitoring	174,000	187,000	123,501	(13,000)	-7.0%
	3,204,000	2,701,000	2,026,257	503,000	18.6%
Ecosystem Management Research and Directions					
Aquatic System Priority Planning	436,000	515,000	356,116	(79,000)	-15.3%
Terrestrial (and Integrated) Ecosystem Management	659,000	646,000	401,901	13,000	2.0%
Natural Channel Design	-	-	-	-	0.0%
Restoration Opportunities Bank	7,000	7,000	2,624	-	0.0%
	1,102,000	1,168,000	760,641	(66,000)	-5.7%
Forest Management					
Managed Forest Tax Incentive Planning	5,000	17,000	4,089	(12,000)	-70.6%
Hazard Tree Management	733,000	556,000	437,372	177,000	31.8%
Invasive Species Management	500,000	45,000	104,954	455,000	1011.1%
Forest Management Planning	-	37,000	34,761	(37,000)	-100.0%
Forest Management Operations	404,000	487,000	349,855	(83,000)	-17.0%
	1,642,000	1,142,000	931,031	500,000	43.8%
Restoration and Regeneration					
Propagation and Sale of Plants	110,000	100,000	38,735	10,000	10.0%
Inland and Lakefill Soil Management	418,000	361,000	423,253	57,000	15.8%
Shoreline Restoration	1,251,000	1,093,000	1,081,679	158,000	14.5%
Wetlands	2,004,000	1,174,000	1,935,989	830,000	70.7%
Riparian and Flood Plain Restoration	627,000	496,000	806,348	131,000	26.4%
Natural Channel and Stream Restoration	3,342,000	2,683,000	1,061,994	659,000	24.6%
Terrestrial Planting	3,020,000	1,419,000	1,326,010	1,601,000	112.8%
Wildlife Habitat Management	205,000	249,000	247,499	(44,000)	-17.7%
Compensation Restoration	3,339,000	1,779,000	2,010,035	1,560,000	87.7%
Watershed Restoration	1,623,000	2,480,000	2,005,682	(857,000)	-34.6%
	15,939,000	11,834,000	10,937,224	4,105,000	34.7%
Total Expenditures	21,887,000	16,845,000	14,655,153	5,042,000	29.9%
Net Surplus (Deficit)	424,000	(82,000)	(443,899)	506,000	-617.1%
Reserves	-	-	-	-	0.0%
Net Budget	424,000	(82,000)	(443,899)	506,000	-617.1%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Greenspace Securement and Management

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	360,000	-	-	360,000	0.0%
Capital levy	4,120,000	3,068,000	731,617	1,052,000	34.3%
Contract services	458,000	174,000	250,056	284,000	163.2%
Grants	-	54,000	352,506	(54,000)	-100.0%
Provincial/Federal					
Provincial grants	-	1,000	-	(1,000)	-100.0%
Federal grants	-	10,000	77,180	(10,000)	-100.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	2,000	-	0.0%
Contract services					
Compensation agreements	332,000	87,000	143,894	245,000	281.6%
Corporate and other	66,000	75,000	138,444	(9,000)	-12.0%
Rent and property interests	2,502,000	4,080,000	1,937,230	(1,578,000)	-38.7%
Fundraising					
Donations	100,000	1,900,000	-	(1,800,000)	-94.7%
Toronto and Region Conservation Foundation	873,000	-	956,707	873,000	0.0%
Investment income	-	-	1,809	-	0.0%
Sundry	7,000	6,000	15,112	1,000	
Total Revenue	8,818,000	9,455,000	4,606,555	(637,000)	-6.7%
Expenditures					
Greenspace Securement					
Greenspace Land Acquisition	800,000	2,264,000	650,643	(1,464,000)	-64.7%
Greenspace Planning	-	-	-	-	0.0%
	800,000	2,264,000	650,643	(1,464,000)	-64.7%
Greenspace Management					
Archaeology	153,000	210,000	113,905	(57,000)	-27.1%
Property Taxes and Insurance	419,000	333,000	335,410	86,000	25.8%
Resource Management Planning	1,813,000	1,175,000	975,080	638,000	54.3%
Inventory and Audit	-	-	77,085	-	0.0%
Implementation	3,728,000	2,713,000	478,454	1,015,000	37.4%
Hazard Management	84,000	42,000	37,215	42,000	100.0%
	6,197,000	4,473,000	2,017,149	1,724,000	38.5%
Rental Properties					
Rentals	1,434,000	1,585,000	1,408,666	(151,000)	-9.5%
	1,434,000	1,585,000	1,408,666	(151,000)	-9.5%
Total Expenditures	8,431,000	8,322,000	4,076,458	109,000	1.3%
Net Surplus (Deficit)	386,000	1,133,000	530,097	(747,000)	-65.9%
Reserves	-	-	-	-	0.0%
Net Budget	386,000	1,133,000	530,097	(747,000)	-65.9%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Tourism and Recreation

