

Attachment 1: TRCA Inventory of Programs and Services

Toronto and Region Conservation Authority Programs and Services Inventory February 2022

Preamble

Toronto and Region Conservation Authority (TRCA) has prepared the following Inventory of Programs and Services to fulfill the requirements laid out in **O. Reg. 687/21: Transition Plans and Agreements for Programs and Services Under Section 21.1.2 of the Act** under the *Conservation Authorities Act* ("Act").

This Inventory outlines the following categories of programs and services offered by TRCA, organized in accordance with the following categories established under the Act:

- Category 1 – Mandatory programs and services under Section 21.1
- Category 2 – Municipally requested programs and services under Section 21.1.1
- Category 3 – Other programs and services under section 21.1.2

The Inventory includes the following components:

- This Preamble, which outlines the purpose of the Inventory, the components of the Inventory, and additional information to guide the review and use of the Inventory;
- An overview of each of TRCA's Service Areas and associated Program Areas;
- The categorization of TRCA Service Areas and Program Areas into the categories outlined above, including rationale and additional details, as needed.

Active TRCA accounts are largely the basis for this Inventory; however, this Inventory also reflects services that TRCA has previously, and will likely provide again, to participating municipalities, other municipalities and other public and private sector partners.

TRCA anticipates that its implementation of the amendments to the Act will primarily be through the existing budget process with participating municipalities, using the levy for mandatory services, and Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) with both participating municipalities and other municipalities for non-mandatory, municipally requested services. TRCA does not anticipate a need to use cost apportioning agreements because all service agreements with participating municipalities for non-mandatory services will be for municipally requested services.

The following is anticipated as the funding mechanism under the Act for each of the categories:

Category 1:

- **Levy based on participating municipality budget:** Status quo for mandatory services included in the participating municipality approved budget.

Category 2:

- **MOU based on participating municipality budget:** Modified status quo for municipally requested services that are currently included in the levy (i.e., services are approved through the participating municipality budget process, but are not

officially included in what is referred to as the levy, instead the mechanism would be a simple MOU referring to the municipality requested services that are included in the participating municipality budget).

- **SLAs with participating municipalities, negotiated outside of the participating municipality budget process:** Status quo for municipally requested services that are currently included in service agreements; there will continue to be agreements with participating municipalities for requested services. These agreements will take the form of umbrella or master services agreements, with specific projects implemented through standard letter agreements or purchase orders.
- **SLAs and MOUs with municipalities that are not participating municipalities:** Status quo for municipally requested services that are currently included in service agreements; there will continue to be agreements with municipalities for requested services. These agreements will take the form of umbrella or master services agreements, with specific projects implemented through standard letter agreements or purchase orders.

Category 3:

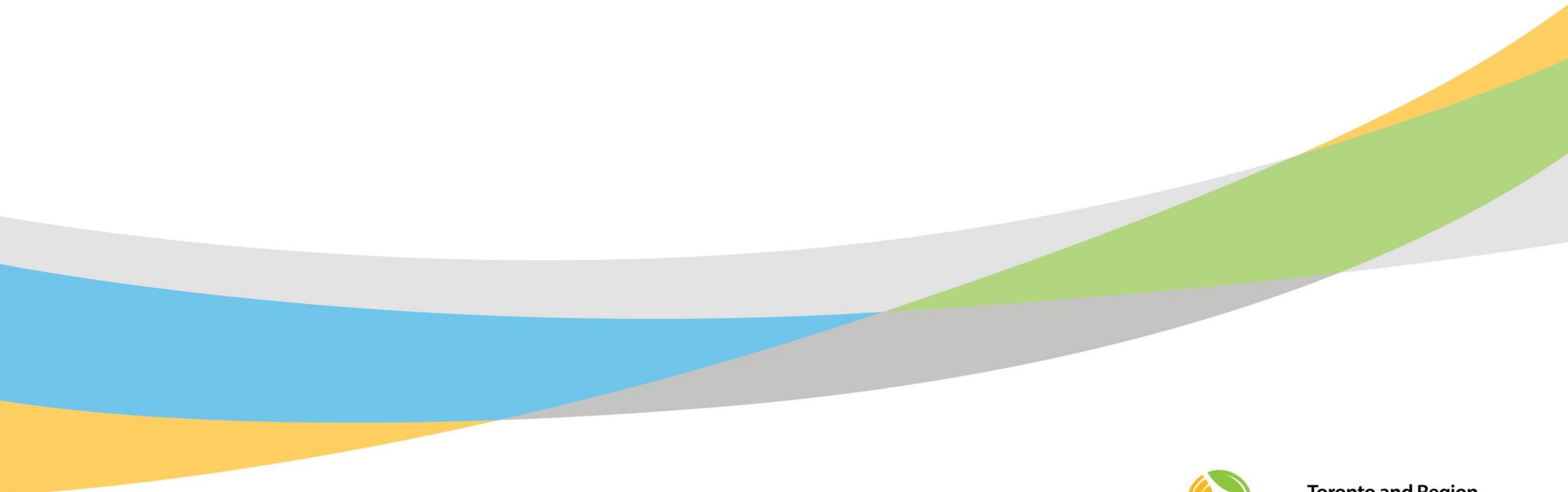
- **Cost apportioning agreement with participating municipality and added to levy in accordance with the terms of the cost apportioning agreement:** No current examples, not anticipated to arise for TRCA.
- **SLAs and other agreements with non-municipal public and private sector partners:** Status quo for service agreements with non-municipal entities (e.g., agreements with Metrolinx and Hydro One, federal funding agreements for restoration and naturalization works, service agreements for erosion works on private properties under eligible programs).

This Inventory will provide the basis for discussions with participating municipalities for the provision of municipally-requested programs and services. This Inventory is currently in a draft format and may be adjusted based on input from participating municipalities.

TRCA's annual revenue has grown over 60% in the past five years and continues to increase due to the wealth of programs and services that we complete on behalf of our partner municipalities. As such, a five-year average would not provide the best information available for our stakeholders.

In its place, TRCA has created a financial breakdown of our 2020 audited financial statements (2020), by revenue source for each program and service within our service area groupings. In addition to this document, TRCA has been meeting with our municipal partners to discuss the category mapping exercise outlined above and the anticipated impacts on their municipal budget process, to ensure that the roadmap to adhering to the province's 2024 deadline is well-defined.

TRCA Service Areas Including Categorization of Programs and Services



January 25, 2022

TRCA Service Areas

- TRCA projects and programs are organized according to nine Service Areas:



