



## Toronto and Region Conservation Authority

### What We Do

We protect, conserve, and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners. Toronto and Region Conservation Authority (TRCA) provides the following services:

- Watershed Health
- Education and Recreation
- Planning and Sustainable Communities

TRCA is the largest landowner (almost 18,000 hectares) in the GTA region, and it makes its lands available to the community for outdoor and conservation education, recreation and historic site purposes. TRCA's area of jurisdiction includes 3,467 square kilometres: 2,506 on land and 961 water-based.

### Why We Do It

TRCA is committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and educational programs.

#### Our Experience & Success

- Received a total of 1,194 new permit applications, 1,107 new planning applications for review, 524 Environmental Assessment planning study applications.
- 25 special studies are in progress for growth areas or areas that are under intensification pressures and require community planning and flood remediation.
- Completed 7 erosion control and shoreline protection work projects, initiated construction of 2 emergency work projects, and undertook planning and detailed design phase for 23 priority projects.
- Continued with 130 fisheries site visits for 260 sampling events. Monitored 35 temperature monitoring stations and 20 full chemistry sediment sampling sites including benthic invert collections to evaluate health.

#### Key Challenges

- Aging infrastructure requiring additional resources to service and maintain.
- External forces impacting revenue sources such as weather which can impact attendance for the Conservation Areas, Black Creek Pioneer Village and Kortright Centre.
- Backlog for major maintenance, particularly associated with the Black Creek Pioneer Village.
- Additional staff in Planning and Development Section are needed to meet service level demands.
- Unmet needs of over \$343 million that includes \$172 million for the *Scarborough Waterfront* project.

#### Priority Actions

- Working with the City of Toronto to increase its operating expense apportionment to match TRCA's other partner municipalities.
- Working with the City to finance remaining unfunded priority projects and coordinating logistics for ongoing projects within the jurisdiction.
- Increasing TRCA's corporate service capacity to support rapid growth in our externally facing divisions through the centralization of Corporate Services (\$0.186 million gross and net) included in the 2019 Staff Recommended Operating Budget for TRCA.
- Adding \$4.895 million to the 10-Year Capital Plan for preliminary design work and the re-construction of Brimley Road.

## Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$51.4	\$52.2	\$53.4
Revenues	\$42.5	\$43.2	\$44.1
Net Expenditures	\$8.9	\$9.0	\$9.3
Toronto Water Contrib.	\$5.1	\$5.2	\$5.3
Tax Supported Budget	\$3.8	\$3.8	\$4.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$21.6	\$185.6	\$207.2
Debt	\$6.1	\$44.3	\$50.4

*Note: Excluding 2018 carry forward funding to 2019*

The TRCA's budgetary requirement, as shown above as Net Expenditures (Operating) and Gross Expenditures (Capital), represents only the apportionment pertinent to the City of Toronto under the *Conservation Authorities Act*.

## Key Service Deliverables

Deliver programs and services to further the conservation, restoration, development and management of natural resources in its jurisdiction.

Manage, protect, and restore water in **+9** watersheds plus their collective Lake Ontario waterfront shorelines, which includes 100% of the City, and **+12,000** acres land resources within Toronto.

Protect the integrity and health of the rivers and creeks in the jurisdiction, developing a system of green and natural spaces that sustain local ecosystems, and advancing sustainable practices that will improve people's lives within our growing region.

Manage public use programs and facilities used by over **+550,000** visitors, and Black Creek Pioneer Village used by over **+140,00** visitors.

Initiate major studies including the capital asset management plan; and an update of the Master Plan for Acquisition.

## Who We Serve

### Watershed Health

- Government Agencies
- Local Municipalities
- Volunteers
- Business and Associations
- Volunteers

#### Beneficiaries

- General Public
- Other Levels of Government
- Residents

### Education and Recreation

- Community Groups
- New Immigrants
- Residents & Families
- Schools & Students
- Domestic & International Visitors
- Volunteers & Youth

#### Beneficiaries

- General Public
- Businesses / Business Associations
- Other Levels of Government

### Planning and Sustainable Communities

- Government Agencies
- Local Municipalities
- Residents
- Volunteers
- Community Groups

#### Beneficiaries

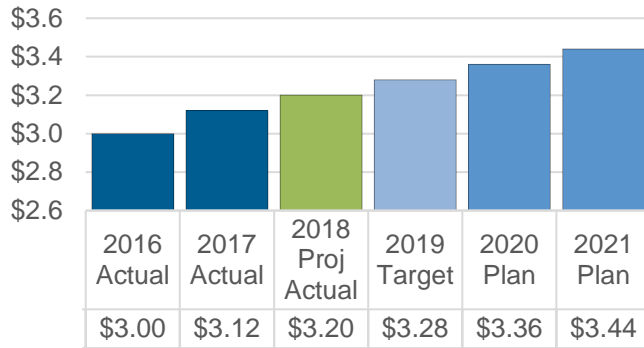
- General Public
- Other Levels of Government

## How Well We Are Doing

### Performance Measures

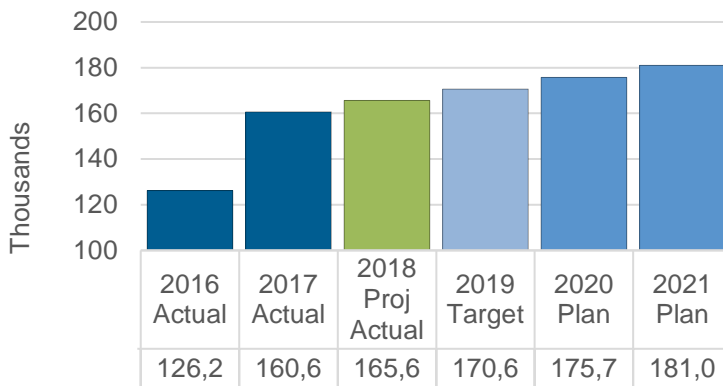
### Behind the Numbers

**Cost of TRCA Operating Funding per Toronto Resident**



- The costs include funding from tax levy through property taxes and water rate funding.
- The combined cost per Toronto resident has increased modestly due to the City of Toronto's budgetary constraints in recent years.
- Toronto has not provided the same level of funding increases to TRCA's other partner municipalities.

**# of Visits to Black Creek Pioneer Village**



- Attendance at Black Creek Pioneer Village is subject to many factors including weather conditions and seasonal fluctuations.
- Attendance is expected to continue increasing in 2019 due to the proximity of Pioneer Village subway station.

## Performance Measures Under Development

TRCA recently released a document entitled 'Five-year update to Building The Living City: 2013 - 2022 Strategic Plan' which speaks to the organization's 12 strategic priorities and the output/metrics, performance measures and key performance indicators supporting each priority. While the organization is in its infancy of measuring performance, this document presents a helpful roadmap as to how TRCA intends to measure, monitor, evaluate, report and improve its work.

A copy of this document is available on TRCA's website via the following link:

<https://s3-ca-central-1.amazonaws.com/trcaca/app/uploads/2016/02/23101520/2373-StrategicPlan2018-2020-FA2-WEB.pdf>

TRCA staff will evaluate performance and report via its Annual Report and reporting to its Board of Directors.

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## RECOMMENDATIONS

### 2019 STAFF RECOMMENDED OPERATING BUDGET

### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

## ISSUES FOR DISCUSSION

## APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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## RECOMMENDATIONS

## RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for TRCA Authority of \$51.365 million gross, \$3.833 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Toronto and Region Conservation Authority	51,364.7	8,908.7
Total Program Budget	51,364.7	8,908.7
Less: Toronto Water Contribution	-	5,075.9
Tax-Supported Budget	51,364.7	3,832.8

2. City Council request that the Chief Executive Officer of the TRCA, in consultation with the General Manager of Parks, Forestry and Recreation and the Executive Director of Municipal Licensing and Standards, develops a transition timeline and identifies the operating costs associated with the transfer of the property adjacent to Tommy Thompson Park for consideration as part of the future year budget process.

3. City Council approve the 2019 Staff Recommended Capital Budget for TRCA with a total project cost of \$21.581 million, and 2019 cash flow of \$22.081 million comprised of the following:

a. New Cash Flow Funds for:

1. 29 new / change in scope sub-projects with a 2019 total project cost of \$21.581 million that requires cash flow of \$21.581 million in 2019; and

b. 2018 approved cash flow for 1 previously approved sub-project with carry forward funding from 2018 into 2019 totalling \$0.500 million.