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	1,800,000	864,000	863,750	936,000	108.3%
Capital levy	6,982,000	4,793,000	2,213,196	2,189,000	45.7%
Contract services	6,210,000	4,262,000	2,870,837	1,948,000	45.7%
Grants	211,000	1,799,000	253,102	(1,588,000)	-88.3%
Provincial/Federal					
Provincial grants	237,000	451,000	220,744	(214,000)	-47.5%
Federal grants	200,000	272,000	532,195	(72,000)	-26.5%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	6,111,000	9,195,000	5,196,806	(3,084,000)	-33.5%
Contract services					
Compensation agreements	1,282,000	98,000	443,473	1,184,000	1208.2%
Corporate and other	62,000	186,000	149,227	(124,000)	-66.7%
Rent and property interests	317,000	215,000	296,849	102,000	47.4%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	4,135,000	4,359,000	955,998	(224,000)	-5.1%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	27,547,000	26,494,000	13,996,177	1,053,000	4.0%
Expenditures					
Waterfront Parks					
General Maintenance	335,000	284,000	236,824	51,000	18.0%
Park Planning	4,612,000	2,476,000	431,603	2,136,000	86.3%
Arsenal Lands	-	-	-	-	0.0%
Park Development	-	409,000	195,606	(409,000)	-100.0%
	4,947,000	3,169,000	864,033	1,778,000	56.1%
Conservation Parks					
Day Use	3,021,000	2,779,000	3,043,577	242,000	8.7%
Picnics	1,236,000	1,247,000	767,748	(11,000)	-0.9%
Swimming	21,000	533,000	43,166	(512,000)	-96.1%
Fishing	9,000	19,000	28,675	(10,000)	-52.6%
Mountain Biking	-	-	-	-	0.0%
Camping	1,006,000	932,000	789,358	74,000	7.9%
Cross Country Skiing	40,000	58,000	54,502	(18,000)	-31.0%
Filming	14,000	5,000	40,769	9,000	180.0%
Park Development	-	-	34,256	-	0.0%
	5,347,000	5,573,000	4,802,051	(226,000)	-4.1%
Trails					
Trail Development	12,309,000	9,534,000	3,517,707	2,775,000	29.1%
Trail Management	677,000	486,000	515,892	191,000	39.3%
Trail Planning	229,000	1,473,000	1,121,065	(1,244,000)	-84.5%
TRCA Trail Strategy	-	-	-	-	0.0%
	13,215,000	11,493,000	5,154,664	1,722,000	15.0%
Bathurst Glen Golf Course					
Golf Course	1,212,000	1,247,000	1,000,560	(35,000)	-2.8%
	1,212,000	1,247,000	1,000,560	(35,000)	-2.8%
Black Creek Pioneer Village					
Heritage Village	2,539,000	4,404,000	2,477,668	(1,865,000)	-42.3%
	2,539,000	4,404,000	2,477,668	(1,865,000)	-42.3%
Events and Festivals					
Kortright	55,000	184,000	89,980	(129,000)	-70.1%
Black Creek Pioneer Village	10,000	226,000	66,097	(216,000)	-95.6%
Other Facilities	57,000	198,000	64,629	(141,000)	-71.2%
	122,000	608,000	220,706	(486,000)	-79.9%
Wedding and Corporate Events					
Kortright	-	-	-	-	0.0%
Black Creek Pioneer Village	-	-	-	-	0.0%
Other Facilities	-	-	-	-	0.0%
	-	-	-	-	0.0%
Total Expenditures	27,382,000	26,494,000	14,519,682	888,000	3.4%
Net Surplus (Deficit)	165,000	1,000	(523,505)	164,000	16400.0%
Reserves	-	-	(178,000)	-	0.0%
Net Budget	165,000	1,000	(701,505)	164,000	16400.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Planning and Development Review

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	1,660,000	935,000	935,200	725,000	77.5%
Capital levy	1,124,000	1,033,000	801,053	91,000	8.8%
Contract services	1,356,000	839,000	966,915	517,000	61.6%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	1,190,000	477,000	810,503	713,000	149.5%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,534,000	8,295,000	7,765,026	239,000	2.9%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	127,000	109,000	216,556	18,000	16.5%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	13,991,000	11,688,000	11,495,253	2,303,000	19.7%
Expenditures					
Development Planning and Regulation Permitting					
Planning	3,209,000	2,389,000	2,003,544	820,000	34.3%
Permitting	1,180,000	1,797,000	1,597,099	(617,000)	-34.3%
Enquiries	49,000	49,000	44,477	-	0.0%
Technical Services	2,089,000	1,890,000	1,841,442	199,000	10.5%
Development Enforcement and Compliance	726,000	504,000	482,330	222,000	44.0%
	7,253,000	6,629,000	5,968,892	624,000	9.4%
Environmental Assessment Planning and Permitting					
Planning (Basic, Servicing Agreements, Master Plans)	2,354,000	1,257,000	1,167,915	1,097,000	87.3%
Permitting	1,281,000	1,018,000	1,059,886	263,000	25.8%
Development Enforcement and Compliance	484,000	336,000	292,748	148,000	44.0%
Technical Services	1,297,000	1,254,000	1,119,943	43,000	3.4%
	5,416,000	3,865,000	3,640,492	1,551,000	40.1%
Policy Development and Review					
Policy	1,303,000	1,195,000	860,969	108,000	9.0%
	1,303,000	1,195,000	860,969	108,000	9.0%
Total Expenditures	13,972,000	11,689,000	10,470,353	2,283,000	19.5%
Net Surplus (Deficit)	19,000	(1,000)	1,024,898	20,000	-2000.0%
Reserves	-	-	-	-	0.0%
Net Budget	19,000	(1,000)	1,024,898	20,000	-2000.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Education and Outreach

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	840,000	1,679,000	1,678,750	(839,000)	-50.0%
Capital levy	3,764,000	6,188,000	4,877,452	(2,424,000)	-39.2%
Contract services	100,000	-	74,018	100,000	0.0%
Grants	106,000	89,000	89,250	17,000	19.1%
Provincial/Federal					
Provincial grants	622,000	804,000	608,188	(182,000)	-22.6%
Federal grants	601,000	451,000	663,615	150,000	33.3%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	1,852,000	3,843,000	821,857	(1,991,000)	-51.8%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	234,000	306,000	50,410	(72,000)	-23.5%
Rent and property interests	26,000	29,000	6,787	(3,000)	-10.3%
Fundraising					
Donations	39,000	25,000	446	14,000	56.0%
Toronto and Region Conservation Foundation	129,000	359,000	351,047	(230,000)	-64.1%
Investment income	-	-	3,260	-	0.0%
Sundry	-	-	-	-	
Total Revenue	8,313,000	13,773,000	9,225,080	(5,460,000)	-39.6%
Expenditures					
School Programs					
Early Learners	375,000	484,000	453,300	(109,000)	-22.5%
Post Secondary	124,000	46,000	96,946	78,000	169.6%
Elementary	4,163,000	5,959,000	3,421,341	(1,796,000)	-30.1%
Secondary	2,350,000	5,139,000	3,861,478	(2,789,000)	-54.3%
	7,012,000	11,628,000	7,833,065	(4,616,000)	-39.7%
Newcomer Services					
Development of Internationally Trained Professionals	990,000	858,000	828,806	132,000	15.4%
Multicultural Connections Program	156,000	153,000	152,895	3,000	2.0%
	1,146,000	1,011,000	981,701	135,000	13.4%
Family and Community Programs					
Kortright	623,000	844,000	456,607	(221,000)	-26.2%
Bolton Camp Development	-	5,000	825	(5,000)	-100.0%
Other Locations	296,000	285,000	173,332	11,000	3.9%
	919,000	1,134,000	630,764	(215,000)	-19.0%
Total Expenditures	9,077,000	13,773,000	9,445,530	(4,696,000)	-34.1%
Net Surplus (Deficit)	(763,000)	(1,000)	(220,450)	(762,000)	76200.0%
Reserves	-	-	93,064	-	0.0%
Net Budget	(763,000)	(1,000)	(127,386)	(762,000)	76200.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Sustainable Communities

