

# Toronto and Region Conservation Authority

## Staff Recommended 2015 Operating Budget & 2015 – 2024 Capital Budget and Plan

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Budget Committee Presentation  
January 27, 2015





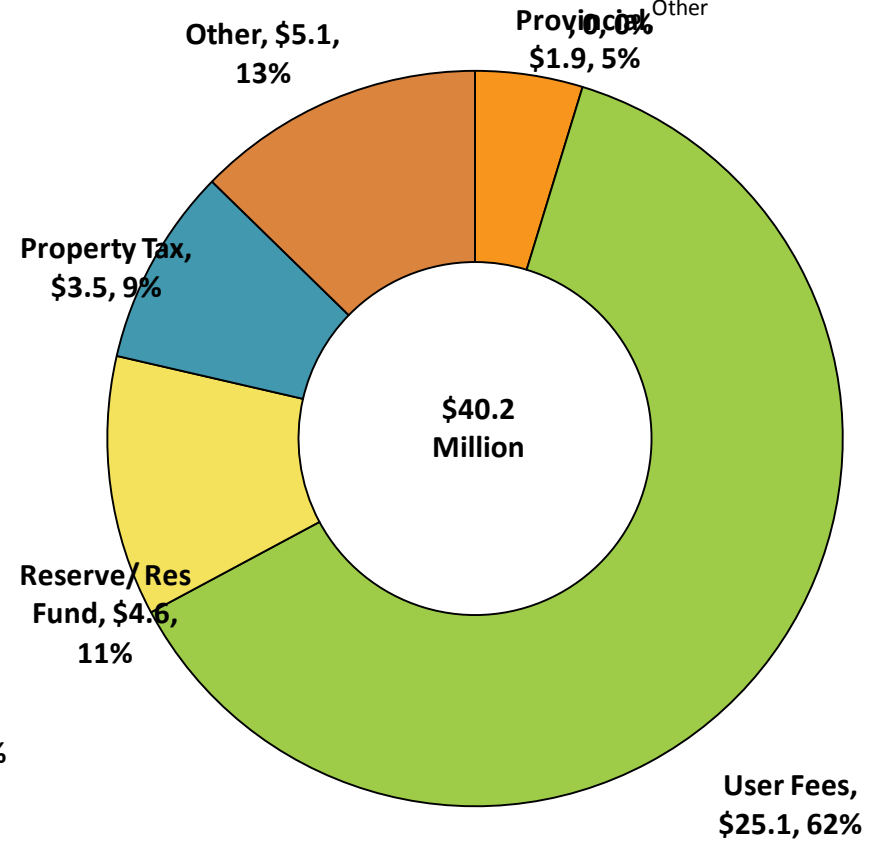
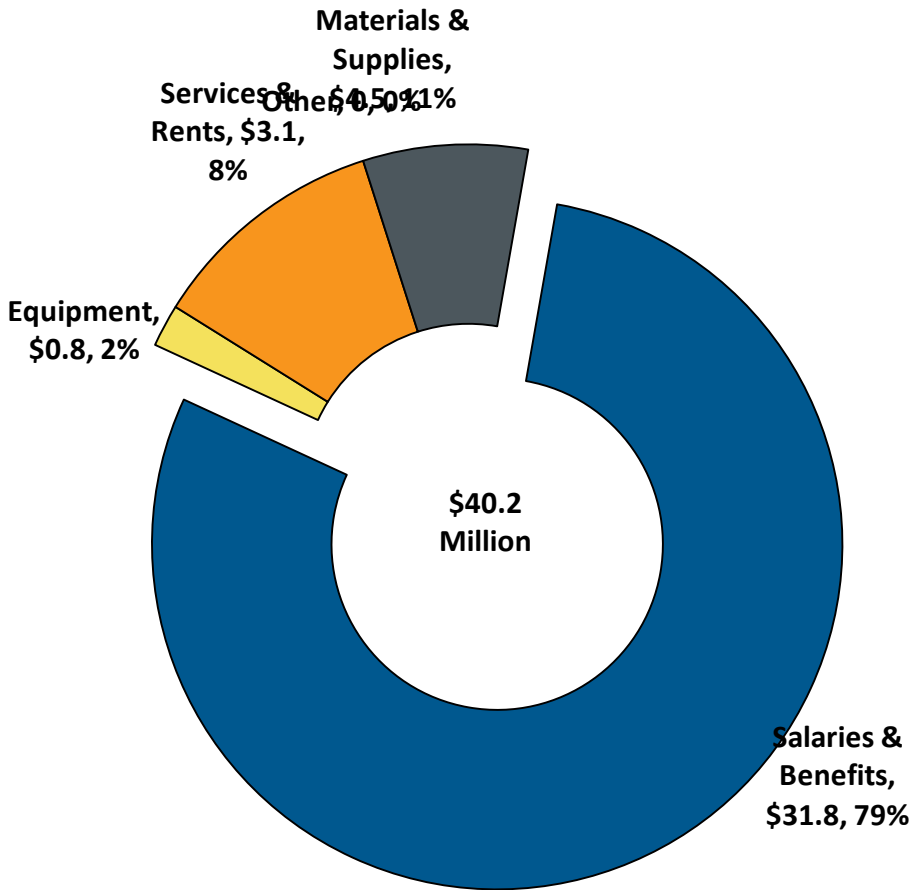
# Operating Summary