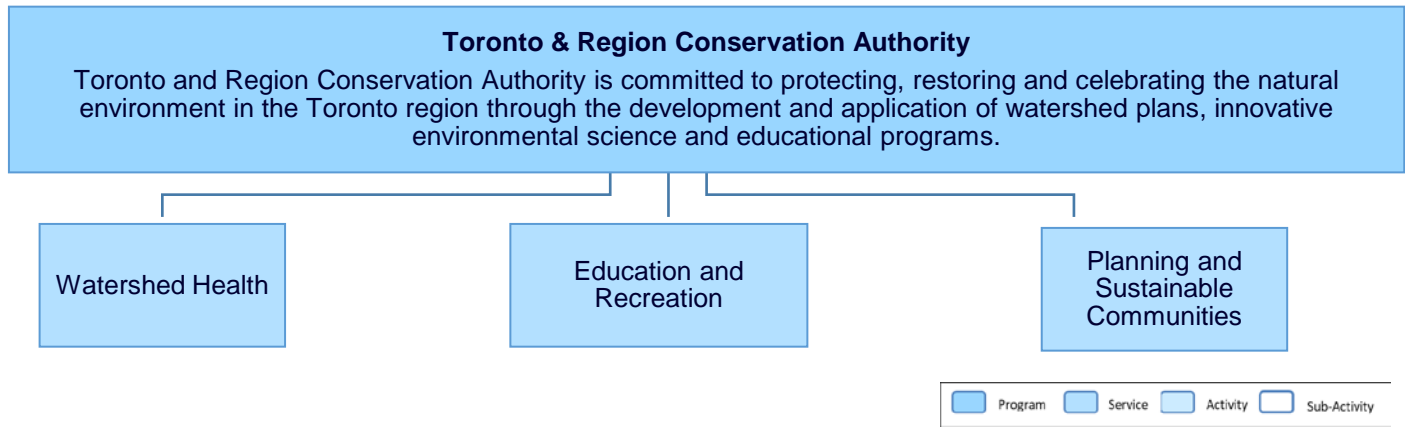
4. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for TRCA \$185.603 million in project estimates, comprised of \$21.893 million for 2020; \$17.408 million for 2021; \$17.552 million for 2022; \$21.175 million for 2023; \$21.287 million for 2024; \$21.402 million for 2025; \$21.500 million for 2026; \$21.628 million for 2027, and \$21.758 million for 2028.

5. City Council request that the Chief Executive Officer of the TRCA, together with the General Managers of Toronto Water, Transportation, and Parks, Forestry and Recreation and the Chief Financial Officer and Treasurer, report back on the results of the Ministry of the Environment, Conservation and Parks review of the Environmental Assessment for the *Scarborough Waterfront* project and provide updated project cost estimates, annual cash flow funding requirements, project timelines based on the outcome of the Ministry review for consideration as part of the 2020 Budget process.



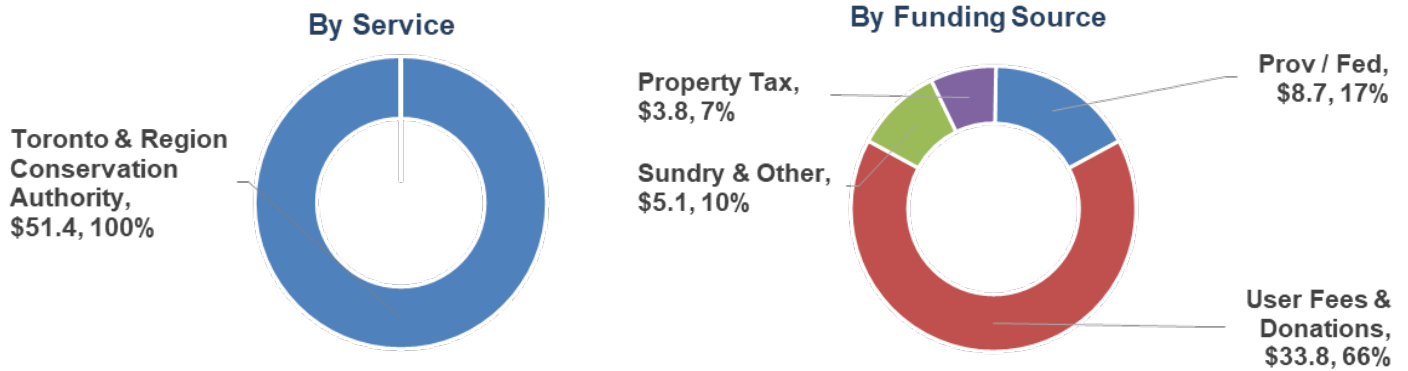
# 2019 STAFF RECOMMENDED OPERATING BUDGET

**PROGRAM MAP**



**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$51.4M**



- **5.0%** Budget increase over the 2018 Approved Net Operating Budget to sustain TRCA service levels and maintain City's apportionment.
- **\$2.772M** User fee changes to reflect inflationary adjustments in order to support the recreational opportunities offered by TRCA.
- **\$0.322M** Combined increases in the contribution from Toronto Water and additional revenue from regional municipal partners.
- **2020/2021** Increases attributed to known inflationary adjustments for salaries and benefits for the corresponding years.



## 2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Toronto &amp; Region Conservation Authority</b>									
Gross Expenditures	48,088.0	48,088.0	51,364.7		51,364.7	3,276.7	6.8%	1,078.7	1,275.7
Revenue	39,485.9	39,485.9	42,456.0		42,456.0	2,970.1	7.5%	887.1	1,074.4
<b>Net Expenditures</b>	<b>8,602.1</b>	<b>8,602.1</b>	<b>8,908.7</b>		<b>8,908.7</b>	<b>306.6</b>	<b>3.6%</b>	<b>191.6</b>	<b>201.2</b>
<b>Total</b>									
Gross Expenditures	48,088.0	48,088.0	51,364.7		51,364.7	3,276.7	6.8%	1,078.7	1,275.7
Revenue	39,485.9	39,485.9	42,456.0		42,456.0	2,970.1	7.5%	887.1	1,074.4
<b>Total Net Expenditures</b>	<b>8,602.1</b>	<b>8,602.1</b>	<b>8,908.7</b>		<b>8,908.7</b>	<b>306.6</b>	<b>3.6%</b>	<b>191.6</b>	<b>201.2</b>
<b>Less: Toronto Water Contribution</b>	<b>4,951.8</b>	<b>4,951.8</b>	<b>5,075.9</b>		<b>5,075.9</b>	<b>124.1</b>	<b>2.5%</b>		
<b>Tax Supported</b>	<b>3,650.3</b>	<b>3,650.3</b>	<b>3,832.8</b>		<b>3,832.8</b>	<b>182.5</b>	<b>5.0%</b>		
<b>Approved Positions</b>	<b>812.9</b>	<b>812.9</b>	<b>812.9</b>	<b>0.0</b>	<b>812.9</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>

\* Year-End Projection Based on Q3 2018 Variance Report

**Base Changes**

(\$0.183M Net)

- Base pressures mainly attributable to inflationary increases in salaries and benefits, utilities, and contractual obligations.
- Implementaion cost to centralize seven corporate service business units into one division known as Corporate Services to achieve efficiencies in service delivery.
- Above pressures largely offset by user fee increaess across the board to reflect inflationary adjustments combined with an annual increase of 2.5% in the contribution from Toronto Water as well as additional revenue from partner municipalities.

**Future Year Plan**

- Inflationary increases primarily for salaries and benefits.

**EQUITY IMPACTS OF BUDGET CHANGES**

**No significant equity impacts:** The changes in TRCA's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

## 2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for TRCA is \$3.833 million net or 5.0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers and base revenue changes in order to maintain current service levels.

**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

(In \$000s)	Services	Total	
	Toronto & Region Conservation Authority		
	\$	\$	Positions
<b>2018 Council Approved Operating Budget (Net)</b>	<b>3,650.3</b>	<b>3,650.3</b>	<b>812.9</b>
<b>Base Expenditure Changes</b>			
<b>Economic Factors</b>			
Inflationary Increases in Utilities and Contracts	251.3	251.3	
<b>Salaries and Benefits</b>			
Inflationary Increases in Salaries & Benefits	2,839.4	2,839.4	
<b>Other Base Expenditure Changes</b>			
Centralization of Corporate Services	186.0	186.0	
<b>Sub-Total Base Expenditure Changes</b>	<b>3,276.7</b>	<b>3,276.7</b>	
<b>Base Revenue Changes</b>			
Base User Fee Changes (Inflation)	(2,772.4)	(2,772.4)	
Additional Revenue from Partner Municipalities	(198.0)	(198.0)	
Increased Contribution from Toronto Water @ 2.5%	(123.8)	(123.8)	
<b>Sub-Total Base Revenue Changes</b>	<b>(3,094.2)</b>	<b>(3,094.2)</b>	
<b>Total Base Changes</b>	<b>182.5</b>	<b>182.5</b>	
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>3,832.8</b>	<b>3,832.8</b>	<b>812.9</b>

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

#### Key Service Accomplishments:

- Approval of the Board of Director's Administrative Bylaw, a document required by the *Conservation Authorities Act*.
- Hiring of a new HR team and implementation of a Human Resource Information System which will result in a number of advantages to the organization including: automation of manual processes; improved user experience for all staff; improved compliance tracking and reporting abilities; improved time, attendance, and scheduling abilities as well as reduction in various indirect costs.
- Completed Compensation Project which provides the infrastructure to ensure fair, competitive compensation that is internally equitable, externally competitive and legislatively compliant.
- Implemented a new Corporate Services model which allows the organization to realize efficiencies and modernize operations.
- CIO and initiated migration from IBM Lotus Notes to Office 365
- Strategic Plan Update
- Refreshed logo and Customer Service policy