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	-	155,000	154,700	(155,000)	-100.0%
Capital levy	7,128,000	6,197,000	4,667,627	931,000	15.0%
Contract services	479,000	766,000	273,861	(287,000)	-37.5%
Grants	138,000	26,000	141,686	112,000	430.8%
Provincial/Federal					
Provincial grants	225,000	80,000	128,406	145,000	181.3%
Federal grants	18,000	141,000	124,839	(123,000)	-87.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	294,000	646,000	313,150	(352,000)	-54.5%
Contract services					
Compensation agreements	68,000	33,000	882	35,000	106.1%
Corporate and other	998,000	980,000	423,086	18,000	1.8%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	462,000	245,000	40,324	217,000	88.6%
Toronto and Region Conservation Foundation	10,000	478,000	177,973	(468,000)	-97.9%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	9,820,000	9,747,000	6,446,534	73,000	0.7%
Expenditures					
Living City Transition Program					
Sustainable Neighbourhood	1,089,000	1,080,000	896,749	9,000	0.8%
Community Transformation	779,000	718,000	534,708	61,000	8.5%
Partners in Project Green	1,130,000	1,170,000	619,509	(40,000)	-3.4%
Urban Agriculture	333,000	287,000	117,372	46,000	16.0%
Sustainable Technology Evaluation Program	1,524,000	2,006,000	1,283,278	(482,000)	-24.0%
Climate Consortium	667,000	813,000	515,964	(146,000)	-18.0%
Green Infrastructure Ontario	17,000	33,000	237	(16,000)	-48.5%
	5,539,000	6,107,000	3,967,817	(568,000)	-9.3%
Community Engagement					
Citizen Based Regeneration	2,681,000	1,771,000	1,387,210	910,000	51.4%
Stewardship	988,000	1,012,000	677,989	(24,000)	-2.4%
Watershed Engagement	612,000	856,000	214,727	(244,000)	-28.5%
	4,281,000	3,639,000	2,279,926	642,000	17.6%
Social Enterprise Development					
Social Enterprise	-	-	-	-	0.0%
	-	-	-	-	0.0%
Total Expenditures	9,820,000	9,746,000	6,247,743	74,000	0.8%
Net Surplus (Deficit)	-	1,000	198,793	(1,000)	-100.0%
Reserves	-	-	-	-	0.0%
Net Budget	-	1,000	198,793	(1,000)	-100.0%

Toronto and Region Conservation Authority 2021 Operating and Capital Budget - Corporate Services

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	10,345,000	10,487,000	10,486,987	(142,000)	-1.4%
Capital levy	7,270,000	8,205,000	5,695,169	(935,000)	-11.4%
Contract services	120,000	33,000	6,610	87,000	263.6%
Grants	222,000	222,000	(216,023)	-	0.0%
Provincial/Federal					
Provincial grants	50,000	66,000	1,880,456	(16,000)	-24.2%
Federal grants	1,367,000	1,135,000	1,152,713	232,000	20.4%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	62,000	85,000	50,989	(23,000)	-27.1%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	104,000	104,000	34,599	-	0.0%
Rent and property interests	34,000	34,000	24,699	-	0.0%
Fundraising					
Donations	-	-	180	-	0.0%
Toronto and Region Conservation Foundation	468,000	655,000	244,159	(187,000)	-28.5%
Investment income	532,000	725,000	534,862	(193,000)	-26.6%
Sundry	30,000	22,000	859,524	8,000	
Total Revenue	20,604,000	21,773,000	20,754,924	(1,169,000)	-5.4%
Expenditures					
Financial Management					
Accounting and Reporting	2,267,000	2,237,000	2,053,468	30,000	1.3%
Business Planning and Strategic Management	1,575,000	1,565,000	999,860	10,000	0.6%
	<u>3,842,000</u>	<u>3,802,000</u>	<u>3,053,328</u>	<u>40,000</u>	<u>1.1%</u>
Corporate Management and Governance					
Corporate Secretariat	1,885,000	1,500,000	1,394,871	385,000	25.7%
Corporate Sustainability Management	-	-	-	-	0.0%
Support Services	44,319,000	36,349,000	13,607,740	7,970,000	21.9%
Risk Management	-	-	-	-	0.0%
Office of the CEO	450,000	448,000	274,215	2,000	0.4%
	<u>46,654,000</u>	<u>38,297,000</u>	<u>15,276,826</u>	<u>8,357,000</u>	<u>21.8%</u>
Human Resources					
Volunteers	10,000	30,000	7,698	(20,000)	-66.7%
Employee Support	1,837,000	1,514,000	792,385	323,000	21.3%
Health and Safety	-	-	970	-	0.0%
Human Capital Planning and Strategies	-	-	(631)	-	0.0%
	<u>1,847,000</u>	<u>1,544,000</u>	<u>800,422</u>	<u>303,000</u>	<u>19.6%</u>
Corporate Communications					
Communications	1,400,000	1,733,000	1,334,232	(333,000)	-19.2%
Digital and Social Media	325,000	298,000	253,467	27,000	9.1%
	<u>1,725,000</u>	<u>2,031,000</u>	<u>1,587,699</u>	<u>(306,000)</u>	<u>-15.1%</u>
Information Infrastructure and Management					
Information Technology	1,280,000	1,200,000	1,062,430	80,000	6.7%
Knowledge and Data Management	1,677,000	1,550,000	1,283,361	127,000	8.2%
Business Software	275,000	272,000	152,556	3,000	1.1%
	<u>3,232,000</u>	<u>3,022,000</u>	<u>2,498,347</u>	<u>210,000</u>	<u>6.9%</u>
Project Recoveries					
Project Recoveries	(3,880,000)	(3,967,000)	(4,835,002)	87,000	-2.2%
	<u>(3,880,000)</u>	<u>(3,967,000)</u>	<u>(4,835,002)</u>	<u>87,000</u>	<u>-2.2%</u>
Vehicles and Equipment					
Operations	(1,274,000)	(1,264,000)	(784,907)	(10,000)	0.8%
Acquisitions	1,117,000	1,198,000	1,135,952	(81,000)	-6.8%
	<u>(157,000)</u>	<u>(66,000)</u>	<u>351,045</u>	<u>(91,000)</u>	<u>137.9%</u>
Total Expenditures	53,263,000	44,663,000	18,732,665	8,600,000	19.3%
Net Surplus (Deficit)	(32,659,000)	(22,888,000)	2,022,258	(9,771,000)	42.7%
Head Office Construction Loan/Reserves	33,171,000	23,729,000	2,473,471	9,442,000	39.8%
Net Budget	512,000	841,000	4,495,729	(329,000)	-39.1%