(in 000's)	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	39,507.0	40,187.0	680.0	1.7%
Gross Revenues	31,649.0	32,133.0	484.0	1.5%
<b>Net Expenditures</b>	<b>7,858.0</b>	<b>8,054.0</b>	<b>(196.0)</b>	<b>(2.5%)</b>
Less: Toronto Water Contribution	4,486.0	4,598.0	112.0	2.5%
<b>Tax-Supported</b>	<b>3,372.0</b>	<b>3,456.0</b>	<b>84.0</b>	<b>2.5%</b>



# 2015 Operating Budget by Service

Provincial	\$1.9
User Fees	\$25.1
Reserve/ Res Fund	\$4.6
Property Tax	\$3.5
Other	\$5.1





# Budget by Category

Category of Expense (\$000's)	2012 Actual	2013 Actual	2014 Budget	2014 Projected Actual*	2015 Rec'd Budget	2015 Changes from 2014 Approved Budget		Plan	
	\$	\$	\$	\$	\$	\$	%	2016	2017
Salaries and Benefits	28,879.5	28,934.5	31,161.0	31,161.0	31,841.0	680.0	2.2%	32,478.0	33,128.0
Materials and Supplies	4,263.2	4,421.7	4,476.0	4,476.0	4,476.0			4,476.0	4,476.0
Equipment	723.7	820.6	736.0	736.0	736.0			736.0	736.0
Services & Rents	3,336.6	2,878.3	3,134.0	3,134.0	3,134.0			3,134.0	3,134.0
Contributions to Capital									
Contributions to Reserve/Res Funds									
Other Expenditures									
Interdivisional Charges									
<b>Total Gross Expenditures</b>	37,203.0	37,055.1	39,507.0	39,507.0	40,187.0	680.0	1.7%	40,824.0	41,474.0
Interdivisional Recoveries									
Provincial Subsidies	1,989.0	1,961.0	1,878.0	1,878.0	1,878.0			1,878.0	1,878.0
Federal Subsidies									
Other Subsidies									
User Fees & Donations	23,132.1	22,598.1	24,778.0	24,778.0	25,163.0	385.0	1.6%	25,471.0	25,783.0
Transfers from Capital Fund									
Contribution from Reserve Funds	4,270.1	4,377.0	4,486.0	4,486.0	4,598.0	112.0	2.5%	4,713.0	4,831.0
Contribution from Reserve									
Sundry Revenues	4,605.4	4,829.5	4,993.0	4,993.0	5,092.0	99.0	2.0%	5,219.0	5,350.0
Required Adjustments									
<b>Total Revenues</b>	33,996.6	33,765.6	36,135.0	36,135.0	36,731.0	596.0	1.6%	37,281.0	37,842.0
<b>Total Net Expenditures</b>	3,206.4	3,289.5	3,372.0	3,372.0	3,456.0	84.0	2.5%	3,543.0	3,632.0
<b>Approved Positions</b>	399.9	410.3	409.3	409.3	409.3			409.3	409.3