Watershed Studies and Strategies

Water Risk Management

Regional Biodiversity

Greenspace Securement and Management

Tourism and Recreation

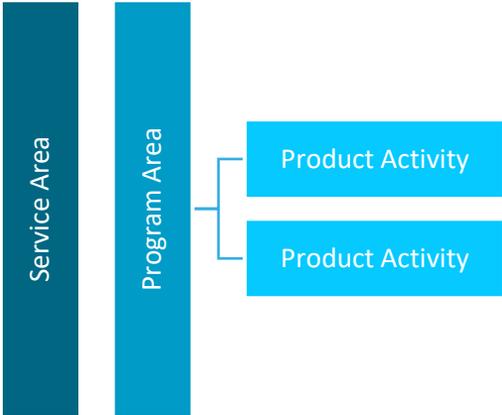
Planning and Development Review

Education and Outreach

Sustainable Communities

Corporate Services

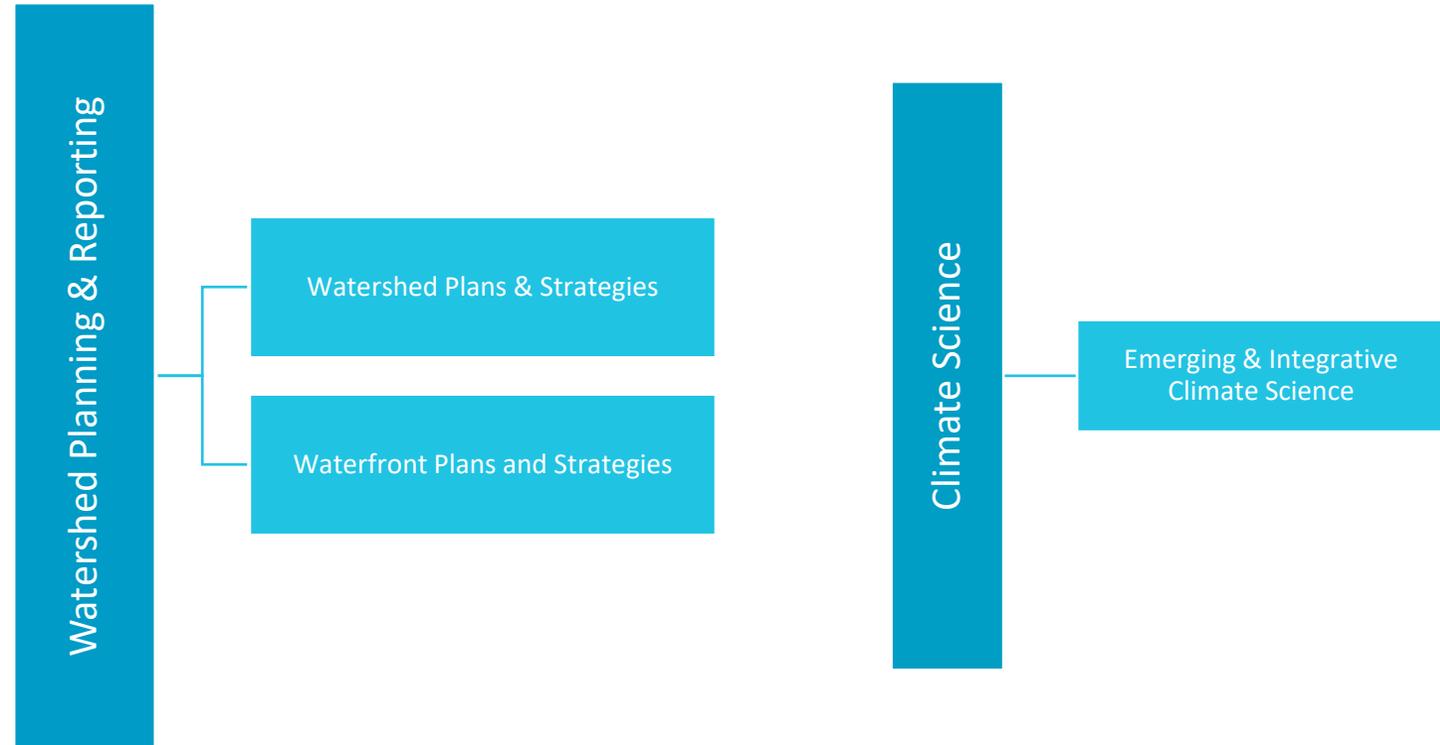
- TRCA Service Areas are further broken down into Program Areas and Product Activities. The structure of each Service Area is outlined following the below structure throughout this presentation:



Service Area 1

Watershed Studies and Strategies

Main program areas include reporting on the health of TRCA watersheds and Lake Ontario waterfront, analysis of the impacts of urban growth and climate change effects, and the development of strategies to maintain and improve watershed and waterfront health.