### 2018 Financial Performance

**Table 3: Budget vs. Actual by Category of Expenditures and Revenues**

Category of Expense (In \$000s)	2017	2018	2018	2019	2019 Change from	
	Actual	Budget	Projected	Total Staff	2018 Approved	
	\$	\$	\$	Recommended	\$	%
				Budget		
Salaries And Benefits	408,588.2	435,043.6	442,341.0	441,999.6	6,956.1	1.6%
Materials & Supplies	10,057.0	8,773.6	9,903.6	9,455.3	681.7	7.8%
Equipment	1,513.8	900.8	1,629.3	919.9	19.1	2.1%
Service And Rent	5,383.1	6,518.5	6,432.9	7,181.8	663.4	10.2%
Contribution To Capital						-
Contribution To Reserves/Reserve Funds	8,933.9	9,498.5	9,498.5	10,123.5	625.0	6.6%
Other Expenditures	12.8					-
Inter-Divisional Charges	9,157.8	8,934.6	8,934.6	9,300.3	365.7	4.1%
<b>Total Gross Expenditures</b>	<b>443,646.6</b>	<b>469,669.5</b>	<b>478,739.8</b>	<b>478,980.4</b>	<b>9,310.9</b>	<b>2.0%</b>
Inter-Divisional Recoveries	509.5	170.6	170.6	219.1	48.5	28.5%
Provincial Subsidies	754.4	400.0	953.5	400.0		
User Fees & Donations	15,845.6	16,275.1	16,275.1	17,289.8	1,014.8	6.2%
Transfers From Capital	129.5	144.9	144.9		(144.9)	(100.0%)
Contribution From Reserves/Reserve Funds				200.0	200.0	-
Sundry and Other Revenues	214.8	110.8	110.8	110.8		
<b>Total Revenues</b>	<b>17,453.9</b>	<b>17,101.3</b>	<b>17,654.8</b>	<b>18,219.7</b>	<b>1,118.4</b>	<b>6.5%</b>
<b>Total Net Expenditures</b>	<b>426,192.7</b>	<b>452,568.2</b>	<b>461,085.0</b>	<b>460,760.7</b>	<b>8,192.5</b>	<b>1.8%</b>
<b>Approved Positions</b>	<b>3,143.3</b>	<b>3,174.3</b>	<b>3,129.3</b>	<b>3,194.3</b>	<b>20.0</b>	<b>0.6%</b>

\* Year-End Projection Based on Q3 2018 Variance Report

Projections to year-end indicate that TRCA is on budget for 2018. TRCA receives the full funding amount as approved by Council, resulting in no year-end variance. Consistent with previous years, TRCA receives the City of Toronto funding share which maintains the ratio between TRCA's other partner municipalities.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

### **Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget**

- There are no impacts arising from the 2018 operating variance on the 2019 Staff Recommended Operating Budget for TRCA.

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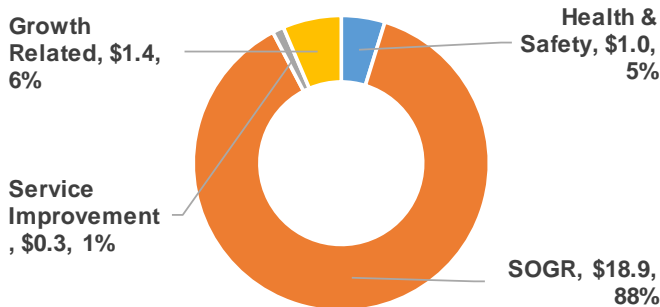


# 2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

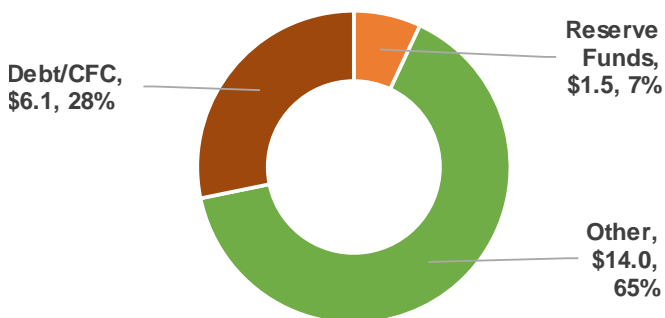
**10-YEAR CAPITAL PLAN HIGHLIGHTS**

**2019 Staff Recommended Capital Budget \$21.6M**

**By Project Category**

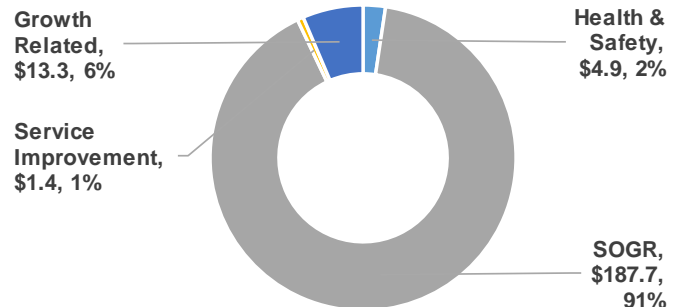


**By Funding Source**

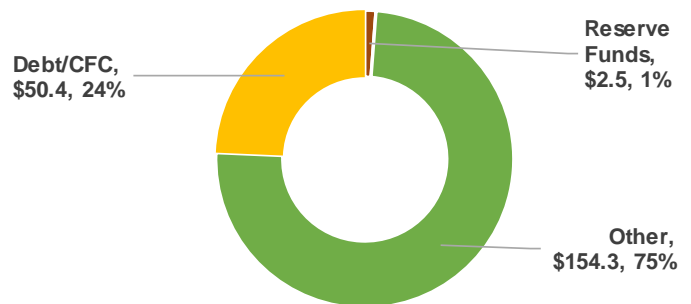


**2019 - 2028 Staff Recommended Capital Budget and Plan \$207.2M**

**By Project Category**



**By Funding Source**



**1 YEAR**

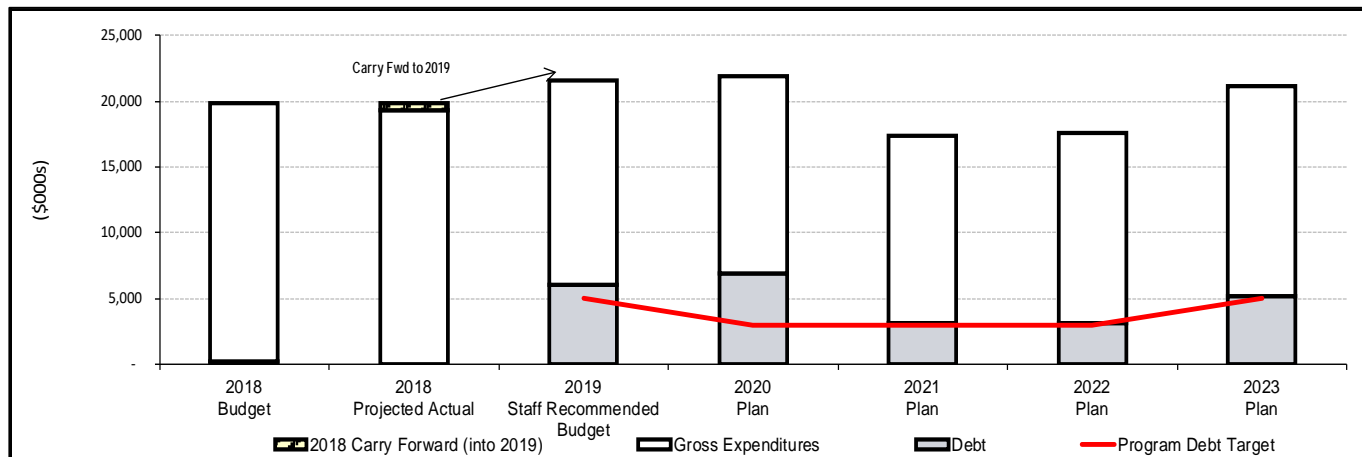
- **\$9.500M** Continue critical *Erosion & Floodworks* to address erosion control needs and damaged caused by various storms.
- **\$3.197M** Implement *Living City Action Plan* and *Greenspace Acquisition* for re-naturalization of watercourses, water quality and habitat improvements.
- **\$3.023M** Control *Waterfront and Valley Erosion* through protection initiatives and maintain and develop various *Waterfront* sites.
- **\$2.371M** Address the backlog of restoration and major maintenance repair to the hydro and HVAC systems as part of the *Black Creek Village Retrofit* project.
- **\$1.029M** Begin the preliminary design work and detailed costing and timing estimates of the entire *Scarborough Waterfront* project.

**10 YEARS**

- **\$187.673M** State of Good Repair (SOGR) to maintain assets including major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, and facilities retrofit.
- **\$13.266M** Growth projects to support the TRCA's *Long-Term Accommodation Plan* with a new administrative office building to be constructed on land it owns in the City of Toronto by 2037.
- **\$4.895M** Health & Safety projects to manage public safety and property risk in the areas of the Scarborough Waterfront and Scarborough Bluffs West as part of the *Asset and Infrastructure Management Plan*.
- **\$1.350M** Service Improvement project for waterfront parkland development at *Tommy Thompson Park*.