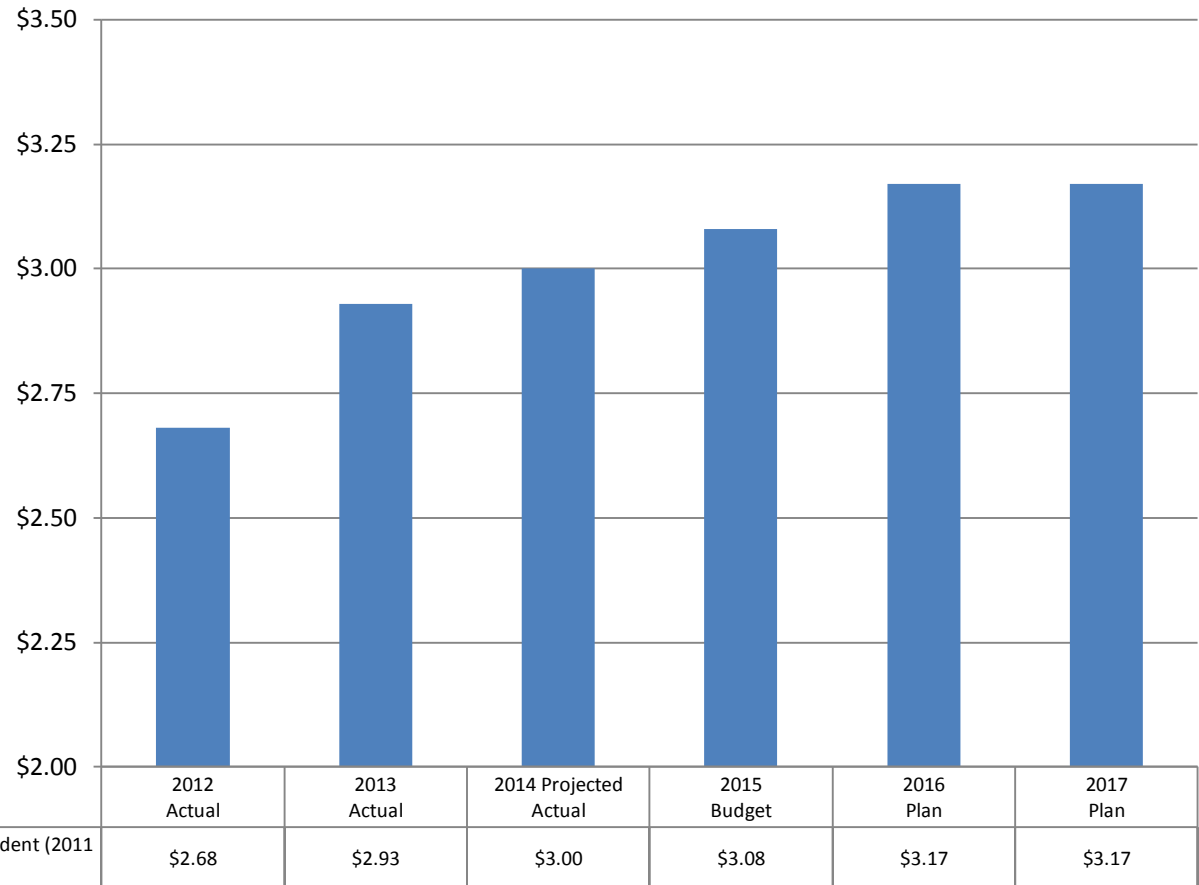


# Program Summary – Key Cost Drivers

(In \$000s)	Gross	Net	Positions + / (-)
<b>Gross Expenditure Changes</b>			
<b>Prior Year Impacts</b>			
Annualized Impacts of 2014 COLA	150.0	150.0	
<b>COLA and Progression Pay</b>			
2015 COLA	450.0	450.0	
Step Increases	80.0	80.0	
<b>Total Gross Expenditure Changes</b>	680.0	680.0	
<b>Revenue Changes</b>			
Funding from Other Municipalities		(99.0)	
User Fees & Donations (Planning & Development, Black Creek, etc.)		(385.0)	
Increased Contribution from Toronto Water		(112.0)	
<b>Total Revenue Changes</b>		(596.0)	
<b>Net Expenditure Changes</b>	680.0	84.0	



# Effectiveness Performance Measures





# Complement

Changes	2015 Budget Total	Plan 2016 2017	
Opening Complement	410.3	409.3	409.3
In-year Adjustments	(1.0)		
<b>Adjusted 2014 Staff Complement</b>	409.3	409.3	409.3
<b>Recommended Change in Staff Complement</b>			
Prior Year Impact			
Operating Impacts of Completed Capital Project			
Capital Project Delivery			
Base Changes			
Service Changes			
New / Enhanced Service Priorities			
<b>Total</b>	<b>409.3</b>	<b>409.3</b>	<b>409.3</b>
<b>% Change over prior year</b>			



# 2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Other	Total
Permanent	6.0	27.0	147.2	88.7	268.9
Temporary			31.4	109.0	140.4
Total	6.0	27.0	178.6	197.7	409.3





# 2016 and 2017 Plan

Description (\$000s)	2016 – Incremental Increase					2017 – Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
COLA and Fringe Benefits		637.0		637.0	1.6%		650.0		650.0	1.6%
<b>Sub-Total</b>		637.0		637.0	1.6%		650.0		650.0	
<b>Anticipated Impacts:</b>										
Funding from Other Municipalities			126.9	(126.9)	(0.4%)			131.0	(131.0)	(0.4%)
User Fees and Donations			308.0	(308.0)	(1.0%)			312.0	(312.0)	(1.0%)