Toronto and Region Conservation Authority
2021 Operating and Capital Levy
(\$000s)

Service Area	Capital Levy				Operating Levy	Total
	Durham	Peel	Toronto	York		
Watershed Studies and Strategies	11	563	252	197	440	1,463
Water Risk Management	335	2,366	12,105	2,442	727	17,975
Regional Biodiversity	465	4,414	1,630	1,190	120	7,819
Greenspace Securement and Management	18	1,552	64	168	360	2,162
Tourism and Recreation	96	968	641	249	1,800	3,754
Planning and Development Review	14	447	321	110	1,660	2,552
Education and Outreach	-	1,840	147	187	840	3,014
Sustainable Communities	106	3,468	1,173	413	-	5,160
Corporate Services	82	1,967	1,862	699	10,345	14,955
	1,127	17,585	18,195	5,655	16,292	58,854

Apportionment of 2021 General Levy

	Matching Levy	Matching Non Levy	Tax Adujstment	Non CVA Levy	2021 General Levy	2020 General Levy	\$ Change over 2020	% Change over 2020
Township of Adjala-Tosorontio	25	894	-	-	919	930	(11)	2.4%
Regional Municipality of Durham	11,302	407,606	95,249	97,843	612,000	596,000	16,000	2.4%
City of Toronto	256,664	9,256,833	5,288	679,127	10,197,912	9,470,412	727,500	3.6%
Town of Mono	32	1,153	501	-	1,686	1,700	(14)	12.8%
Regional Municipality of Peel	43,596	1,572,345	62,719	305,336	1,983,996	1,920,355	63,641	0.2%
Regional Municipality of York	88,073	3,176,432	231,295	-	3,495,800	3,458,490	37,310	1.2%
	399,692	14,415,263	395,052	1,082,306	16,292,313	15,447,887	844,426	2.5%

Toronto and Region Conservation Authority
2021 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	2,348	4	94	9,287	371
Durham, Regional Municipality of	51,255	*	42,574	194,050	161,989
City of Toronto	966,866	100	966,866	2,207,090	2,207,090
Town of Mono	2,399	5	120	7,595	380
Peel, Regional Municipality of	368,471	*	164,230	1,065,980	492,859
York, Regional Municipality of	365,436	*	331,775	767,785	689,170
	<u>1,756,775</u>		<u>1,505,659</u>	<u>4,251,787</u>	<u>3,551,860</u>
<u>Analysis of Regional Municipalities*</u>					
Durham, Regional Municipality of					
Ajax, Town of	22,874	86	19,672	95,287	81,947
Pickering, Town of	23,039	95	21,887	80,628	76,597
Uxbridge Township	5,342	19	1,015	18,135	3,446
	<u>51,255</u>		<u>42,574</u>	<u>194,050</u>	<u>161,990</u>
Peel, Regional Municipality of					
Brampton, City	126,174	63	79,490	426,730	268,840
Mississauga, City of	220,565	33	72,786	579,855	191,352
Caledon, Town of	21,732	55	11,953	59,395	32,667
	<u>368,471</u>		<u>164,229</u>	<u>1,065,980</u>	<u>492,859</u>
York, Regional Municipality of					
Aurora, Town of	19,574	4	783	46,843	1,874
Markham, Town of	117,501	100	117,501	254,697	254,697
Richmond Hill, Town of	73,987	99	73,248	150,358	148,854
Vaughan, Town of	129,220	100	129,220	258,741	258,741
Whitchurch-Stouffville, Town of	14,775	43	6,353	35,575	15,297
King Township	10,379	45	4,670	21,571	9,707
	<u>365,436</u>		<u>331,775</u>	<u>767,785</u>	<u>689,170</u>

* As provided by the Ministry of Natural Resources and Forestry

Toronto and Region Conservation Authority
 2021 Operating and Capital Budget
 Full-time Equivalent Employees (FTEs)

	Operating	Capital	Total
2021			
Watershed Studies and Strategies	3.5	10.51	14.01
Water Risk Management	7.23	139.43	146.66
Regional Biodiversity	14.17	140.37	154.54
Greenspace Securement and Management	9.58	12.19	21.77
Tourism and Recreation	77.85	36.17	114.02
Planning and Development Review	98.41	4.36	102.77
Education and Outreach	48.24	13.67	61.91
Sustainable Communities	0.10	57.19	57.29
Corporate Services	98.08	21.60	119.68
	357.16	435.49	792.65
2020			
Watershed Studies and Strategies	4.25	9.83	14.08
Water Risk Management	7.45	146.65	154.42
Regional Biodiversity	15.43	155.11	183.75
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	110.64
	430.00	464.19	895.01