**2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW**

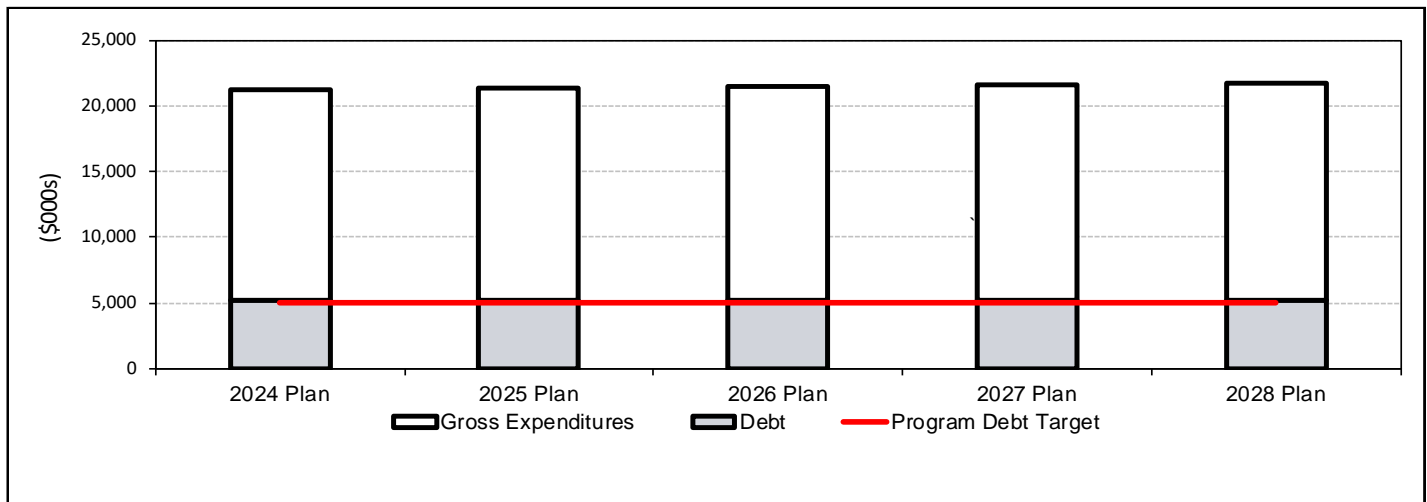
**Chart 1: 10-Year Capital Plan Overview**



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual							
<b>Gross Expenditures by Project Category:</b>										
Health & Safety		-		1,029	3,866	-	-	-	4,895	4.9%
Legislated		-		-	-	-	-	-	-	
SOGR	14,012	17,690	18,900	17,012	16,627	16,745	19,186	88,470	88.8%	
Service Improvement	5,818	270	270	270	270	270	270	1,350	1.4%	
Growth Related	-	1,370	1,382	745	511	537	1,719	4,894	4.9%	
<b>Total by Project Category</b>	<b>19,830</b>	<b>19,330</b>	<b>21,581</b>	<b>21,893</b>	<b>17,408</b>	<b>17,552</b>	<b>21,175</b>	<b>99,609</b>	<b>100.0%</b>	
<b>Program Debt Target</b>				<b>5,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>5,000</b>	<b>19,000</b>	
<b>Financing:</b>										
<b>Debt</b>	<b>270</b>		<b>6,089</b>	<b>6,974</b>	<b>3,139</b>	<b>3,170</b>	<b>5,182</b>	<b>24,554</b>	<b>24.7%</b>	
Reserves/Reserve Funds	1,500		1,500	815	50	45	35	2,445	2.5%	
Development Charges	-		-	-	-	-	-	-		
Provincial/Federal	-		-	-	-	-	-	-		
Debt Recoverable	-		-	-	-	-	-	-		
Other Revenue	18,060		13,992	14,104	14,219	14,337	15,958	72,610	72.9%	
<b>Total Financing</b>	<b>19,830</b>		<b>21,581</b>	<b>21,893</b>	<b>17,408</b>	<b>17,552</b>	<b>21,175</b>	<b>99,609</b>	<b>100.0%</b>	
<b>By Status:</b>										
2018 Capital Budget & Approved Future Year (FY) Commitments	19,830		2,394	446	476	507	1,502	5,325	5.3%	
Changes to Approved FY Commitments			(2,394)	(446)	(476)	(507)	(1,502)	(5,325)	(5.3%)	
2019 New/Change in Scope & FY Commitments			21,581	-	-	-	-	21,581	21.7%	
2020 - 2023 Capital Plan Estimates				21,893	17,408	17,552	21,175	78,028	78.3%	
2-Year Carry Forward for Reapproval				-	-	-	-	-		
1-Year Carry Forward to 2019		500								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>19,830</b>		<b>21,581</b>	<b>21,893</b>	<b>17,408</b>	<b>17,552</b>	<b>21,175</b>	<b>99,609</b>	<b>100.0%</b>	
<b>Asset Value (\$) at year-end</b>	<b>461,869</b>		<b>476,407</b>	<b>485,645</b>	<b>496,383</b>	<b>507,121</b>	<b>520,179</b>	<b>520,179</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)			(13,038)	(9,238)	(10,738)	(9,528)	(13,058)	(55,600)		
Accumulated Backlog Estimate (end of year)	234,564		221,526	212,288	201,550	192,022	178,964	178,964		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>50.8%</b>		<b>46.5%</b>	<b>43.7%</b>	<b>40.6%</b>	<b>37.9%</b>	<b>34.4%</b>			
Debt Service Costs			241	841	815	411	504	2,812		
Operating Impact on Program Costs			-	-	-	-	-	-		
New Positions			-	-	-	-	-	-		



**Chart 2: 10-Year Capital Plan Overview (Continued)**



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
<b>Gross Expenditures by Project Category:</b>							
Health & Safety	-	-	-	-	-	4,895	2.4%
Legislated	-	-	-	-	-	-	-
SOGR	19,580	19,707	19,837	19,971	20,108	187,673	90.6%
Service Improvement	-	-	-	-	-	1,350	0.7%
Growth Related	1,707	1,695	1,663	1,657	1,650	13,266	6.4%
<b>Total by Project Category</b>	<b>21,287</b>	<b>21,402</b>	<b>21,500</b>	<b>21,628</b>	<b>21,758</b>	<b>207,184</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>44,000</b>	
<b>Financing:</b>							
<b>Debt</b>	<b>5,175</b>	<b>5,168</b>	<b>5,161</b>	<b>5,155</b>	<b>5,148</b>	<b>50,361</b>	24.3%
Reserves/Reserve Funds	30	25	-	-	-	2,500	1.2%
Development Charges	-	-	-	-	-	-	-
Provincial/Federal	-	-	-	-	-	-	-
Debt Recoverable	-	-	-	-	-	-	-
Other Revenue	16,082	16,209	16,339	16,473	16,610	154,323	74.5%
<b>Total Financing</b>	<b>21,287</b>	<b>21,402</b>	<b>21,500</b>	<b>21,628</b>	<b>21,758</b>	<b>207,184</b>	<b>100.0%</b>
<b>By Status:</b>							
2018 Capital Budget & Approved Future Year (FY) Commitments	1,502	1,502	1,502	1,502	-	11,333	5.5%
Changes to Approved FY Commitments	(1,502)	(1,502)	(1,502)	(1,502)	-	(11,333)	(5.5%)
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	21,581	10.4%
2024 - 2028 Capital Plan Estimates	21,287	21,402	21,500	21,628	21,758	185,603	89.6%
2-Year Carry Forward for Reapproval	-	-	-	-	-	-	-
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>21,287</b>	<b>21,402</b>	<b>21,500</b>	<b>21,628</b>	<b>21,758</b>	<b>207,184</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>533,237</b>	<b>546,295</b>	<b>559,803</b>	<b>573,311</b>	<b>586,819</b>	<b>586,819</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)	(12,686)	(9,558)	(6,708)	(12,025)	(9,633)	(106,210)	
Accumulated Backlog Estimate (end of year)	166,278	156,720	150,012	137,987	128,354	128,354	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>31.2%</b>	<b>28.7%</b>	<b>26.8%</b>	<b>24.1%</b>	<b>21.9%</b>		
Debt Service Costs	676	675	674	673	672	6,181	
Operating Impact on Program Costs	-	-	-	-	-	-	
New Positions	-	-	-	-	-	-	

## Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
TRCA - Asset & Infrastructure Management Plan		1,029	3,866	-	-	-	-	-	-	-	-	4,895	4,895
<b>Sub-Total</b>	-	<b>1,029</b>	<b>3,866</b>	-	-	-	-	-	-	-	-	<b>4,895</b>	
<b>State of Good Repair</b>													
Toronto Wildlife Centre Site Restoration	500	500	-	-	-	-	-	-	-	-	-	1,000	
BLACK CREEK PIONEER VILLAGE RETROFIT	2,371	371	371	371	371	371	371	371	371	371	371	5,710	
CRITICAL EROSION #2 WATER FUNDED ENHANCEMENTS	9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	11,000	11,000	11,000	104,000	
GREENSPACE LAND ACQUISITION (Toronto Share)	64	64	64	64	64	64	64	64	64	64	64	640	
LIVING CITY ACTION PLAN	3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	4,114	4,251	4,251	36,733	
TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT	322	322	322	322	322	322	322	322	322	322	322	3,220	
TRCA INFORMATION TECHNOLOGY	257	257	257	257	257	257	257	257	257	257	257	2,570	
WATERFRONT & VALLEY EROSION CONTROL	1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	2,420	2,420	2,420	20,920	
WATERFRONT DEVELOPMENT	1,153	1,153	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	12,880	
<b>Sub-Total</b>	-	<b>18,900</b>	<b>17,012</b>	<b>16,627</b>	<b>16,745</b>	<b>19,186</b>	<b>19,580</b>	<b>19,707</b>	<b>19,837</b>	<b>19,971</b>	<b>20,108</b>	<b>187,673</b>	
<b>Service Improvement</b>													
WATERFRONT DEVELOPMENT		270	270	270	270	270	-	-	-	-	-	1,350	
<b>Sub-Total</b>	-	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>	-	-	-	-	-	<b>1,350</b>	
<b>Growth Related</b>													
Toronto Wildlife Centre Site Restoration	1,500	1,000	315	50	45	35	30	25	-	-	-	1,500	3,500
TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT	704	382	430	461	492	1,684	1,677	1,670	1,663	1,657	1,650	11,766	39,200
<b>Sub-Total</b>	<b>704</b>	<b>1,382</b>	<b>745</b>	<b>511</b>	<b>537</b>	<b>1,719</b>	<b>1,707</b>	<b>1,695</b>	<b>1,663</b>	<b>1,657</b>	<b>1,650</b>	<b>13,266</b>	
<b>Total Expenditures by Category (excluding carry forward from 2018)</b>	<b>704</b>	<b>21,581</b>	<b>21,893</b>	<b>17,408</b>	<b>17,552</b>	<b>21,175</b>	<b>21,287</b>	<b>21,402</b>	<b>21,500</b>	<b>21,628</b>	<b>21,758</b>	<b>207,184</b>	

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan support TRCA's objective of creating a Living City vision, which encompasses flood protection, erosion control, waterfront generation, acquisition of environmentally significant properties and environmental rehabilitation. In addition, the delivery of these capital projects will help TRCA pursue and achieve its service objectives and strategic directions guided by the Building The Living City 2013 – 2022 Strategic Plan.

*Health and Safety*

- Health and Safety projects account for \$4.895 million or 4.9% of the total 10-Year Staff Recommended Capital Plan's expenditures.
  - The funding is entirely dedicated to begin the next stage of *Scarborough Waterfront* project over two years to complete the detailed design work of the *West Segment* and *Brimley Road* in 2019 and refine the cost estimates based on the outcome of the environmental assessment completed in 2018.
  - Once the various components of the design work are completed and detailed costing information becomes available, the eligible sources of funding will be explored and identified through the City's budget process. Potential funding sources include appropriate provincial and federal funding, reserve and reserve funds including the Public Realm Reserve and Parkland Development Reserve, other development related reserves and water rate funding.

*State of Good Repair (SOGR)*

- SOGR projects account for \$187.673 million or over 90% of the total 10-Year Staff Recommended Capital Plan's expenditures, with water rate funding as a primary financing source for the following:
  - Critical Erosion and Floodworks – Water Funded Enhancements* project (\$104.000 million) enables TRCA to acquire or implement erosion control works to protect a number of properties that are deemed at risk through detailed geotechnical investigations, to carry out flood control channel maintenance work at the Yonge-York Mills Channel, Black Creek Channel as well as Sheppard and Malvern Channels; and to address damage to city-wide

private and public property caused by various storms. This project also provides funding for remedial erosion control work for the Gibraltar Point as a result of the extreme flooding, protection of property and existing infrastructure against the hazards of river erosion and slope instability; as well as erosion control and flood works identified through annual inspections.

- The *Living City Action Plan* project (\$36.733 million) provides ongoing funding for the monitoring and re-naturalization of watercourses, water quality and habitat improvements at sites in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds. In addition, this project funds channel maintenance, flood control works and watershed plans, Canada Goose Management and Migratory Bird Corridor Programs and the Toronto Waterfront Terrestrial and Aquatic Program.
- The *Waterfront and Valley Erosion Control* project (\$20.920 million) project ensures the annual inspection of known erosion hazard sites as well as valley and shoreline erosion protection initiatives at a number of sites within Toronto, including Lake Ontario shoreline, which pose risks to residential dwellings, commercial and industrial buildings, public greenspace, and infrastructure.
- The *Waterfront Development* project (\$12.880 million) provides funding for site planning, preparation and monitoring at various waterfront sites including Tommy Thompson Park water quality monitoring, as well as the dredging of the Keating Channel and Ashbridges Bay / Coatsworth Cut.

### *Growth Related*

- Growth Related projects total \$13.266 million or 6.4% of the total 10-Year Staff Recommended Capital Plan's expenditures.
  - The *Long Term Accommodation Plan* project (\$11.766 million) provides funding for the construction of a new TRCA administrative office at 5 Shoreham Drive it owns in the North York. The City's share of a total cost of \$70.0 million project is \$39.2 million including the interest expenses over the life of TRCA's debt that cover the additional financing cost required for Toronto's share until the additional debt capacity to accommodate the increased contributions is made available in 2023.
    - The project was initially approved by City Council in 2017, with construction commencing in 2019 in order to meet a 2021 occupancy. This project has been identified as a Major Capital Project for TRCA and further status update on this project will be provided in the Issues for Discussion section.

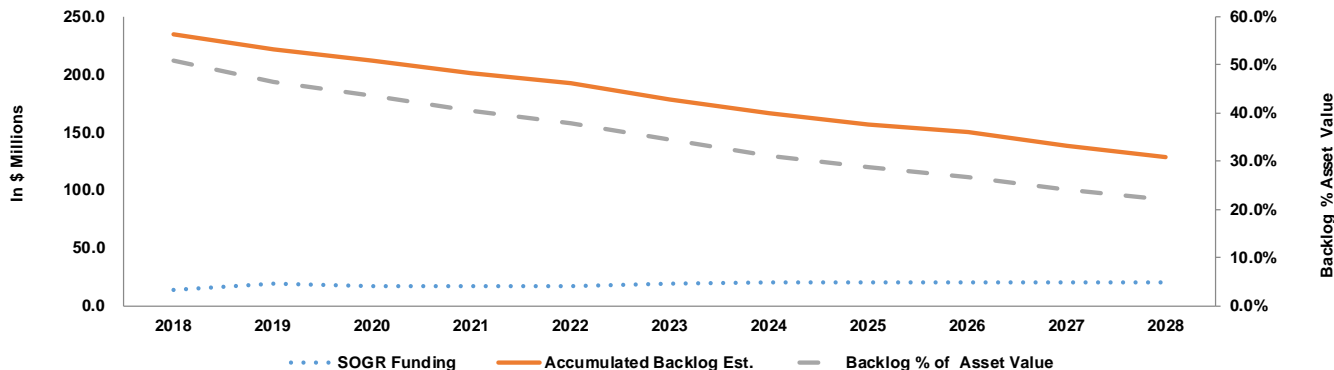
### **State of Good Repair (SOGR) Funding & Backlog**

- TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure with a total estimated replacement value at almost \$480 million and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront.
- TRCA faces many of the same pressures as City Programs and Agencies in dealing with aging infrastructure, the failure of which may be a risk to the safety of people and property. There are over 400 valley and waterfront erosion control structures in the City of Toronto that must be monitored and repaired on a regular basis. As a result, TRCA has continually reallocated funds from other critical erosion projects for maintenance and monitoring requirements.
- In recent years, issues related to erosion and damage from high intensity, localized storms have increased. This has added to the outstanding state of good repair work and to potential safety risks. Included in the Staff Recommended 10-Year Capital Plan for TRCA is a total of \$102.8 million in supplementary Toronto Water funding specifically allocated for this purpose to the Critical Erosion and Floodworks project for erosion control works to address imminent risks and issues.
- At the end of 2018, TRCA has a backlog of state of good repair work estimated at almost \$235 million, representing 50.8% of the asset value estimated at \$462 million. The SOGR backlog estimate includes maintenance of natural environment through activities such as erosion control and source water protection; as well as the restoration of facilities such as the Black Creek Pioneer Village and TRCA's current Head Office building. The *Long Term*

Accommodation Plan project is cost shared with partner municipalities, is expected to be completed in 2021 and will reduce the SOGR backlog for the administrative infrastructure at that time.

- State of Good Repair (SOGR) funding included in the Staff Recommended 10-Year Capital Plan will reduce SOGR backlog to \$126 million or 21.9% of the asset replacement value in 2028.