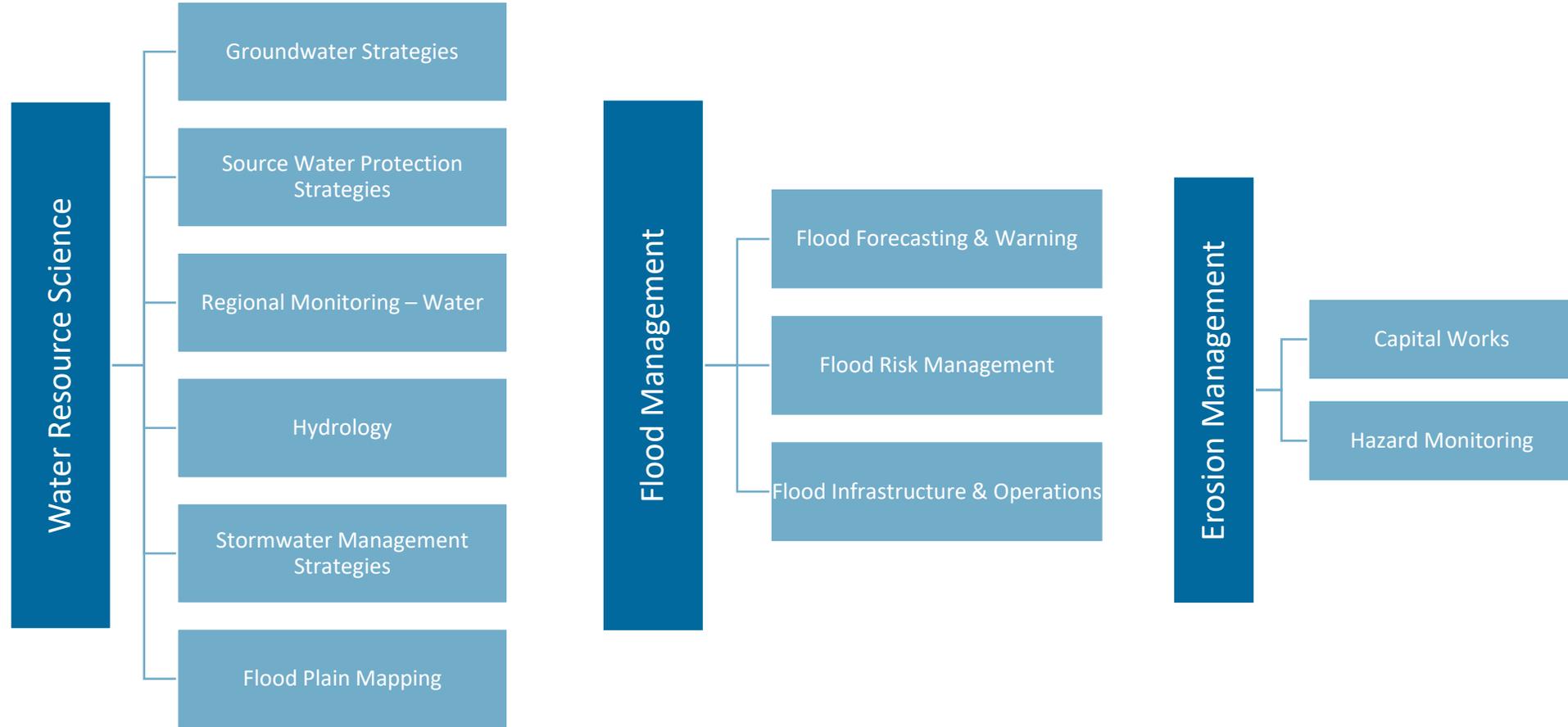


Service Area 2



Water Risk Management

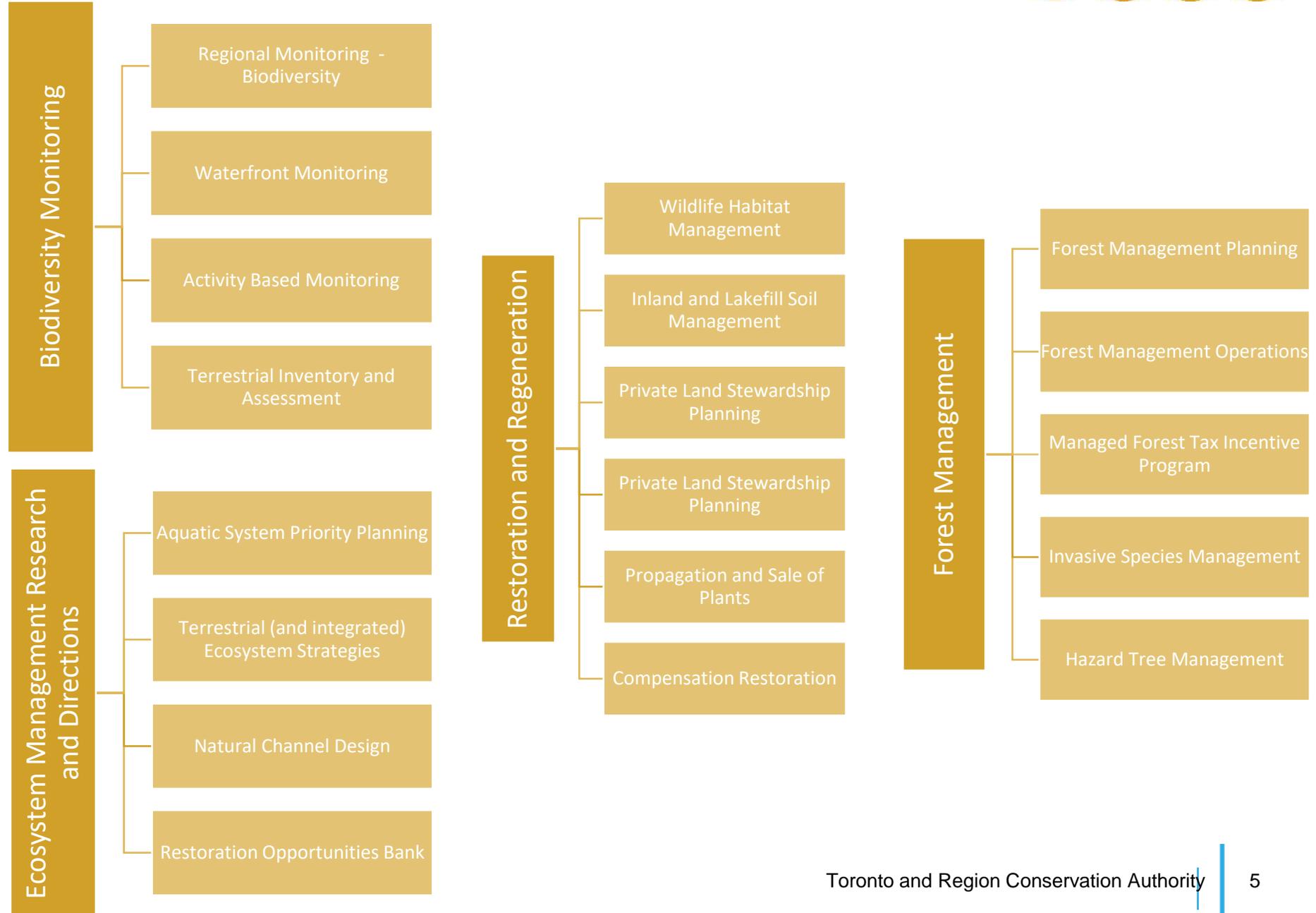
The strategic management of water resources, based on physical sciences and applied engineering (hydrology, hydraulics, fluvial geomorphology, hydrogeology and environmental science) through an understanding of water's natural processes, features and functions within the urban landscape. Core activities include environmental and hydrometric monitoring and research; developing state of the science technologies for modeling and flood forecasting; hazard management of erosion sites, unstable slopes and flood vulnerable areas. These activities are critical to reducing risk to life and property. The entire hydrologic cycle is included in this service area, from rainfall to runoff to its outlet at Lake Ontario and all of the processes in between.



Service Area 3

Regional Biodiversity

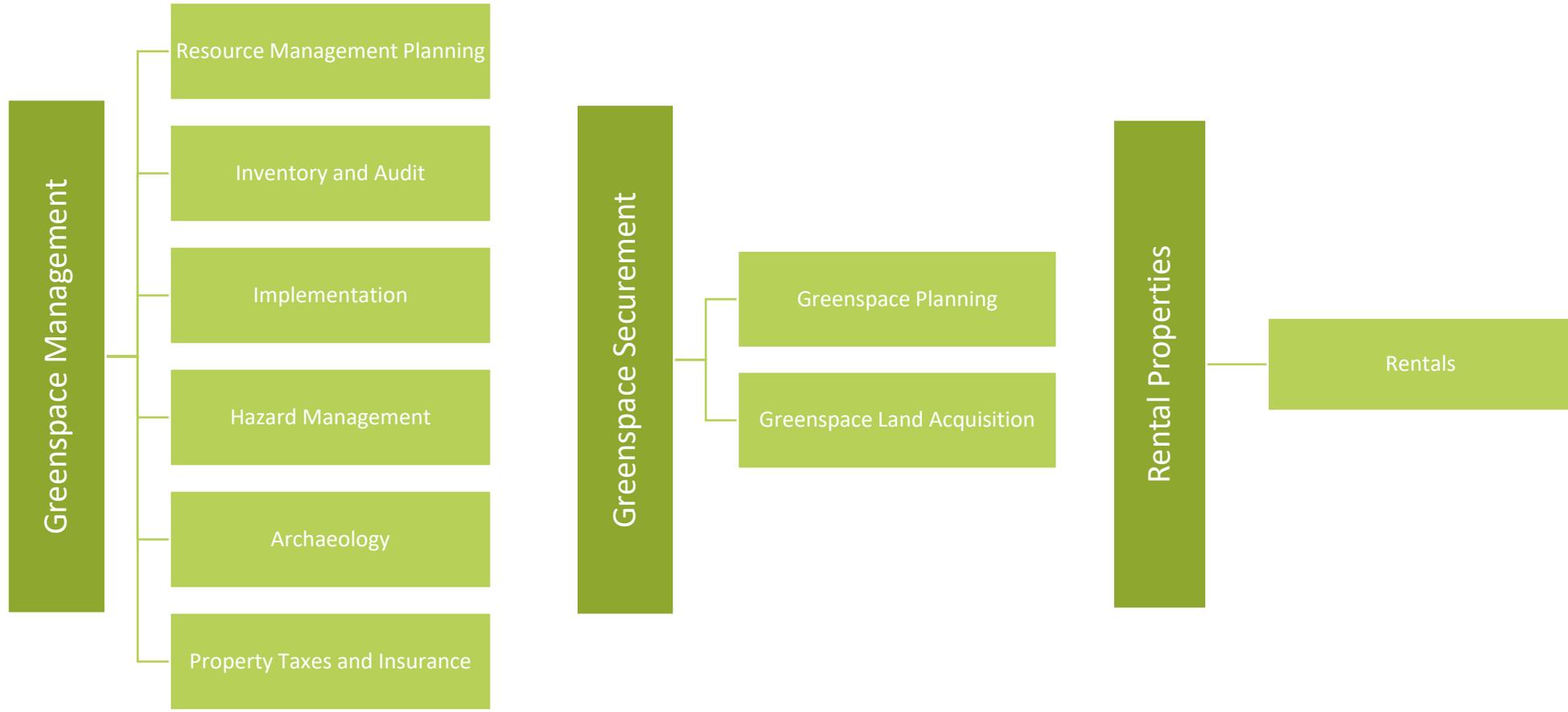
Includes programs, projects and activities that together create a comprehensive and integrated approach to regional biodiversity and ecosystem management. Main activities include monitoring of ecological conditions and ecosystem trends, ecosystem planning and research, habitat restoration and regeneration, and management of existing regional biodiversity. The result of this work demonstrates the benefit biodiversity provides to community and human well-being.