Increased Toronto Water Contribution			115.1	(115.1)	(2.5%)			118.0	(118.0)	(2.5%)
<b>Sub-Total</b>			550.0	(550.0)	(1.5%)			561.0	(561.0)	(1.5%)
<b>Total Incremental Impact</b>		637.0	550.0	87.0	2.5%		650.0	561.0	89.0	2.5%



# 2014 Performance Measures

Major Activity	Performance Measure Description	2013 Actual	2014 Projected Actual	2015 Target	2016 Target	2017 Target
Planning and Development Review	Number of permit applications received	1,064	1,000	1,000	1,000	1,000
	Number of development permits issued	978	1,000	1,000	1,000	1,000
	Number of violations issued	131	100	100	100	100
	Number of environmental studies	179	223	359	434	510
Greenspace and Regional Biodiversity	Number of native trees / shrubs planted	278,884	350,000	350,000	350,000	350,000
	Number of native trees / shrubs produced	231,081	230,000	230,000	230,000	230,000
Land Securement and Management	Acres of land on ownership	44,312	44,512	44,712	44,712	44,912
	% of Land Master Plan achieved	57.4%	57.7%	57.9%	57.9%	58.2%
Education and Outreach	Attendance numbers for Kortright Centre for Conservation	163,910	180,000	180,000	180,000	180,000
	Number of program days at Conservation Field Centres utilized by GTA students	26,000	26,000	26,000	26,000	26,000
	Visitor satisfaction survey results (out of possible 5)	4.8	4.8	4.8	4.8	4.8
Tourism and Recreation	Attendance numbers at Conservation Areas	562,341	510,000	510,000	510,000	510,000
	Attendance numbers at Black Creek Pioneer Village	151,419	140,000	140,000	141,000	141,000
Corporate Services	Cost of TRCA Operating funding per Toronto resident (2011 census from Stats Can)	\$2.93	\$3.00	\$3.08	\$3.17	\$3.17
	Volume: number of payroll, invoices, purchase card transactions	47,000	47,000	47,000	47,000	47,000