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Watershed Studies and Strategies - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	440,000	665,000	664,700	(225,000)	-33.8%
Capital levy	1,419,000	1,184,000	1,177,070	235,000	19.8%
Contract services	10,000	190,000	28,038	(180,000)	-94.7%
Grants	-	136,000	-	(136,000)	-100.0%
Provincial/Federal					
Provincial grants	230,000	250,000	78,943	(20,000)	-8.0%
Federal grants	350,000	435,000	119,800	(85,000)	-19.5%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	-	-	0.0%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	-	40,000	32,265	(40,000)	-100.0%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	3,000	-	(3,000)	-100.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	2,449,000	2,903,000	2,100,816	(454,000)	-15.6%
Expenditures					
Wages and benefits	1,609,000	1,720,000	1,733,678	(111,000)	-6.5%
Contracted services	432,000	557,000	232,050	(125,000)	-22.4%
Materials and supplies	16,000	15,000	10,739	1,000	6.7%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	2,057,000	2,292,000	1,976,467	(235,000)	-10.3%
Internal Recoveries	(56,000)	-	(9,240)	(56,000)	0.0%
Internal Charges	449,000	611,000	82,739	(162,000)	-26.5%
Total Expenditures	2,450,000	2,903,000	2,049,966	(453,000)	-15.6%
Net Surplus (Deficit)	(1,000)	-	50,850	(1,000)	0.0%
Reserves	-	-	-	-	0.0%
Net Budget	(1,000)	-	50,850	(1,000)	0.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Water Risk Management - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	727,000	664,000	663,800	63,000	9.5%
Capital levy	22,780,000	21,186,000	15,501,572	1,594,000	7.5%
Contract services	41,460,000	60,504,000	50,569,681	(19,044,000)	-31.5%
Grants	197,000	352,000	333,310	(155,000)	-44.0%
Provincial/Federal					
Provincial grants	1,720,000	2,554,000	3,140,006	(834,000)	-32.7%
Federal grants	9,328,000	9,111,000	1,595,857	217,000	2.4%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	28,000	92,000	19,779	(64,000)	-69.6%
Contract services					
Compensation agreements	8,000	60,000	362,350	(52,000)	-86.7%
Corporate and other	816,000	1,082,000	861,502	(266,000)	-24.6%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	1,000	-	(1,000)	-100.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	5,000	1,313	(5,000)	-100.0%
Sundry	-	-	-	-	
Total Revenue	77,064,000	95,611,000	73,049,170	(18,547,000)	-19.4%
Expenditures					
Wages and benefits	13,551,000	14,112,000	12,682,399	(561,000)	-4.0%
Contracted services	38,764,000	62,411,000	40,681,191	(23,647,000)	-37.9%
Materials and supplies	18,234,000	16,645,000	13,518,554	1,589,000	9.5%
Utilities	20,000	26,000	21,422	(6,000)	-23.1%
Property taxes	-	-	-	-	0.0%
	70,569,000	93,194,000	66,903,566	(22,625,000)	-24.3%
Internal Recoveries	(159,000)	(543,000)	(1,015,162)	384,000	-70.7%
Internal Charges	6,373,000	2,751,000	6,841,656	3,622,000	131.7%
Total Expenditures	76,783,000	95,402,000	72,730,060	(18,619,000)	-19.5%
Net Surplus (Deficit)	281,000	209,000	319,110	72,000	34.4%
Reserves	-	-	31,041	-	0.0%
Net Budget	281,000	209,000	350,151	72,000	34.4%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Regional Biodiversity - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	120,000	-	-	120,000	0.0%
Capital levy	11,468,000	8,037,000	6,597,064	3,431,000	42.7%
Contract services	2,778,000	2,298,000	2,592,340	480,000	20.9%
Grants	168,000	281,000	297,428	(113,000)	-40.2%
Provincial/Federal					
Provincial grants	350,000	266,000	264,831	84,000	31.6%
Federal grants	1,169,000	1,016,000	971,282	153,000	15.1%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	29,000	29,000	37,685	-	0.0%
Contract services					
Compensation agreements	3,129,000	2,085,000	2,465,321	1,044,000	50.1%
Corporate and other	2,064,000	1,659,000	807,703	405,000	24.4%
Rent and property interests	24,000	-	23,250	24,000	0.0%
Fundraising					
Donations	-	550,000	6,308	(550,000)	-100.0%
Toronto and Region Conservation Foundation	1,010,000	540,000	148,044	470,000	87.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	22,309,000	16,761,000	14,211,256	5,548,000	33.1%
Expenditures					
Wages and benefits	12,864,000	14,045,000	8,185,211	(1,181,000)	-8.4%
Contracted services	2,481,000	(679,000)	3,300,473	3,160,000	-465.4%
Materials and supplies	2,860,000	2,504,000	1,628,938	356,000	14.2%
Utilities	26,000	5,000	4,788	21,000	420.0%
Property taxes	8,000	8,000	690	-	0.0%
	<u>18,239,000</u>	<u>15,883,000</u>	<u>13,120,100</u>	<u>2,356,000</u>	<u>14.8%</u>
Internal Recoveries	(4,761,000)	(5,438,000)	(2,385,344)	677,000	-12.4%
Internal Charges	8,407,000	6,398,000	3,920,398	2,009,000	31.4%
Total Expenditures	21,885,000	16,843,000	14,655,154	5,042,000	29.9%
Net Surplus (Deficit)	424,000	(82,000)	(443,898)	506,000	-617.1%
Reserves	-	-	-	-	0.0%
Net Budget	424,000	(82,000)	(443,898)	506,000	-617.1%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Greenspace Securement and Management - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	360,000	-	-	360,000	0.0%
Capital levy	4,120,000	3,068,000	731,617	1,052,000	34.3%
Contract services	458,000	173,000	250,056	285,000	164.7%
Grants	-	54,000	352,506	(54,000)	-100.0%
Provincial/Federal					
Provincial grants	-	1,000	-	(1,000)	-100.0%
Federal grants	-	10,000	77,180	(10,000)	-100.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	-	-	2,000	-	0.0%
Contract services					
Compensation agreements	332,000	87,000	143,894	245,000	281.6%
Corporate and other	65,000	75,000	138,444	(10,000)	-13.3%
Rent and property interests	2,502,000	4,080,000	1,937,230	(1,578,000)	-38.7%
Fundraising					
Donations	100,000	1,900,000	-	(1,800,000)	-94.7%
Toronto and Region Conservation Foundation	873,000	-	956,707	873,000	0.0%
Investment income	-	-	1,809	-	0.0%
Sundry	7,000	5,000	15,112	2,000	
Total Revenue	8,817,000	9,453,000	4,606,555	(636,000)	-6.7%
Expenditures					
Wages and benefits	2,006,000	1,615,000	1,570,474	391,000	24.2%
Contracted services	3,986,000	3,234,000	723,565	752,000	23.3%
Materials and supplies	693,000	2,082,000	584,870	(1,389,000)	-66.7%
Utilities	53,000	55,000	91,681	(2,000)	-3.6%
Property taxes	700,000	617,000	610,595	83,000	13.5%
	7,438,000	7,603,000	3,581,185	(165,000)	-2.2%
Internal Recoveries	(266,000)	(163,000)	(137,540)	(103,000)	63.2%
Internal Charges	1,261,000	882,000	632,813	379,000	43.0%
Total Expenditures	8,433,000	8,322,000	4,076,458	111,000	1.3%
Net Surplus (Deficit)	384,000	1,131,000	530,097	(747,000)	-66.0%
Reserves	-	-	-	-	0.0%
Net Budget	384,000	1,131,000	530,097	(747,000)	-66.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Tourism and Recreation - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	1,800,000	864,000	863,750	936,000	108.3%
Capital levy	6,982,000	4,793,000	2,213,196	2,189,000	45.7%
Contract services	6,210,000	4,262,000	2,870,837	1,948,000	45.7%
Grants	211,000	1,799,000	253,102	(1,588,000)	-88.3%
Provincial/Federal					
Provincial grants	237,000	451,000	220,744	(214,000)	-47.5%
Federal grants	199,000	272,000	532,195	(73,000)	-26.8%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	6,111,000	9,195,000	5,196,806	(3,084,000)	-33.5%
Contract services					
Compensation agreements	1,282,000	98,000	443,473	1,184,000	1208.2%
Corporate and other	62,000	185,000	149,227	(123,000)	-66.5%
Rent and property interests	317,000	214,000	296,849	103,000	48.1%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	4,135,000	4,359,000	955,998	(224,000)	-5.1%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	27,546,000	26,492,000	13,996,177	1,054,000	4.0%
Expenditures					
Wages and benefits	8,343,000	11,274,000	7,457,898	(2,931,000)	-26.0%
Contracted services	14,082,000	9,036,000	3,801,677	5,046,000	55.8%
Materials and supplies	2,306,000	2,332,000	955,095	(26,000)	-1.1%
Utilities	602,000	626,000	534,987	(24,000)	-3.8%
Property taxes	1,000	-	439	1,000	0.0%
	25,334,000	23,268,000	12,750,096	2,066,000	8.9%
Internal Recoveries	(305,000)	(10,000)	(76,604)	(295,000)	2950.0%
Internal Charges	2,355,000	3,234,000	1,846,190	(879,000)	-27.2%
Total Expenditures	27,384,000	26,492,000	14,519,682	892,000	3.4%
Net Surplus (Deficit)	162,000	-	(523,505)	162,000	0.0%
Reserves	-	-	(178,000)	-	0.0%
Net Budget	162,000	-	(701,505)	162,000	0.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Planning and Development Review - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	1,660,000	935,000	935,200	725,000	77.5%
Capital levy	1,124,000	1,033,000	801,053	91,000	8.8%
Contract services	1,356,000	839,000	966,915	517,000	61.6%
Grants	-	-	-	-	0.0%
Provincial/Federal					
Provincial grants	1,190,000	477,000	810,503	713,000	149.5%
Federal grants	-	-	-	-	0.0%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	8,534,000	8,295,000	7,765,026	239,000	2.9%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	127,000	109,000	216,556	18,000	16.5%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	-	-	-	-	0.0%
Toronto and Region Conservation Foundation	-	-	-	-	0.0%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	13,991,000	11,688,000	11,495,253	2,303,000	19.7%
Expenditures					
Wages and benefits	11,900,000	10,606,000	9,844,040	1,294,000	12.2%
Contracted services	1,527,000	652,000	204,396	875,000	134.2%
Materials and supplies	140,000	115,000	162,703	25,000	21.7%
Utilities	-	-	-	-	0.0%
Property taxes	-	-	-	-	0.0%
	13,567,000	11,373,000	10,211,139	2,194,000	19.3%
Internal Recoveries	-	-	(12,193)	-	0.0%
Internal Charges	406,000	316,000	271,408	90,000	28.5%
Total Expenditures	13,973,000	11,689,000	10,470,354	2,284,000	19.5%
Net Surplus (Deficit)	18,000	(1,000)	1,024,899	19,000	-1900.0%
Reserves	-	-	-	-	0.0%
Net Budget	18,000	(1,000)	1,024,899	19,000	-1900.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Education and Outreach - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	840,000	1,679,000	1,678,750	(839,000)	-50.0%
Capital levy	3,764,000	6,188,000	4,877,452	(2,424,000)	-39.2%
Contract services	100,000	-	74,018	100,000	0.0%
Grants	106,000	89,000	89,250	17,000	19.1%
Provincial/Federal					
Provincial grants	622,000	804,000	608,188	(182,000)	-22.6%
Federal grants	601,000	451,000	663,615	150,000	33.3%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	1,852,000	3,843,000	821,857	(1,991,000)	-51.8%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	234,000	306,000	50,410	(72,000)	-23.5%
Rent and property interests	26,000	29,000	6,787	(3,000)	-10.3%
Fundraising					
Donations	38,000	25,000	446	13,000	52.0%
Toronto and Region Conservation Foundation	129,000	359,000	351,047	(230,000)	-64.1%
Investment income	-	-	3,260	-	0.0%
Sundry	-	-	-	-	-
Total Revenue	8,312,000	13,773,000	9,225,080	(5,461,000)	-39.7%
Expenditures					
Wages and benefits	5,328,000	7,016,000	4,663,756	(1,688,000)	-24.1%
Contracted services	2,905,000	5,780,000	4,021,004	(2,875,000)	-49.7%
Materials and supplies	416,000	618,000	245,049	(202,000)	-32.7%
Utilities	202,000	218,000	154,622	(16,000)	-7.3%
Property taxes	-	-	-	-	0.0%
	8,851,000	13,632,000	9,084,431	(4,781,000)	-35.1%
Internal Recoveries	(367,000)	(690,000)	(511,611)	323,000	-46.8%
Internal Charges	593,000	832,000	872,711	(239,000)	-28.7%
Total Expenditures	9,077,000	13,774,000	9,445,531	(4,697,000)	-34.1%
Net Surplus (Deficit)	(765,000)	(1,000)	(220,451)	(764,000)	76400.0%
Reserves	-	-	93,064	-	0.0%
Net Budget	(765,000)	(1,000)	(127,387)	(764,000)	76400.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Sustainable Communities - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	-	155,000	154,700	(155,000)	-100.0%
Capital levy	7,128,000	6,197,000	4,667,627	931,000	15.0%
Contract services	478,000	766,000	273,861	(288,000)	-37.6%
Grants	138,000	26,000	141,686	112,000	430.8%
Provincial/Federal					
Provincial grants	225,000	80,000	128,406	145,000	181.3%
Federal grants	18,000	141,000	124,839	(123,000)	-87.2%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	294,000	646,000	313,150	(352,000)	-54.5%
Contract services					
Compensation agreements	68,000	33,000	882	35,000	106.1%
Corporate and other	998,000	980,000	423,086	18,000	1.8%
Rent and property interests	-	-	-	-	0.0%
Fundraising					
Donations	462,000	245,000	40,324	217,000	88.6%
Toronto and Region Conservation Foundation	10,000	478,000	177,973	(468,000)	-97.9%
Investment income	-	-	-	-	0.0%
Sundry	-	-	-	-	
Total Revenue	9,819,000	9,747,000	6,446,534	72,000	0.7%
Expenditures					
Wages and benefits	5,774,000	6,195,000	5,015,111	(421,000)	-6.8%
Contracted services	2,770,000	2,402,000	484,738	368,000	15.3%
Materials and supplies	320,000	240,000	122,621	80,000	33.3%
Utilities	-	-	686	-	0.0%
Property taxes	-	-	-	-	0.0%
	8,864,000	8,837,000	5,623,156	27,000	0.3%
Internal Recoveries	(56,000)	(277,000)	(491,007)	221,000	-79.8%
Internal Charges	1,012,000	1,187,000	1,115,592	(175,000)	-14.7%
Total Expenditures	9,820,000	9,747,000	6,247,741	73,000	0.7%
Net Surplus (Deficit)	(1,000)	-	198,793	(1,000)	0.0%
Reserves	-	-	-	-	0.0%
Net Budget	(1,000)	-	198,793	(1,000)	0.0%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - Corporate Services - by object classification