Service Area 4

Greenspace Securement and Management

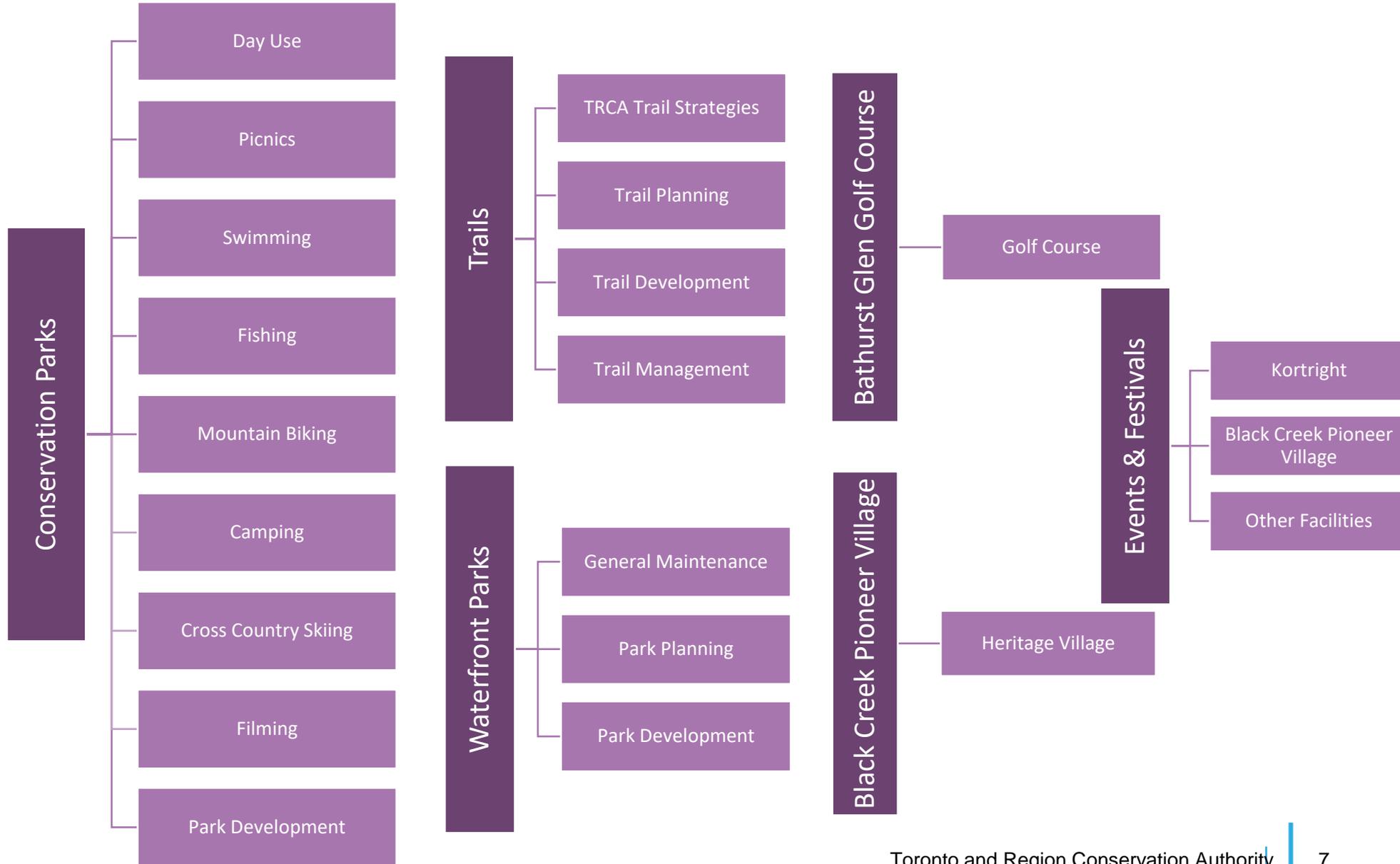
Includes the acquisition of a public interest in and management of environmentally significant lands in order to protect their natural functions and services and to conserve the land for the benefit of current and future generations. Key program areas include greenlands acquisition, inventory and audit, master planning, land hazard management, and the protection of archeologically significant resources.



Service Area 5

Tourism and Recreation

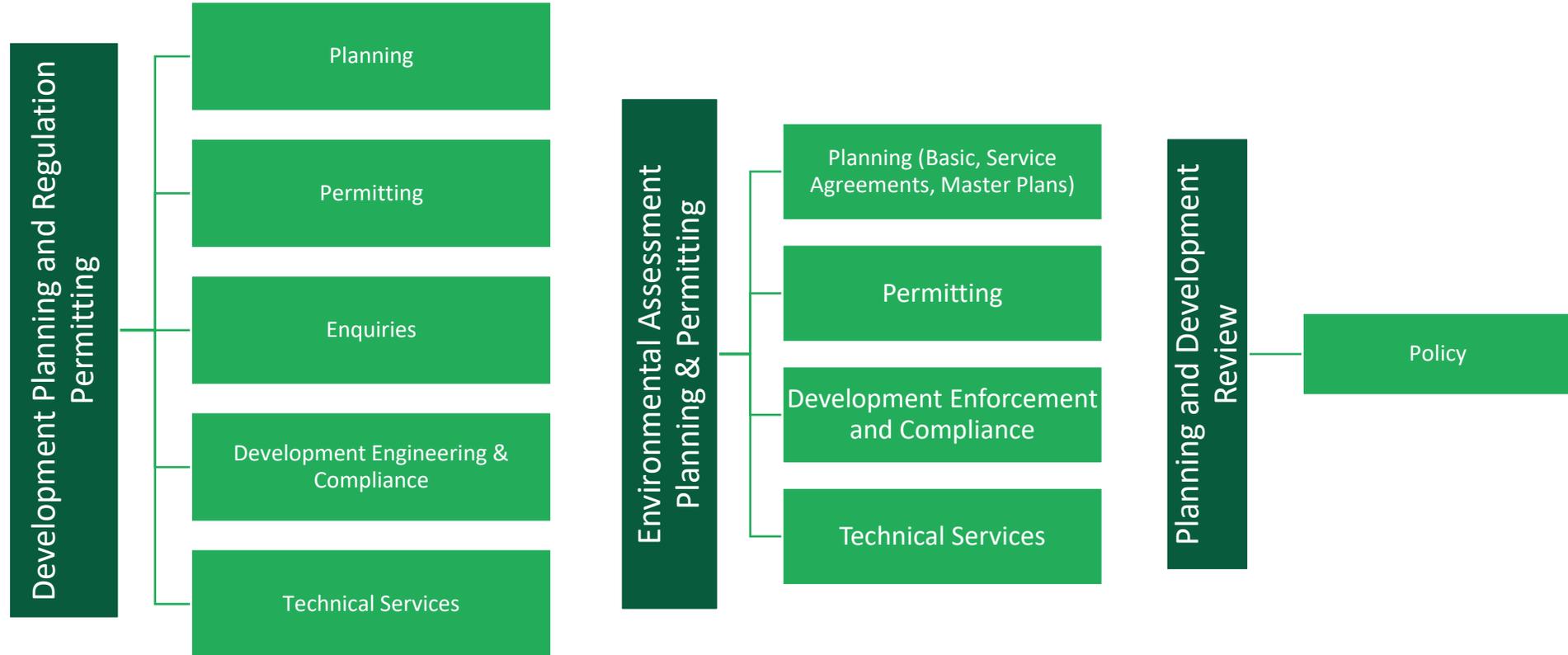
Provides memorable experiences for guests in nature-based settings, which make positive contributions to community health and well-being, while advancing the economic development goals of partner municipalities. Programs include management, maintenance and enhancement of conservation parks and recreation facilities. TRCA delivers these services through leveraging public and private partnerships that focus on community development, tourism and recreational offerings.