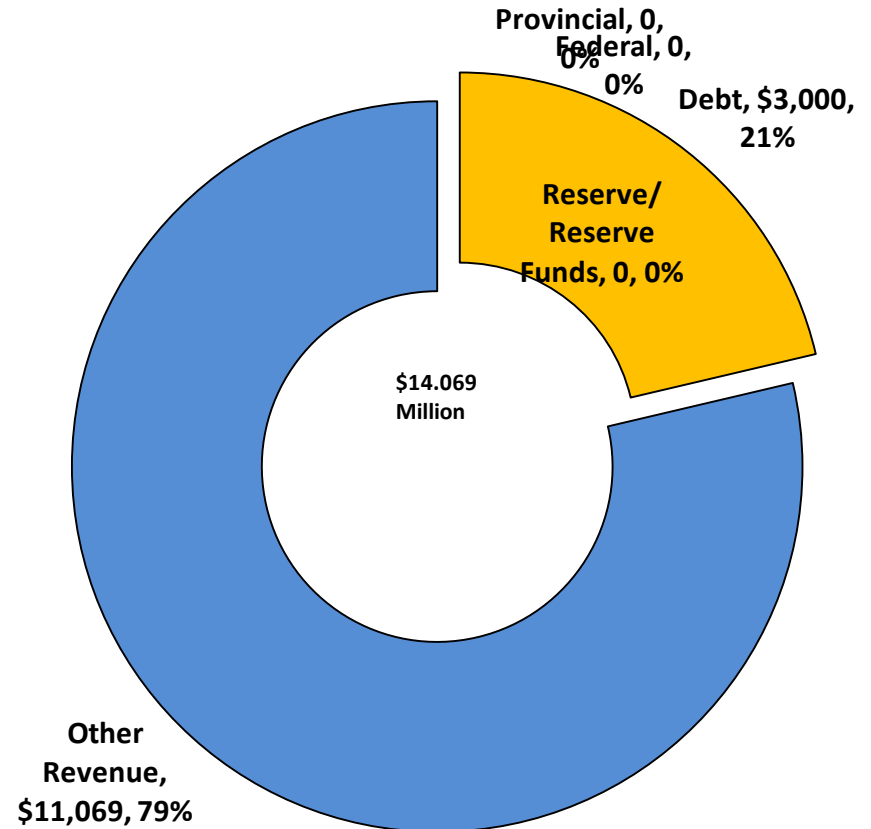
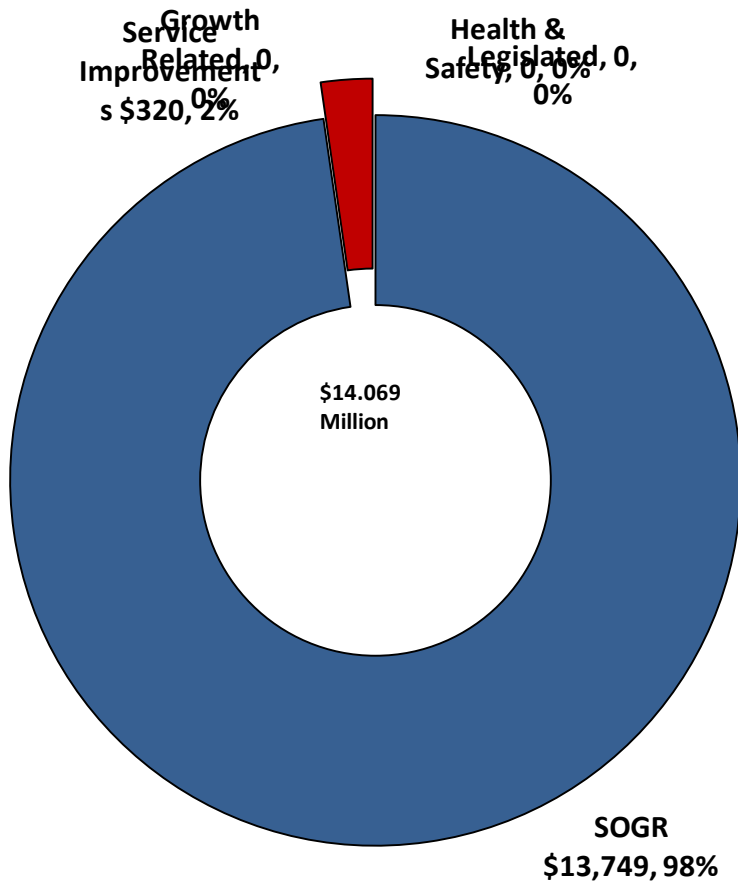
# 10-Year Capital Plan Details