	2021	2020	Unaudited 2020	\$ Change over 2020	% Change over 2020
	Budget	Budget	Actual	Budget	Budget
Revenue					
Municipal					
Operating levy	10,345,000	10,487,000	10,486,987	(142,000)	-1.4%
Capital levy	7,270,000	8,205,000	5,695,169	(935,000)	-11.4%
Contract services	120,000	33,000	6,610	87,000	263.6%
Grants	222,000	222,000	(216,023)	-	0.0%
Provincial/Federal					
Provincial grants	50,000	66,000	1,880,456	(16,000)	-24.2%
Federal grants	1,367,000	1,135,000	1,152,713	232,000	20.4%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	62,000	85,000	50,989	(23,000)	-27.1%
Contract services					
Compensation agreements	-	-	-	-	0.0%
Corporate and other	103,000	104,000	34,599	(1,000)	-1.0%
Rent and property interests	34,000	34,000	24,699	-	0.0%
Fundraising					
Donations	-	-	180	-	0.0%
Toronto and Region Conservation Foundation	468,000	655,000	244,159	(187,000)	-28.5%
Investment income	532,000	724,000	534,862	(192,000)	-26.5%
Sundry	30,000	21,000	859,524	9,000	
Total Revenue	20,603,000	21,771,000	20,754,924	(1,168,000)	-5.4%
Expenditures					
Wages and benefits	13,064,000	13,067,000	12,199,120	(3,000)	0.0%
Contracted services	51,522,000	37,532,000	15,414,099	13,990,000	37.3%
Materials and supplies	3,241,000	2,884,000	1,987,184	357,000	12.4%
Utilities	85,000	65,000	75,403	20,000	30.8%
Property taxes	235,000	229,000	5,045	6,000	2.6%
	68,147,000	53,777,000	29,680,851	14,370,000	26.7%
Internal Recoveries	(10,374,000)	(9,518,000)	(12,877,053)	(856,000)	9.0%
Internal Charges	(4,510,000)	402,000	1,928,868	(4,912,000)	-1221.9%
Total Expenditures	53,263,000	44,661,000	18,732,666	8,602,000	19.3%
Net Surplus (Deficit)	(32,660,000)	(22,890,000)	2,022,258	(9,770,000)	42.7%
Head Office Construction Loan/Reserves	33,171,000	23,729,000	2,473,471	-	0.0%
Net Budget	511,000	839,000	4,495,729	(9,770,000)	-1164.5%