Service Area 6

Planning and Development Review

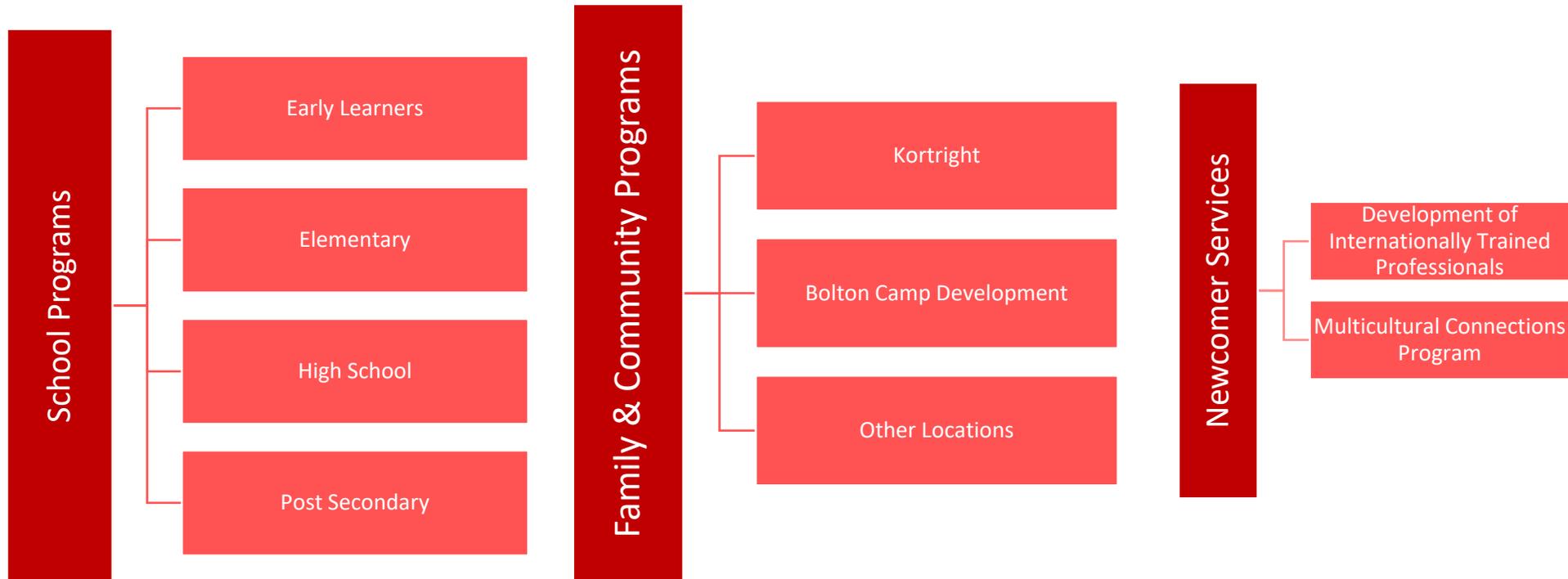
TRCA's role in this process as a public commenting body, provincially- delegated reviewer for natural hazards, service provider, regulatory authority, resource management agency and landowner is guided by board-approved policies to further the conservation, restoration, development and management of natural resources. These policies are consistent with the requirements of federal, provincial and municipal legislation and incorporate the latest science revealed through TRCA's integrated watershed research to inform municipalities and other approval authorities. TRCA's input in municipal decision-making guides growth, redevelopment, revitalization and intensification throughout TRCA's jurisdiction.



Service Area 7

Education and Outreach

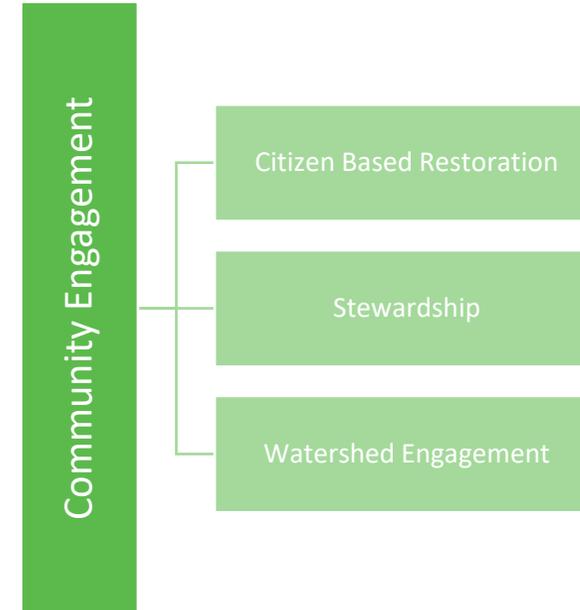
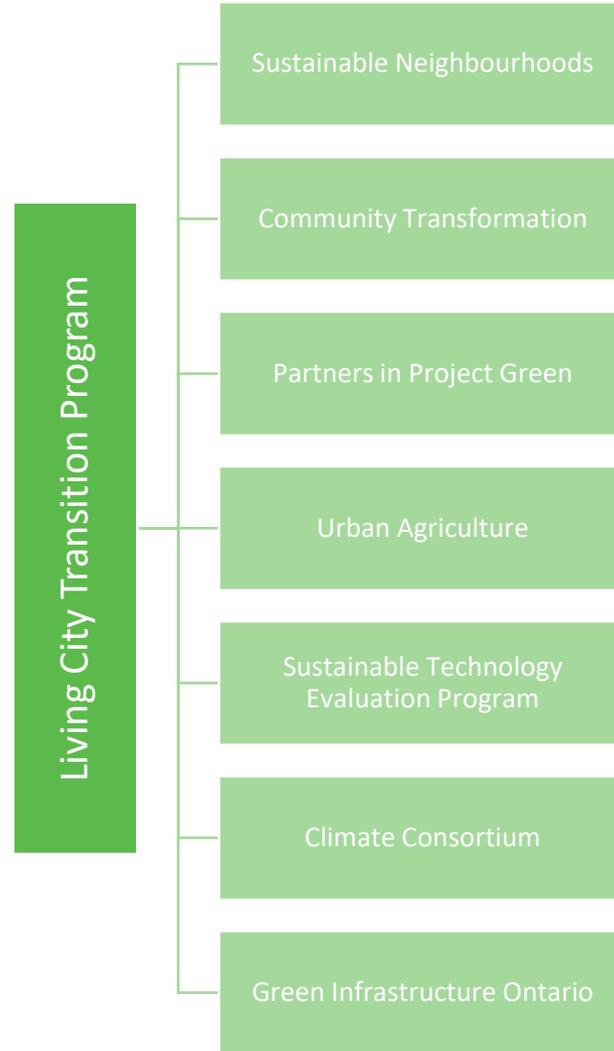
Education and Outreach programs support municipal and provincial objectives for environmental education in schools, build professional capacity and competitiveness in the region's sustainable economic sectors, and engage the broader population to become active in developing healthy, sustainable communities. Formal and non-formal education and training is delivered to develop a culture of life-long learning for residents of all ages at TRCA education centres, academic institutions and in the community.