**Chart 3: Total SOGR Funding & Backlog**



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SOGR Funding</b>	14.012	18.900	17.012	16.627	16.745	19.186	19.580	19.707	19.837	19.971	20.108
<b>Accumulated Backlog Est.</b>	234.564	221.526	212.288	201.550	192.022	178.964	166.278	156.720	150.012	137.987	128.354
<b>Backlog % of Asset Value</b>	50.8%	46.5%	43.7%	40.6%	37.9%	34.4%	31.2%	28.7%	26.8%	24.1%	21.9%
<b>Total Asset Value</b>	461.869	476.407	485.645	496.383	507.121	520.179	533.237	546.295	559.803	573.311	586.819

- SOGR backlog by asset category is presented in the table below:

**Table 5: SOGR Backlog by Asset Category**

**Toronto Region Conservation Authority**

Toronto Region Conservation Authority	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
State of Good Repair Funding		18,900	17,012	16,627	16,745	19,186	19,580	19,707	19,837	19,971	20,108
Accumulated Backlog Est. (yr end)	234,564	221,526	212,288	201,550	192,022	178,964	166,278	156,720	150,012	137,987	128,354
Backlog %Asset Value	50.8%	46.5%	43.7%	40.6%	37.9%	34.4%	31.2%	28.7%	26.8%	24.1%	21.9%
Asset Value	461,869	476,407	485,645	496,383	507,121	520,179	533,237	546,295	559,803	573,311	586,819

**Asset Category 1: Watershed**

State of Good Repair Funding		16,850	16,962	16,577	16,695	19,136	19,530	19,657	19,787	19,921	20,058
Accumulated Backlog Est. (yr end)	221,564	210,576	201,388	190,700	181,222	168,214	155,578	146,070	139,412	127,437	117,854
Backlog %Asset Value	51.1%	47.2%	44.2%	40.9%	38.0%	34.3%	30.9%	28.3%	26.3%	23.5%	21.2%
Asset Value (Historical net book value)	433,663	446,151	455,339	466,027	476,715	489,723	502,731	515,739	529,197	542,655	556,113

**Asset Category 2: Infrastructure**

State of Good Repair Funding		2,050.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Accumulated Backlog Est. (yr end)	13,000	10,950	10,900	10,850	10,800	10,750	10,700	10,650	10,600	10,550	10,500
Backlog %Asset Value	46.1%	36.2%	36.0%	35.7%	35.5%	35.3%	35.1%	34.9%	34.6%	34.4%	34.2%
Asset Value (Historical net book value)	28,206	30,256	30,306	30,356	30,406	30,456	30,506	30,556	30,606	30,656	30,706

- In 2028, the accumulated state of good repair backlog for Watershed assets will be \$117.854 million or 21.2% of their replacement value; and Infrastructure related accumulated state of good repair backlog will be valued at \$10.500 million or 34.2% of their replacement value.
- It is expected that at the completion of the Long Term Accommodation Project, the backlog for the Infrastructure will be reduced to reflect the new facility. In addition, TRCA is in the process of developing asset management plans that will impact state of good repair in future years.

## Operating Impact of Completed Capital Projects

- TRCA typically absorbs the operating impact of its completed capital projects, except in cases where it transfers an asset arising from a completed project to the City of Toronto to manage on an ongoing basis.
  - For example, upon completion of TRCA's capital work on ravine parkland, TRCA transfers over the operation of the park to Parks, Forestry and Recreation (PF&R) under the existing agreement between TRCA and the City. This increased operational responsibility would impact the Operating Budget for PF&R.
- It is expected that the City will incur additional operational costs as a result of the transfer of Tommy Thompson Park from the Toronto Port Authority in the future. These costs include additional park maintenance, monitoring and enforcement as well as any operating impacts as a result of park service improvements and enhancements.
- TRCA staff will work closely with City Programs including PF&R, Municipal Licensing Services, Transportation Services, Toronto Water and Financial Planning to ensure that future year budget submissions identify any operating impacts of capital projects in the TRCA's 10-Year Capital Plan.

## 2018 CAPITAL PERFORMANCE

### 2018 Project Delivery

During 2018, TRCA accomplished the following capital projects and activities.

- Continued with the Region wide collection of long-term monthly water quality samples in Toronto's watersheds in partnership with the City of Toronto and their water quality laboratory.
- Continued with 130 fisheries sites visited for 260 sampling events. Approximately 10,000 fish were processed during electrofishing operations with our partners the Department of Fisheries and Ocean Canada, this includes our Asian carp surveillance program and updating information on past restoration sites. Monitored 35 temperature monitoring stations and 20 full chemistry sediment sampling sites which include benthic invert collections to evaluate health. We are in the 6th year of an eight year fisheries acoustic research project tracking movement and behaviour of indicator fish species through the inner and outer harbour.
- Erosion Control and Shoreline Protection works:
  - Completed 7 erosion control and shoreline protection work projects.
  - Initiated construction for 2 emergency work projects.
  - Undertaking planning and detailed design phase for 23 priority projects.
- Canada Goose Management Program continued monitoring of Canada Goose populations within Toronto's waterfront and inland parks through monthly counts. Managed approximately 1,000 Canada Goose eggs through egg oiling and habitat modification. Relocated approximately 1,000 Canada Geese.
- The Scarborough Waterfront Project EA was finalized based on the feedback received from the Ministry of the Environment, Conservation and Parks (previously MOECC), public, agencies, and other stakeholders during the Draft EA public and agency review period that ended on October 2, 2017. As per the approval received by the City of Toronto Executive Committee and City of Toronto Council in May 2018, the Final EA was submitted for formal Ministry review on June 15, 2018.
- Community Engagement was undertaken throughout the City of Toronto including community plantings in parklands and valley lands in all watersheds, and special events to raise awareness and garner public support. TRCA engaged over 1,100 community volunteers in community based restoration and citizen science activities and projects, delivered 6 Community Based Wildflower Plantings planting over 200 native wildflowers, delivered 2 Community Based Native Tree & Shrub Plantings planting over 500 native trees & shrubs.

### Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved new capital projects totalling \$6.000 million. The implementation status is detailed below:

- *Black Creek Pioneer Village (\$2.300 million)* for hydro and HVAC repair - The BCPV HVAC replacement commenced in January of 2018 and was substantially completed in December 2018. There are a couple of heated enclosures that are still outstanding but it is expected that they will be completed in early 2019.
- *Gibraltar Point Erosion (\$1.500 million)* - Stone placement to build the reef started on October 24, 2018, and 5500 tonnes of stone have been placed to date. Work is scheduled to continue through the winter up until the point that the shipping channel is frozen and the barges can no longer get out. The construction will commence on March 15, 2019 with a completion date for Phase 1 & 2 December 31, 2019. Phase 3 will commence in 2020.
- *Menno-Reesor Restoration (\$1.500 million)* - A number of activities have been undertaken in 2018, they included: a Visioning workshop, environmental monitoring (biological and physical inventories), site preparation including mowing, tilling and cover crop planting, site securement including entrance gate installation, land survey and site layout, grading and restoration planning and design, and academic partnership development with University of Waterloo on Hedgerow Management. The Farmhouse and barn renovation planning has begun with the Toronto Wildlife Centre and Stanford Downey Architects Inc. The 2018 cash flow funding of \$1.5 million is fully funded from the Tree Canopy Reserve Fund and the project will continue into 2019.

- *Waterfront Parks Restoration (\$0.600 million)* - Repairs were made to Rotary Park (currently at 60% completion), Bluffers Park Southwest Beach and emergency repairs to Bluffers South Headland (both 100% complete). Final expenditures will be reported to the City with the 2018 Year-End Capital Variance report. Any remaining funds will be reallocated to the next repair site in the joint TRCA/PFR Waterfront Rehabilitation Plan that was developed following the 2017 high lake level event.

## 2018 Financial Performance

**Table 6: Budget vs. Actual by Project Category**

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	-	-		-	-		1.029	1.029
Legislated	-	-		-	-		-	-
SOG	14.713	14.713	<b>100.0%</b>	17.690	17.690	<b>100.0%</b>	18.900	18.900
Service Improvement	0.240	0.240	<b>100.0%</b>	0.270	0.270	<b>100.0%</b>	0.270	0.270
Growth Related	0.334	0.334	<b>100.0%</b>	1.870	1.370	<b>73.3%</b>	1.382	1.882
<b>Total</b>	<b>15.287</b>	<b>15.287</b>	<b>100.0%</b>	<b>19.830</b>	<b>19.330</b>	<b>97.5%</b>	<b>21.581</b>	<b>22.081</b>

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the projected year-end spending rate for 2018 is anticipated to be 97.5%. The majority of the TRCA capital projects are ongoing or phased projects which arise from multi-year planning. Feasibility studies or needs assessments have been completed and engineering estimates form the basis of costs.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Toronto Fire Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

## Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- Unspent funding of \$0.500 million will be carried forward into 2019 Staff Recommended Capital Budget for TRCA to complete the capital work.