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - excluding tangible capital asset expenditures

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	16,292,000	15,448,000	15,447,887	844,000	5.5%
Capital levy	66,054,000	59,892,000	42,261,821	6,162,000	10.3%
Contract services	52,971,000	69,066,000	57,632,355	(16,095,000)	-23.3%
Grants	1,042,000	2,958,000	1,251,258	(1,916,000)	-64.8%
Provincial/Federal					
Provincial	4,624,000	4,949,000	7,132,076	(325,000)	-6.6%
Federal	13,033,000	12,570,000	5,237,481	463,000	3.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	16,911,000	22,185,000	14,207,291	(5,274,000)	-23.8%
Contract services					
Compensation agreements	4,818,000	2,363,000	3,415,921	2,455,000	103.9%
Corporate and other	4,470,000	4,540,000	2,713,793	(70,000)	-1.5%
Rent and property interests	2,903,000	4,358,000	2,288,815	(1,455,000)	-33.4%
Fundraising					
Donations	600,000	2,721,000	47,259	(2,121,000)	-77.9%
Toronto and Region Conservation Foundation	6,625,000	6,394,000	2,833,928	231,000	3.6%
Investment income	532,000	730,000	541,245	(198,000)	-27.1%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	37,000	27,000	874,636	10,000	
Total Revenue	190,912,000	208,201,000	155,885,766	(17,289,000)	-8.3%

Toronto and Region Conservation Authority 2021 Operating and Capital Budget - excluding tangible capital asset expenditures