Service Area 8

Sustainable Communities

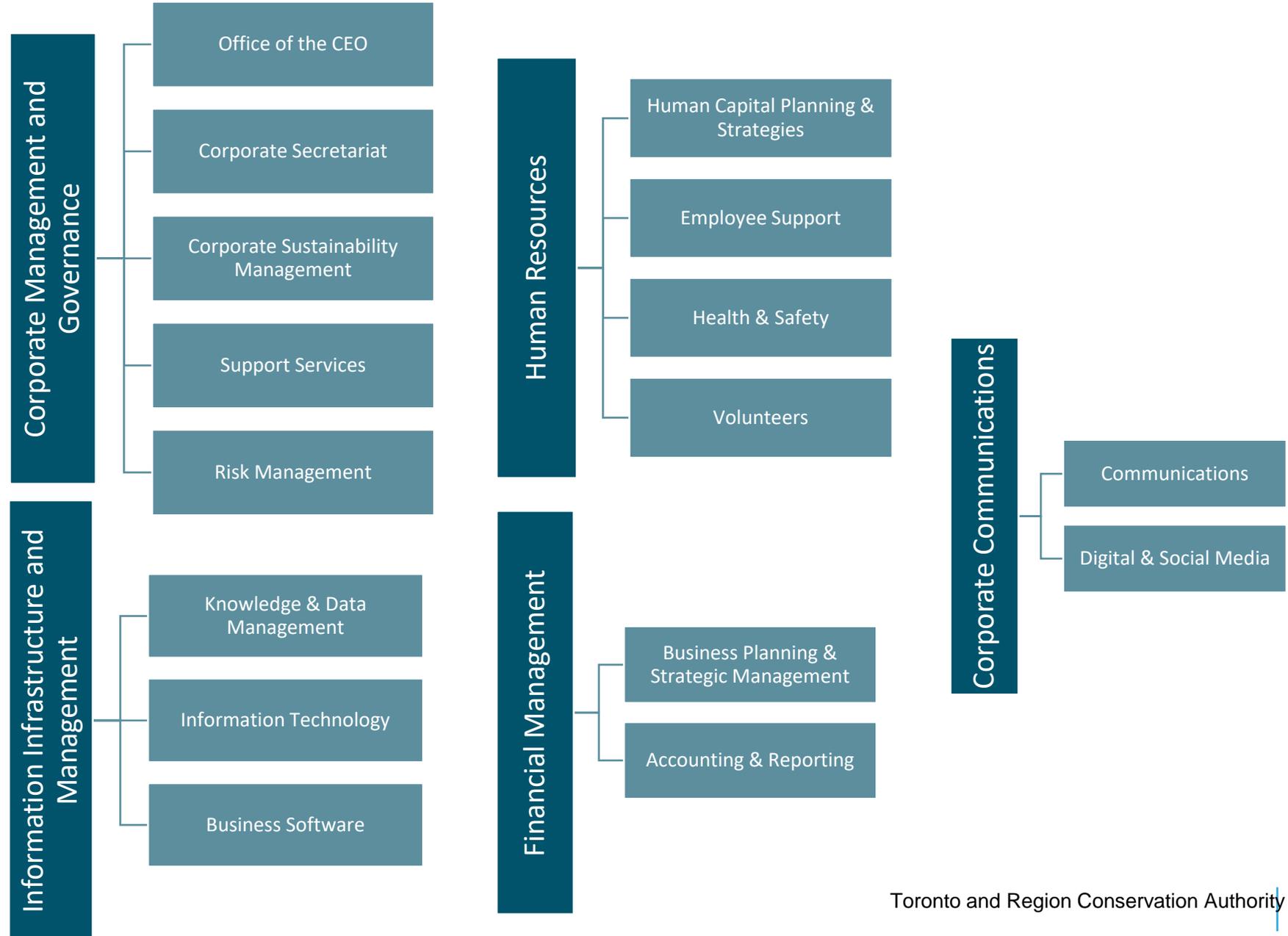
Supports municipal efforts to create sustainable communities. Projects and programs are developed to address gaps and to coordinate efforts across the region to increase efficiency, effectiveness and impact of programs. The scope of the service area is broad, encompassing programs that address neighbourhood and sector specific eco- efficiencies (water, energy, waste and GHG emissions), awareness of and need for adaptation to climate change, catalyzing the green economy with sustainable technologies, addressing food security through near urban agriculture, and engaging residents in awareness and sustainability action to foster a caring and involved citizenry.

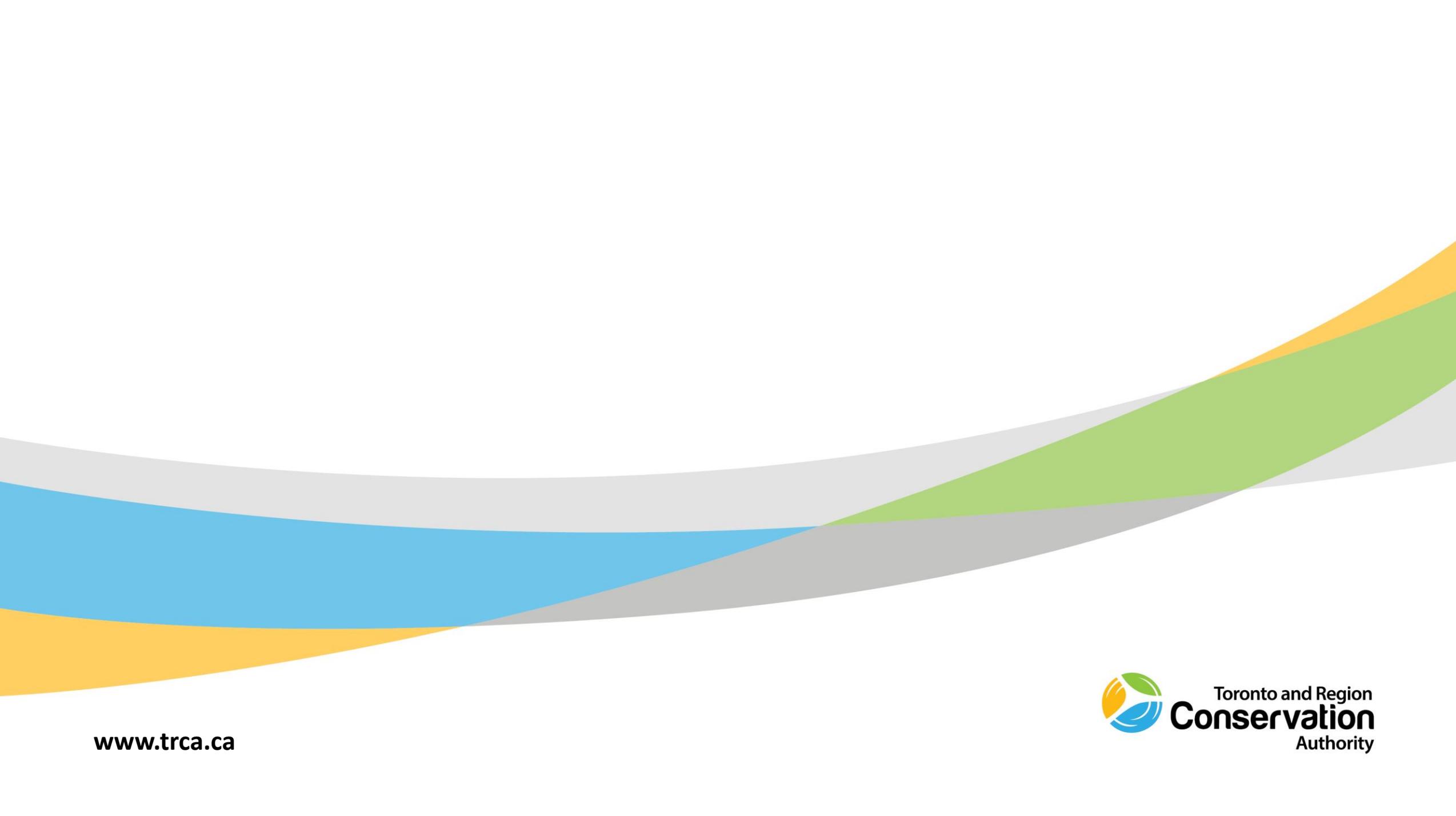


Service Area 9

Corporate Services

Includes financial, administrative and technical services that enable TRCA staff to develop new capacity to efficiently and effectively deliver service area objectives.