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
<b>Total Expenditures by Category</b>													
<b>State of Good Repair</b>													
Greenspace Land Acquisition	N/A	100	100	100	100	100	100	100	100	100	100	1,000	N/A
Waterfront & Valley Erosion Control	N/A	1,550	1,550	1,550	1,600	1,600	1,600	1,600	1,600	3,600	3,600	19,850	N/A
Black Creek Pioneer Village Retrofit	N/A	350	350	350	350	350	350	350	350	350	350	3,500	N/A
Living City Action Plan	N/A	2,674	2,776	2,880	2,987	3,097	3,209	3,324	3,442	3,563	3,689	31,641	N/A
TRCA Administrative Infrastructure	N/A	658	658	658	658	658	658	658	658	658	658	6,580	N/A
Waterfront Development	N/A	1,153	1,153	1,153	1,103	1,103	1,423	1,423	1,423	1,423	1,423	12,780	N/A
TRCA Infrastructure Technology	N/A	264	264	264	264	264	264	264	264	264	264	2,640	N/A
Critical Erosion Control & Floodworks	N/A	7,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	25,000	N/A
Critical Erosion Control & Floodworks - Enhancements	N/A		5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000	9,000	65,000	N/A
<b>Sub-Total</b>	-	<b>13,749</b>	<b>13,851</b>	<b>14,955</b>	<b>15,062</b>	<b>16,672</b>	<b>17,104</b>	<b>17,219</b>	<b>17,337</b>	<b>20,958</b>	<b>21,084</b>	<b>167,991</b>	-
<b>Service Improvements</b>													
Waterfront Development												-	
Tommy Thompson Park Mgmt	N/A	240	240	240	240	240						1,200	N/A
Scarborough Shoreline Access	N/A	80	80	80	80	80						400	N/A
<b>Sub-Total</b>	-	<b>320</b>	<b>320</b>	<b>320</b>	<b>320</b>	<b>320</b>	-	-	-	-	-	<b>1,600</b>	-
<b>Total Expenditures by Category</b>	-	<b>14,069</b>	<b>14,171</b>	<b>15,275</b>	<b>15,382</b>	<b>16,992</b>	<b>17,104</b>	<b>17,219</b>	<b>17,337</b>	<b>20,958</b>	<b>21,084</b>	<b>169,591</b>	-

\*All TRCA capital projects are ongoing projects without a definitive start and end date. Cashflow for each project is approved for the current year only, hence there is no previously approved cashflows or project costs.