	2021 Budget	2020 Budget	Unaudited 2020 Actual	\$ Change over 2020 Budget	% Change over 2020 Budget
Expenditures					
Watershed Studies and Strategies					
Watershed Planning and Reporting	1,928,000	2,185,000	1,401,412	(257,000)	-11.8%
Climate Science	523,000	724,000	648,554	(201,000)	-27.8%
	<u>2,451,000</u>	<u>2,909,000</u>	<u>2,049,966</u>	<u>(458,000)</u>	<u>-15.7%</u>
Water Risk Management					
Water Resource Science	2,653,000	6,222,000	4,504,033	(3,569,000)	-57.4%
Erosion Management	67,874,000	85,196,000	63,968,088	(17,322,000)	-20.3%
Flood Management	5,651,000	5,834,000	4,257,938	(183,000)	-3.1%
	<u>76,178,000</u>	<u>97,252,000</u>	<u>72,730,059</u>	<u>(21,074,000)</u>	<u>-21.7%</u>
Regional Biodiversity					
Biodiversity Monitoring	3,221,000	2,775,000	2,026,258	446,000	16.1%
Ecosystem Management Research and Directions	1,105,000	1,170,000	760,641	(65,000)	-5.6%
Forest Management	1,646,000	1,143,000	931,031	503,000	44.0%
Restoration and Regeneration	14,881,000	11,846,000	10,937,225	3,035,000	25.6%
	<u>20,853,000</u>	<u>16,934,000</u>	<u>14,655,155</u>	<u>3,919,000</u>	<u>23.1%</u>
Greenspace Securement and Management					
Greenspace Securement	320,000	2,684,000	650,643	(2,364,000)	-88.1%
Greenspace Management	6,260,000	4,508,000	2,017,148	1,752,000	38.9%
Rental Properties	1,816,000	2,055,000	1,408,666	(239,000)	-11.6%
	<u>8,396,000</u>	<u>9,247,000</u>	<u>4,076,457</u>	<u>(851,000)</u>	<u>-9.2%</u>
Tourism and Recreation					
Waterfront Parks	4,833,000	4,365,000	864,034	468,000	10.7%
Conservation Parks	6,319,000	7,752,000	4,802,051	(1,433,000)	-18.5%
Trails	11,020,000	11,679,000	5,154,664	(659,000)	-5.6%
Bathurst Glen Golf Course	1,221,000	1,250,000	1,000,560	(29,000)	-2.3%
Black Creek Pioneer Village	2,955,000	4,634,000	2,477,668	(1,679,000)	-36.2%
Events and Festivals	138,000	615,000	220,706	(477,000)	-77.6%
Wedding and Corporate Events	1,000	1,000	-	-	0.0%
	<u>26,487,000</u>	<u>30,296,000</u>	<u>14,519,683</u>	<u>(3,809,000)</u>	<u>-12.6%</u>
Planning and Development Review					
Development Planning and Regulation Permitting	7,254,000	6,639,000	5,968,893	615,000	9.3%
Environmental Assessment Planning and Permitting	5,418,000	3,868,000	3,640,492	1,550,000	40.1%
Policy Development and Review	1,303,000	1,195,000	860,969	108,000	9.0%
	<u>13,975,000</u>	<u>11,702,000</u>	<u>10,470,354</u>	<u>2,273,000</u>	<u>19.4%</u>
Education and Outreach					
School Programs	7,085,000	11,933,000	7,833,066	(4,848,000)	-40.6%
Newcomer Services	1,148,000	1,013,000	981,701	135,000	13.3%
Family and Community Programs	914,000	1,134,000	630,764	(220,000)	-19.4%
	<u>9,147,000</u>	<u>14,080,000</u>	<u>9,445,531</u>	<u>(4,933,000)</u>	<u>-35.0%</u>
Sustainable Communities					
Living City Transition Program	6,020,000	6,295,000	3,967,816	(275,000)	-4.4%
Community Engagement	4,281,000	3,640,000	2,279,925	641,000	17.6%
Social Enterprise Development	-	-	-	-	0.0%
	<u>10,301,000</u>	<u>9,935,000</u>	<u>6,247,741</u>	<u>366,000</u>	<u>3.7%</u>
Corporate Services					
Financial Management	3,843,000	3,802,000	3,053,328	41,000	1.1%
Corporate Management and Governance	10,544,000	39,215,000	15,276,826	(28,671,000)	-73.1%
Human Resources	1,848,000	1,544,000	800,422	304,000	19.7%
Corporate Communications	1,747,000	2,043,000	1,587,699	(296,000)	-14.5%
Information Infrastructure and Management	3,096,000	3,119,000	2,498,347	(23,000)	-0.7%
Project Recoveries	(3,851,000)	(3,951,000)	(4,835,002)	100,000	-2.5%
Vehicles and Equipment	(139,000)	201,000	351,045	(340,000)	-169.2%
	<u>17,088,000</u>	<u>45,973,000</u>	<u>18,732,665</u>	<u>(28,885,000)</u>	<u>-62.8%</u>
Total Expenditures	<u>184,876,000</u>	<u>238,328,000</u>	<u>152,927,611</u>	<u>(53,452,000)</u>	<u>-22.4%</u>
Net Surplus (Deficit)	<u>6,037,000</u>	<u>(30,127,000)</u>	<u>2,958,150</u>	<u>36,164,000</u>	<u>-120.0%</u>
Head Office Construction Loan/Reserves	33,171,000	23,729,000	2,419,575	9,442,000	39.8%
Net Budget	<u>39,208,000</u>	<u>(6,398,000)</u>	<u>5,377,725</u>	<u>45,606,000</u>	<u>-712.8%</u>

Toronto and Region Conservation Authority
2021 Operating and Capital Budget - by object classification - excluding tangible capital asset expenditures

	2021 Budget	2020 Budget	Unaudited 2020 Year to date	\$ Change over 2020 Budget	% Change over 2020 Budget
Revenue					
Municipal					
Operating levy	16,292,000	15,448,000	15,447,887	844,000	5.5%
Capital levy	66,060,000	59,895,000	42,261,822	6,165,000	10.3%
Contract services	52,971,000	69,066,000	57,632,355	(16,095,000)	-23.3%
Grants	1,042,000	2,958,000	1,251,258	(1,916,000)	-64.8%
Government					
Provincial	4,624,000	4,949,000	7,132,076	(325,000)	-6.6%
Federal	13,033,000	12,570,000	5,237,481	463,000	3.7%
Contract services	-	-	-	-	0.0%
User fees, sales and admissions	16,911,000	22,185,000	14,207,291	(5,274,000)	-23.8%
Contract services					
Compensation agreements	4,818,000	2,363,000	3,415,921	2,455,000	103.9%
Corporate and other	4,470,000	4,540,000	2,713,793	(70,000)	-1.5%
Rent and property interests	2,903,000	4,358,000	2,288,815	(1,455,000)	-33.4%
Fundraising					
Donations	600,000	2,721,000	47,259	(2,121,000)	-77.9%
Toronto and Region Conservation Foundation	6,625,000	6,394,000	2,833,928	231,000	3.6%
Investment income	532,000	730,000	541,245	(198,000)	-27.1%
Net gain/loss on sale of tangible capital assets	-	-	-	-	0.0%
Sundry	37,000	27,000	874,636	10,000	
Total Revenue	190,912,000	208,201,000	155,885,766	(23,451,000)	-11.3%
Expenditures					
Wages and benefits	71,275,000	79,651,000	63,351,689	(8,376,000)	-10.5%
Contracted services	78,662,000	120,926,000	68,863,194	(42,264,000)	-35.0%
Materials and supplies	24,277,000	27,434,000	19,215,753	(3,157,000)	-11.5%
Utilities	981,000	995,000	883,589	(14,000)	-1.4%
Property taxes	943,000	854,000	616,769	89,000	10.4%
	<u>176,138,000</u>	<u>229,860,000</u>	<u>152,930,994</u>	<u>(53,722,000)</u>	<u>-23.4%</u>
Internal Recoveries	(16,345,000)	(16,640,000)	(17,515,754)	295,000	-1.8%
Internal Charges	16,345,000	16,613,000	17,512,374	(268,000)	-1.6%
	<u>176,138,000</u>	<u>229,833,000</u>	<u>152,927,614</u>	<u>(53,695,000)</u>	<u>-23.4%</u>
Add Amortization	8,736,000	8,494,000	-	242,000	2.8%
Total Expenditures	184,874,000	238,327,000	152,927,614	(53,453,000)	-22.4%
Net Surplus (Deficit)	6,038,000	(30,126,000)	2,958,152	30,002,000	-99.6%
Head Office Construction Loan/Reserves	<u>33,171,000</u>	<u>23,729,000</u>	<u>2,419,575</u>	<u>9,442,000</u>	<u>39.8%</u>
Net Budget	39,209,000	(6,397,000)	5,377,727	39,444,000	-616.6%