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TRCA PRODUCT MAP			Draft CA Act Classification of Programs and Services		
Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
Watershed Studies and Strategies					
This service area includes studies and strategies that provide comprehensive, integrated watershed policy development and technical direction to TRCA service areas and partner municipalities. Main program areas include reporting on the health of TRCA watersheds and Lake Ontario waterfront, analysis of the impacts of urban growth and climate change effects, and the development of strategies to maintain and improve watershed and waterfront health.					
	Watershed Planning and Reporting	<i>Activity required by O. Reg. 686/21</i>	<i>Section 12(1)3 - Watershed-based Resource Management Atrategy - required by December 31, 2024</i>		
		<i>Watershed Plans and Strategies</i>	Section 12(4) - Technical studies, monitoring programs, other information on natural resources that directly informs and supports mandatory programs and services; e.g. components of watershed plans related to risk of natural hazards	Municipal Requests for watershed plans and subwatershed studies to fulfill Provincial Plan requirements	Private grants e.g. for projects involving watershed plans and strategies
		<i>Waterfront Plans and Strategies</i>	Section 12(4) - Technical studies, monitoring programs, other information on natural resources that directly informs and supports mandatory programs and services; e.g. components of watershed plans related to risk of natural hazards	Municipal Requests for watershed plans and subwatershed studies to fulfil Provincial Plan requirements	Third party requests for projects involving waterfront plans and strategies
	Climate Science				
		<i>Emerging and Integrative Climate Science</i>	Section 1(3) - Study the potential effects of climate change on natural hazards	Municipal Requests for climate change studies	Fee for service work for other stakeholders
Water Risk Management					
Encompasses the strategic management of water resources, based on physical sciences and applied engineering (hydrology, hydraulics, fluvial geomorphology, hydrogeology and environmental science) through an understanding of water's natural processes, features and functions within the urban landscape. Core activities include environmental and hydrometric monitoring and research; developing state of the science technologies for modeling and flood forecasting; hazard management of erosion sites, unstable slopes and flood vulnerable areas. These activities are critical to reducing risk to life and property. The entire hydrologic cycle is included in this service area, from rainfall to runoff to its outlet at Lake Ontario and all of the processes in between.					
	Water Resource Science				
		<i>Groundwater Strategies</i>	Section (1) and Section (12) Technical studies related to groundwater		
		<i>Source Water Protection Strategies</i>	Section 13 -Toronto Region Source Protection Authority Functions of CTC SPR under the Clean Water Act		
		<i>Regional Monitoring - Water</i>	Sections 1, 3 and 12 - Collection and study of technical information related to risk of natural hazards, Provincial monitoring programs		

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		<i>Hydrology</i>	Section 1(3)-Technical studies related to natural hazards		
		<i>Stormwater Management Strategies</i>		Municipal Request - e.g. stormwater management maintenance	
		<i>Flood Plain Mapping</i>	Section 1 - Mapping natural (flood) hazards		
	Flood Management	<i>Activity required by O. Reg. 686/21</i>	Section 5(2) - Operational Plans and Asset Management Plans - required by December 31, 2024		
		<i>Flood Forecasting and Warning</i>	Section 2 -Programs and services to support functions and responsibilities related to flood forecasting and warning		
		<i>Flood Risk Management</i>	Section 1 -Technical studies to identify flood risk, analysis, and assessment of remedial works to reduce or eliminate risk	Municipal Request (e.g., to implement flood remediation municipal capital works)	Fee for Service, Other Agreement
		<i>Flood Infrastructure and Operations</i>	Section 5(1) - Operation and maintenance of TRCA dams and flood control structures		
	Erosion Management	<i>Activity required by O. Reg. 686/21</i>	Section 5(2) - Operational Plans and Asset Management Plans - required by December 31, 2024		
		<i>Capital Works</i>	Section 1, 5, 9 and 10 - Component of program on TRCA property, risk of natural hazards, infrastructure, conservation and management of lands	Municipal Request	Fee for Service, Other Agreement
		<i>Hazard Monitoring</i>	Section 1 and 5 - Inspection and monitoring of erosion hazard sites and infrastructure hazards		
Regional Biodiversity					
This service area includes programs, projects and activities that together create a comprehensive and integrated approach to regional biodiversity and ecosystem management. Main activities include monitoring of ecological conditions and ecosystem trends, ecosystem planning and research, habitat restoration and regeneration, and management of existing regional biodiversity. The result of this work demonstrates the benefit biodiversity provides to community and human well-being.					
	Ecosystem Management Research and Directions				
		<i>Aquatic System Priority Planning</i>	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request (e.g., inform natural heritage system planning)	
		<i>Terrestrial (and Integrated) Ecosystem Strategies</i>	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request (e.g., inform natural heritage system planning)	

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		<i>Natural Channel Design</i>		Municipal Request	
		<i>Restoration Opportunities Bank</i>		Municipal Request	Fee for Service, Other Agreement (e.g. special projects through compensation agreement)
	Biodiversity Monitoring				
		<i>Regional Monitoring - Biodiversity</i>	Section 1 and 12 - for elements related to risk of natural hazards or watershed plans/strategies	Municipal Request	
		<i>Waterfront Monitoring</i>		Municipal Request	Fee for Service, Other Agreement
		<i>Activity Based Monitoring</i>		Municipal Request	Fee for Service, Other Agreement
		<i>Terrestrial Inventory and Assessment</i>	Section 1, 9 and 10 - management of natural hazards; includes terrestrial monitoring on TRCA property	Municipal Request	
	Restoration and Regeneration				
		<i>Watershed Restoration</i>		Municipal Request	
		<i>Shoreline Restoration</i>	Sections 1, 9 and 10 - for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	
		<i>Wetlands</i>	Sections 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	
		<i>Riparian and Flood Plain Restoration</i>	Sections 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	Fee for Service, Other Agreement
		<i>Natural Channel and Stream Restoration</i>	Sections, 1, 9 and 10 for natural hazard management or direction through Conservation Area Strategy on TRCA property	Municipal Request	Fee for Service, Other Agreement
		<i>Terrestrial Planting</i>		Municipal Request	Fee for Service, Other Agreement
		<i>Wildlife Habitat Management</i>		Municipal Request	Fee for Service, Other Agreement
		<i>Inland and Lakefill Soil Management</i>		Municipal Request	Fee for Service, Other Agreement
		<i>Private Land Stewardship Planning</i>			Fee for Service, Other Agreement
		<i>Propagation and Sale of Plants</i>			User Pay
		<i>Compensation Restoration</i>			Fee for Service, Other Agreement
	Forest Management				
		<i>Forest Management Planning</i>	Sections 9 and 10 - Conservation Area Strategy for TRCA property		

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		<i>Forest Management Operations</i>	Sections 9 and 10 - Conservation Area Strategy for TRCA property	Municipal Request	
		<i>Managed Forest Tax Incentive Planning</i>	Included in operating levy; required to support TRCA programs and services		
		<i>Invasive Species Management</i>	Sections 9 and 10 - Conservation Area Strategy for TRCA property	Municipal Request	
		<i>Hazard Tree Management</i>	Sections 9 and 10 - Conservation Area Strategy for TRCA property (that is not under management agreement)	Municipal Request	
Greenspace Securement and Management					
This service area includes the acquisition of a public interest in and management of environmentally significant lands in order to protect their natural functions and services and to conserve the land for the benefit of current and future generations. Key program areas include greenlands acquisition, inventory and audit, master planning, land hazard management, and the protection of archeologically significant resources.					
	Greenspace Securement	<i>Activity required by O. Reg. 686/21</i>	Sections 9, 10 and 11 - Conservation Area Strategy required by December 31, 2024 and Land Inventory required by January 1, 2024		
		<i>Greenspace Planning</i>	Sections 9, 10 and 11 - Conservation and management of lands owned or controlled by TRCA		
		<i>Greenspace Land Acquisition</i>	Sections 9, 10 and 11 - Conservation and management of lands owned by TRCA	Municipal Request	Other Agreement (e.g., private donation)
	Greenspace Management	<i>Activity required by O. Reg. 686/21</i>	Section 10 - Conservation Area Strategy required by December 31, 2024		
		<i>Resource Management Planning</i>	Sections 9 and 10 -Components as identified in Conservation Area Strategy		
		<i>Inventory and Audit</i>	Section 11 - Land Inventory required by December 31, 2024 and ongoing maintenance of inventory of TRCA owned land		
		<i>Implementation</i>	Sections 9 and 10 as outlined in Conservation Area Strategy	Municipal Request (e.g., new infrastructure on TRCA lands adjacent to municipal lands)	Other Agreement (e.g., private donation)
		<i>Hazard Management</i>	Sections 9 and 10 - on TRCA owned lands		
		<i>Archaeology</i>	Mandatory when clearance is tied to activity on TRCA owned lands	Municipal Request	Fee for Service, Other agreement
		<i>Property Taxes and Insurance</i>	Included in operating levy; required to support TRCA programs and services		
	Rental Properties				
		<i>Rentals</i>	Ontario Heritage Act Designation on TRCA Buildings - e.g., Bruce's Mill		Fee for Service, Other Agreement (e.g., land license to use TRCA facilities)