# 2015 Capital Budget by Project Category and Funding Source





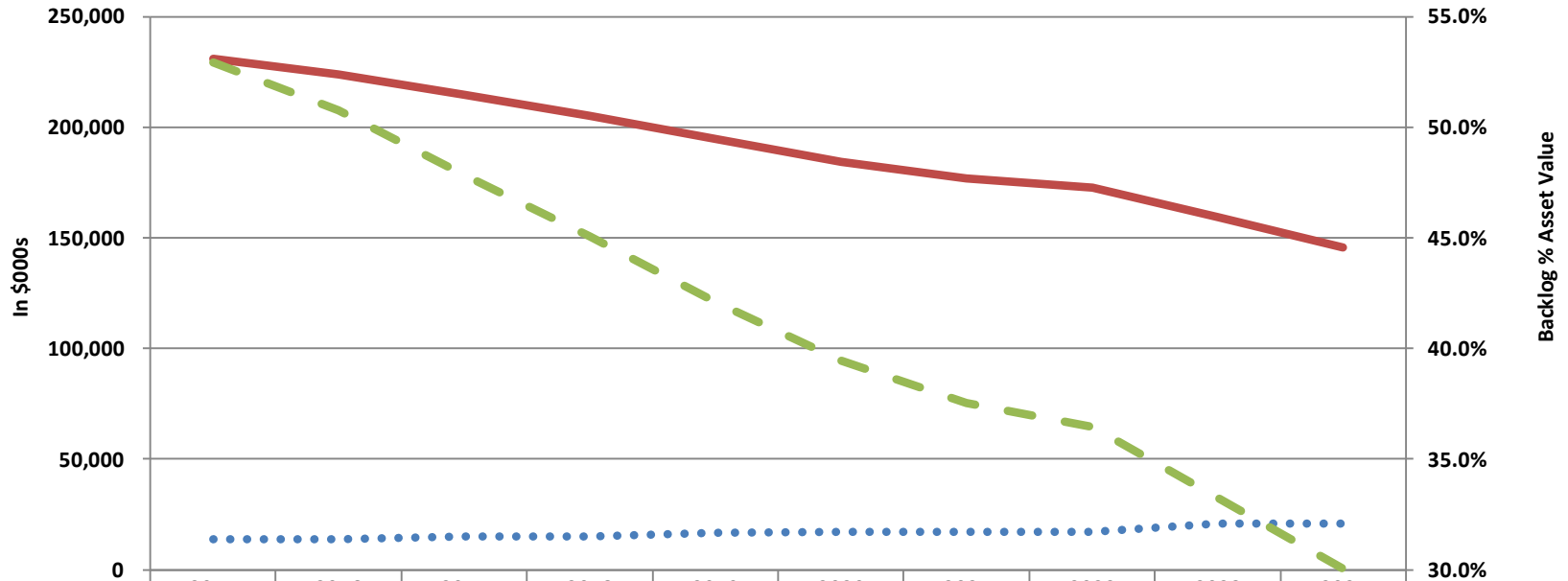
# Recommended Changes to the 2014-2023 Approved Capital Plan

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	13,970	14,069	9,171	9,275	9,382	9,492	9,604	9,719	9,837	11,958		92,507
2015 - 2024 Rec'd Capital Budget & Plan		14,069	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,084	148,507
<b>Capital Budget &amp; Plan Changes (2015 - 2023)</b>		-	5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000		<b>56,000</b>

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
<b>Total Previously Approved</b>													-
<b>New</b>	-												
Critical Erosion - Enhancements													
Gibraltar Point	-			3,500	4,000	4,300	1,700				13,500		13,500
Lower Humber Weirs	-						3,000	1,000			4,000		4,000
Waterfront Major Maintenance	-		1,300	500	1,000	1,000	700	1,800	1,700	1,100	9,100	1,400	10,500
Erosion Major Maintenance	-		2,900	1,700	900	2,200	2,100	4,700	5,800	7,900	28,200	7,600	35,800
Floodworks Major Maintenance	-	-	800	300	100						1,200		1,200
<b>Total New</b>		5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000	56,000		9,000	
<b>Total Changes</b>		<b>5,000</b>	<b>6,000</b>	<b>6,000</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>9,000</b>	<b>56,000</b>		<b>9,000</b>	



# State of Good Repair (SOGR) Backlog



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
•••• SOGR Funding	13,749	13,851	14,955	15,062	16,672	17,104	17,219	17,337	20,958	21,084
— Accumulated Backlog Est.	231,056	223,957	214,463	205,225	194,787	184,349	176,702	172,823	159,378	145,440
— Backlog % of Asset Value	52.9%	50.8%	47.8%	45.1%	42.1%	39.4%	37.5%	36.5%	33.3%	30.0%

Thank You