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Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
Tourism and Recreation					
This service area provides memorable experiences for guests in nature-based settings, which make positive contributions to community health and well-being, while advancing the economic development goals of partner municipalities. Programs include management, maintenance and enhancement of conservation parks and recreation facilities. TRCA delivers these services through leveraging public and private partnerships that focus on community development, tourism and recreational offerings.					
	Conservation Parks				
		<i>Day Use</i>			User Pay
		<i>Picnics</i>			User Pay
		<i>Swimming</i>			User Pay
		<i>Fishing</i>			User Pay
		<i>Mountain Biking</i>			User Pay
		<i>Camping</i>			User Pay
		<i>Cross Country Skiing</i>			User Pay
		<i>Filming</i>			User Pay
		<i>Park Development</i>			User Pay
	Waterfront Parks				
		<i>General Maintenance</i>			User Pay
		<i>Park Planning</i>			User Pay
		<i>Park Development</i>			User Pay
		<i>Arsenal Lands</i>			User Pay
	Trails				
		<i>TRCA Trail Strategies</i>			Other Agreement
		<i>Trail Planning</i>	Section 9(2) land management and securement, public access and passive trails	Municipal Request	Fee for Service
		<i>Trail Development</i>	Section 9(2) public access and passive trails	Municipal Request	Fee for Service
		<i>Trail Management</i>	Section 9(2) land management and securement, public access and passive trails	Municipal Request	Fee for Service
	Black Creek Pioneer Village				
		<i>Heritage Village</i>	Section 9(2) land management and securement	Municipal Request	User Pay
	Bathurst Glen Golf Course				
		<i>Golf Course</i>	Sections 9 and 10, Conservation Areas Strategy on TRCA owned or managed land.		User Pay, Other Agreement (with the Province)
	Events and Festivals				
		<i>Kortright</i>			Fee for Service
		<i>Black Creek Pioneer Village</i>			Fee for Service

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Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		<i>Other Facilities</i>			Fee for Service
	Wedding and Corporate Events				
		<i>Kortright</i>			Fee for Service
		<i>Black Creek Pioneer Village</i>			Fee for Service
		<i>Other Facilities</i>			Fee for Service
Planning and Development Review					
<p>Planning and Development Review is the administration and implementation of TRCA's legislated and delegated roles and responsibilities in the planning and development approvals process. TRCA's role in this process as a public commenting body, provincially- delegated reviewer for natural hazards, service provider, regulatory authority, resource management agency and landowner is guided by board-approved policies to further the conservation, restoration, development and management of natural resources. These policies are consistent with the requirements of federal, provincial and municipal legislation and incorporate the latest science revealed through TRCA's integrated watershed research to inform municipalities and other approval authorities. TRCA's input in municipal decision making guides growth, redevelopment, revitalization and intensification throughout TRCA's jurisdiction.</p>					
	Policy Development and Review				
		<i>Policy</i>	Sections 1, 7 and 8 - Policy development, input and technical information: municipal planning documents (MCR, Official Plans, Zoning By-laws, etc.) related to risks of natural hazards and per delegated provincial interest, Special Policy Area reviews, TRCA policies, Section 28 regulation mapping annual updates		
	Development Planning and Regulation Permitting				
		<i>Planning</i>	Sections 6 and 7 - Plan Input and review related to natural hazards - Planning Act and Provincial Plans	MOU for technical advice and expertise beyond regulatory requirements (e.g., natural heritage)	
		<i>Permitting</i>	Section 8 - Administering Section 28 of Act		
		<i>Enquiries</i>	Sections 1, 7 and 8 - Related to natural hazards		
		<i>Development Enforcement and Compliance</i>	Section 8 - Enforcing Section 28 the Act		
		<i>Technical Services</i>	Sections 6, 7 and 9 - Technical information and expertise related to risk of natural hazards	MOU for technical expertise beyond regulatory requirements (e.g., natural heritage)	
	Environmental Assessment Planning and Permitting				
		<i>Planning (Basic, Servicing Agreements, Master Plans)</i>	Section 6 -Reviews under the Environmental Assessment related to natural hazards	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)
		<i>Permitting</i>	Section 8- Administering Section 28 of Act	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)

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Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
		<i>Development Enforcement and Compliance</i>	Section 8 - Enforcing Section 28 the Act		
		<i>Technical Services</i>	Sections 8 and 6 - Technical Information and expertise related to risk of natural hazards	Municipal Service Level Agreements	Other Agreement (e.g., Metrolinx, Enbridge)
Education and Outreach					
Education and Outreach programs support municipal and provincial objectives for environmental education in schools, build professional capacity and competitiveness in the region's sustainable economic sectors, and engage the broader population to become active in developing healthy, sustainable communities. Formal and non-formal education and training is delivered to develop a culture of life-long learning for residents of all ages at TRCA education centres, academic institutions and in the community.					
	School Programs				
		<i>Early Learners</i>			Fee for Service, Other Agreement
		<i>Elementary</i>		Municipal upon request	Fee for Service, Other Agreement
		<i>High School</i>			Fee for Service, Other Agreement
		<i>Post Secondary</i>			Fee for Service, Other Agreement
	Family and Community Programs				
		<i>Kortright</i>			Fee for Service
		<i>Bolton Camp Development</i>			Fee for Service
		<i>Other Locations</i>			Fee for Service
	Newcomer Employment and Education				
		<i>Development of Internationally Trained Professionals</i>			Fee for Service, Third Party Agreement
		<i>Multicultural Connections Program</i>			Fee for Service, Third Party Agreement
Sustainable Communities					
This service area supports municipal efforts to create sustainable communities. Projects and programs are developed to address gaps and to coordinate efforts across the region to increase efficiency, effectiveness and impact of programs. The scope of the service area is broad, encompassing programs that address neighbourhood and sector specific eco- efficiencies (water, energy, waste and GHG emissions), awareness of and need for adaptation to climate change, catalyzing the green economy with sustainable technologies, addressing food security through near urban agriculture, and engaging residents in awareness and sustainability action to foster a caring and involved citizenry.					
	Living City Transition Program				
		<i>Sustainable Neighbourhoods</i>		Municipal requests for SNAP	Fee for Service, Third Party Agreement
		<i>Community Transformation</i>			Fee for Service, Third Party Agreement
		<i>Partners in Project Green</i>			Fee for Service, Third Party Agreement
		<i>Urban Agriculture</i>		Municipal Request	Fee for Service, Third Party Agreement
		<i>Sustainable Technology Evaluation Program</i>		Municipal Request	Fee for Service, Third Party Agreement
		<i>Climate Consortium</i>			Fee for Service, Third Party Agreement
		<i>Green Infrastructure Ontario</i>			Fee for Service, Third Party Agreement

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Service Area	Program	Product Activity	Category 1 - Mandatory Ontario Regulation 686/21	Category 2 - Municipal Request	Category 3 - Other determined advisable to further the purposes of the Act
	Community Engagement				
		<i>Citizen Based Regeneration</i>		Municipal Request	Fee for Service, Third Party Agreement
		<i>Stewardship</i>			Fee for Service, Third Party Agreement
		<i>Watershed Engagement</i>			Fee for Service, Third Party Agreement
	Social Enterprise Development				
		<i>Social Enterprise</i>			Fee for Service, Third Party Agreement
Corporate Services					
Corporate Services include financial, administrative and technical services that enable TRCA staff to develop new capacity to efficiently and effectively deliver service area objectives.					
	Corporate Management and Governance		Included in operating levy; required to support TRCA programs and services		
	Financial Management		Included in operating levy; required to support TRCA programs and services		
	Human Resources		Included in operating levy; required to support TRCA programs and services		
	Corporate Communications		Included in operating levy; required to support TRCA programs and services		
	Information Infrastructure and Management		Included in operating levy; required to support TRCA programs and services		