## ISSUES FOR DISCUSSION



## ISSUES IMPACTING THE 2019 BUDGET

### 2019 Budget Overview

#### 2019 Operating Budget:

- TRCA's levy apportionments must be approved by its partner municipalities (Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio). The City of Toronto's share must maintain the ratio between these funding municipalities according to their share of overall TRCA property tax assessment base.
- The method for apportioning the TRCA administrative levy among its partner municipalities is based on the modified current value assessment (CVA) for each municipality. The CVA formula uses property assessments to calculate the distribution of the levy. Property assessment is a factor all municipalities have in common and it changes in proportion to the value of real estate in each jurisdiction. The municipality within TRCA's jurisdiction which has the highest proportion of overall assessment pays proportionately the highest share of TRCA's administrative costs.
- Due to the City of Toronto's budgetary constraints in recent years, TRCA introduced a 'Non-CVA Levy' component to the Operating Levy, signalling that the City of Toronto's payments were no longer in proportion to the other partner municipalities.
- Discussion between TRCA and the City of Toronto is necessary, as annual funding required to reduce this gap ranges from \$734,811 - \$1,890,142 in 2019 and will continue to grow if this issue is not addressed (The Non-CVA Levy component, funded by Durham, Peel and York has grown exponentially to \$643,164 for 2019, from \$21,700 in 2011).
- While TRCA's Board approves its annual Operating Budget once the budgets for all municipalities have been confirmed and approved by their respective City Councils, any major reductions to the City's support to TRCA's Operating Budget will require proportional changes to the Non-CVA levy.
- As a result of the City of Toronto's budgetary constraints, an imbalance between the City and its partner municipalities has evolved. Further, Toronto has not provided the same level of increases to the TRCA comparable to their funding partners. For 2019, the City of Toronto's share is increased by \$0.306 million, comprising of \$0.183 million from tax levy and \$0.124 million additional contribution from Toronto Water. With the 0% budget target increase, Toronto would contribute a disproportionate share of the proposed increase of 3.5% to the TRCA's 2019 Operating Levy as illustrated in the table below:

Calculation of 2019 Levy									
Partner Municipality	2018 Operating Levy	% of Total Share	CVA Levy*	Municipal Property Tax Adjustment	Non-CVA Levy (Rate-Adjusted)	TOTAL OPERATING LEVY	% of Total	Change from 2018	
	\$		\$	\$		\$		\$	%
Adjala-Tosorontio	870	0.01%	885	-		885	0.01%	15	1.7%
Region of Durham	539,120	3.76%	388,732	96,452	67,416	552,600	3.73%	13,480	2.5%
<b>City of Toronto</b>	<b>8,602,100</b>	<b>60.06%</b>	<b>8,904,221</b>	<b>4,114</b>		<b>8,908,335</b>	<b>60.09%</b>	<b>306,235</b>	<b>3.6%</b>
Town of Mono	1,710	0.01%	1,144	336		1,480	0.01%	(230)	-13.5%
Region of Peel	1,856,000	12.96%	1,541,082	48,785	327,133	1,917,000	12.93%	61,000	3.3%
Region of York	3,322,000	23.20%	3,012,643	182,742	248,615	3,444,000	23.23%	122,000	3.7%
<b>Total</b>	<b>14,321,800</b>	<b>100.00%</b>	<b>13,848,707</b>	<b>332,429</b>	<b>643,164</b>	<b>14,824,300</b>	<b>100.00%</b>	<b>502,500</b>	<b>3.5%</b>

\* The first \$774,000 of the CVA Levy is matched by the Province of Ontario

- The TRCA's 2019 Staff Recommended Operating Budget of \$3.620 million net represents an increase of \$0.183 million net or 5% over 2018. While maintaining the existing service levels, this budget increase will mainly provide funding for TRCA to better support its new centralized Corporate Services through leveraging technology to achieve efficiencies in service delivery. Due to a changing operating environment as the needs continue to evolve, the software and system infrastructure transitions including HRIS, Email and migration from a physical data centre to cloud solution is necessary.

- Below are the financial impacts for 2019 – 2021 resulting from the implementation of these technology solutions:

<b>\$000s</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Cost Reduction	(130)	(133)	(135)
Cost HRIS	285	291	297
Cost Email	55	56	57
Cost Cloud	100	102	104
<b>Total</b>	<b>310</b>	<b>316</b>	<b>323</b>
<b>City of Toronto Portion</b>	<b>186</b>	<b>190</b>	<b>194</b>

- Upon completion, it is expected that this new centralized Corporate Services division will improve efficiency and effectiveness. Staff productivity will increase with the implementation of each of these solutions, through a reduction in downtime, increased functionality and improved system support.
- In addition, TRCA has re-organized within its existing approved complement by centralizing staff with similar functions from different corporate service divisions. TRCA will be able to strengthen communication between staff and stakeholders to achieve operational efficiencies. Overall, this initiative will improve organizational effectiveness that is both strategically and financially sustainable.

### 10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for TRCA was \$19.830 million primarily dedicated to critical erosion and flood works caused by various storms and the extreme flooding conditions in the 2018 Spring, urgent repairs to hydro and HVAC systems at *Black Creek Pioneer Village* as part of the retrofit, and design work for the *Long Term Accommodation* project.
- The 2019 – 2028 Staff Recommended Capital Plan totalling \$207.184 million continues to provide investments for major maintenance of existing waterfront erosion control structures, environment rehabilitation, watershed monitoring and management, and damage caused by extreme weather.
- This Staff Recommended 10-Year Capital Plan reflects an increase of \$8.106 million or 4.1% in capital funding when compared to the 2018 - 2027 Approved Capital Plan. Key changes are summarized as follows:
  - Additional funding is required based on the revised calculation of the initial loan of \$5.794 million for the *Long Term Accommodation* project that will begin to be paid off in 2023 over the remaining life of the project (27 years). The cumulative interest over the life of the project is \$3.028 million that was excluded from the debt target and funded from Capital from Current in the previously approved 10-Year Capital Plan during the 2018 Budget process.
  - A thorough review of cash flow funding estimates to align with capital project activities and timing has resulted in realignment of cash flows for the Toronto Wildlife Centre – Site Restoration and the rehabilitation of the barn and house with no impact on the overall 10-Year Capital Plan.
  - Following a City-wide review of unmet capital priorities, a high priority *Scarborough Waterfront* project, totalling \$4.895 million gross funded by debt has been added to the Staff Recommended 10-Year Capital Plan for TRCA. This funding will enable TRCA to complete the preliminary design work and detailed costing of the entire project over 2 years commencing in 2019. This new capital project meets the criteria for capital stage-gating planning process and funding approval will be subject to the completion of each stage through the annual budget process in subsequent years.
- Despite added capital investments as noted above, Toronto and Region Conservation Authority still requires over \$343 million gross and almost \$122 million in debt funding that could not be accommodated during the 2019 Budget process. These unmet capital needs that are not included in the 2019 – 2028 Staff Recommended Capital Budget and Plan are provided in detail in the following sections.

## Additional Service Demands

### Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Toronto and Region Conservation Authority, are noted in the table below and will require additional \$343.209 million gross and \$121.842 million debt financing to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for TRCA. These projects will be included on the list of unfunded "Capital Priorities" to be considered for future funding in relation to other City priorities in future budget processes.

**Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan**

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2019	2020	2021	2022	2023	2024 - 2028
<b>NOT INCLUDED</b>									
<b>SCARBOROUGH WATERFRONT PROJECT</b>									
Scarborough Waterfront - West Segment Construction	37.337	37.337	-	0.305	4.815	21.028	11.189	-	-
Scarborough Waterfront - West Segment Design Ph 2	2.171	-	2.171	-	2.171	-	-	-	-
Scarborough Waterfront East Design	3.712	-	3.712	-	-	-	-	-	3.712
Scarborough Waterfront Central Construction	38.677	38.677	-	-	-	-	-	6.355	32.322
Scarborough Waterfront Central Design	1.583	-	1.583	-	-	-	-	0.554	1.029
Scarborough Waterfront East Construction	81.625	81.625	-	-	-	-	-	-	81.625
Scarborough Waterfront Monitoring	1.939	1.939	-	0.122	0.132	0.132	0.122	0.122	1.309
<b>OTHERS</b>									
Scarborough Bluff West Project EA	3.475	3.475	-	0.875	1.300	1.300	-	-	-
Scarborough Bluffs West Project Implm	30.000	15.000	15.000	-	-	2.000	4.000	4.000	20.000
Tommy Thompson Park Enhanc	17.700	8.850	8.850	1.000	4.200	2.500	2.000	2.000	6.000
South Mimico Trail Connection	2.000	1.000	1.000	1.300	0.700	-	-	-	-
<b>EROSION CONTROL</b>									
EC:Special Policy and Flood Vulnerable Areas Rev	0.150	0.150	-	0.150	-	-	-	-	-
EC: Floodline Mapping Enhancement	0.680	0.680	-	0.680	-	-	-	-	-
EC: Flood Mitigation Priority Enhancements	1.500	1.500	-	0.150	0.150	0.150	0.150	0.150	0.750
EC: Lower Don Erosion Restoration Project	4.000	4.000	-	0.100	0.200	1.200	1.200	1.300	-
<b>TORONTO WILDLIFE CENTRE</b>									
Authority Board Dir: Toronto Wildlife Centre	9.705	-	9.705	-	3.235	3.235	3.235	-	-
<b>ASSET &amp; INFRASTRUCTURE NEEDS</b>									
TRCA Assets: Black Creek Pioneer Village SOGR	13.000	-	13.000	1.300	1.300	1.300	1.300	1.300	6.500
TRCA Asset: HIGH LAKE EFFECT AND WINDSTORM	16.376	8.188	8.188	6.214	4.150	3.040	1.060	1.912	-
TRCA Asset: Black Creek Pioneer Village MP Implent	0.500	-	0.500	0.100	0.200	0.200	-	-	-
TRCA Assets: Assets Management Plan Implementation	5.000	-	5.000	0.500	0.500	0.500	0.500	0.500	2.500
TRCA Assets: Black Creek Pioneer Village Retrofit	4.000	-	4.000	0.400	0.400	0.400	0.400	0.400	2.000
<b>LAND ACQUISITION</b>									
Land Acquisition:Greenlands Acquisition Project	33.250	16.625	16.625	2.250	2.500	2.750	3.000	3.250	19.500
<b>OTHER STUDIES &amp; INITIATIVES</b>									
Other Initiative:Sustainable Neighborhood Retrofit	1.200	-	1.200	0.250	0.275	0.300	0.375	-	-
Other Initiatives:CA Trail Digital Mapping	0.052	-	0.052	0.052	-	-	-	-	-
Other Initiatives:Outdoor Education	26.936	-	26.936	3.108	3.108	3.108	3.108	2.590	11.914
Other Initiatives:Post Restoration Longterm Maintn	0.531	0.531	-	0.045	0.048	0.048	0.052	0.052	0.286
Other Initiatives:Restoration Enhancement	0.600	0.600	-	0.050	0.054	0.054	0.060	0.060	0.322
Other Studies:Watershed Plan Development	2.070	1.040	1.030	0.207	0.207	0.207	0.207	0.207	1.035
Other:Compensation Restoration Habitat Bank	0.060	-	0.060	0.030	0.030	-	-	-	-
Other:Morningside Creek Culvert Replacement	0.150	0.150	-	0.150	-	-	-	-	-
Other Studies:Climate Research and Resilience	0.750	-	0.750	0.075	0.075	0.075	0.075	0.075	0.375
Other Studies:PPG-Eco-Business Zone-Toronto East	2.480	-	2.480	0.320	0.370	0.250	0.250	0.250	1.040
<b>Total Unmet Needs (Not Included)</b>	<b>343.209</b>	<b>221.367</b>	<b>121.842</b>	<b>19.733</b>	<b>30.120</b>	<b>43.777</b>	<b>32.283</b>	<b>25.077</b>	<b>192.219</b>

**ISSUES REFERRED TO THE 2019 BUDGET PROCESS****Tommy Thompson Park – Status Update**

- *Tommy Thompson Park (TTP)* is approximately 249 hectares in size and owned by TRCA and is jointly managed by TRCA and the City of Toronto. Located at the Toronto waterfront, Tommy Thompson Park is a unique urban wilderness minutes from downtown Toronto. The remaining portion of the Leslie Street Spit, approximately 250 ha, was under lease to Ports Toronto from the Ministry of Natural Resources and Forestry (MNRF). The Ports Toronto lease expired in April 2018.
- During the 2017 Budget process, City Council adopted the following recommendation:
  - *City Council direct the Chief Executive Officer of the Toronto and Region Conservation Authority, together with the General Manager, Parks, Forestry and Recreation and the Executive Director, Municipal Licensing and Standards to review and identify the operating costs associated with the transfer of the property adjacent to Tommy Thompson Park from the Ministry of Natural Resources and Forestry to the Toronto and Region Conservation Authority, in time for the 2018 Budget process.*
- As part of the 2018 Budget process, City Council adopted the following recommendation:
  - *City Council request that the Toronto and Region Conservation Authority, in consultation with the General Manager of Parks, Forestry and Recreation and the Executive Director of Municipal Licensing Services, report to the Executive Committee by June 2018, to provide cost estimates to maintain the park once transferred with a timeline for the transition.*
- City Council approved an increase of \$0.675 million to the Parks, Forestry and Recreation (PF&R)'s 2018 - 2027 Capital Budget and Plan during the 2018 Budget process, in preparation for the transfer lands to ensure public safety and make the lands accessible for public use. During 2018, repair work was completed for the Primary Pedestrian Trail, south of the Nature Centre that was damaged by the April storm. Improvements to wayfinding, multi-use trail improvements/techniques to reduce user conflicts, a signage plan and amenities such as bike racks and AODA compliant seating were also undertaken in 2018.
- As of to-date, the transfer of the property from TRCA to the City of Toronto has not happened due to site remediation work. Ports Toronto has applied for a lease extension until December 2019 to undertake repairs to the shoreline as a result of the extreme lake level in 2017 and the April 2018 storm event. Once Ports Toronto's lease expires in 2019, MNRF will start the process to transfer the property to TRCA.
- The intent of the transfer is to include this additional area in the Joint Management Agreement with the City of Toronto where Parks, Forestry and Recreation would be required to operate and maintain the areas. Therefore, it is expected that the City will incur additional operational costs as a result of the transfer of Tommy Thompson Park in the future. These costs may include additional park maintenance, monitoring and enforcement as well as any operating impacts as a result of park service improvements and enhancements.
- Over the next year, it is expected that TRCA will work with City Programs (Municipal Licensing and Standards, and Park, Forestry and Recreation) to develop a timeline for the transition and to determine the operating costs once the site remediation work is complete.
- Therefore, it is recommended that the Chief Executive Officer of the Toronto and Region Conservation Authority, in consultation with the General Manager of Parks, Forestry and Recreation and the Executive Director of Municipal Licensing and Standards, develops a transition timeline and identifies any operating costs associated with the transfer of the property adjacent to Tommy Thompson Park for consideration in the future year budget process.

**Ravine Strategy – Status Update**

- At its meeting on October 2nd, 2017, City Council adopted staff report "*EX27.8 Toronto Ravine Strategy*" and directed the General Manager, Parks, Forestry and Recreation, the Chief Planner and Executive Director, City Planning, and the General Manager, Toronto Water, in consultation with the General Manager, Transportation Services and the Toronto and Region Conservation Authority to coordinate their respective capital plans to establish an interdivisional 10-year implementation strategy and capital plan for the Ravine Strategy and report back to Executive Committee in 2018 and directed that the Ravine Strategy Prioritization Framework be applied in their

development future capital plans for ravine-based projects, beginning with the 2019 - 2029 Capital Budget and Plan. The report can be accessed via the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX27.8>

- Ravines will require consistent and significant investments to be able to manage the multiple pressures from intensification, increased recreational use, climate change and weather events, invasive species, and other events.
- Urban expansion and intensification projects in Toronto will continue to compromise natural features, communities and processes. As extreme climate change continues to progress, the number of sites requiring restoration and/or regeneration is anticipated to increase.
- TRCA and City Programs are expected to provide a list of the sites that currently require priority restoration along with the approximate cost of each site. Once the project scope, costs, coordination, prioritization, scheduling and funding related issues are resolved between impacted programs, the portion to be funded from the property tax base and water rate will be subject to consideration and assessment relative to other City and Council priorities through future budget processes.

## Capital Master Plan (Asset Management Plan) – Status Update

- As part of the 2018 Budget process, City Council requested that the Chief Executive Officer, Toronto and Region Conservation Authority reported back on a potential Capital Master Plan as part of the 2019 Budget process to assist with the development of a long range funding strategy to address watershed priority projects.
- The development of an Asset Management Strategy is crucial as it will guide the development, implementation, and maintenance of individual Asset Management Plan by asset type. The Strategy will define TRCA responsibilities related to asset management; outline long term goals, processes and steps to deliver optimized lifecycle costing and priority setting; and establish a work plan and schedule for the preparation of and updates to Asset Management Plan, reporting on State of Good Repair.
- TRCA is expected to initiate preparation of Asset Management Plan that will identify long term goals, processes and steps to deliver optimized whole lifecycle cost for TRCA's assets based on current inventories and condition, projected performance and remaining service life and consequences of failures. In addition, the Plan will include guidelines and processes towards developing a sustainable financial plan that considers risk and financial requirements and impacts on the levels of service.
- This work is expected to be completed for TRCA's Board for review and approval and subsequently inform the 2020 Budget process.

## Extreme Flooding – Restoration Plans for Waterfront Parks – Status Update

- At its meeting on July 4th, 2017 City Council adopted "*CC31.4 Damages Sustained from Rising Lake Water Levels and Restoration Plans for Waterfront Parks*" and requested that the General Manager, Parks Forestry and Recreation, in consultation with Toronto and Region Conservation Authority, reported to the Executive Committee in the third quarter of 2018 with a comprehensive inventory of all capital costs associated with the Spring flooding of 2017, including repair of existing infrastructure and mitigation strategies. The report can be accessed via the following link:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CC31.4>
- The City of Toronto and the TRCA share responsibility for managing and maintaining Toronto's waterfront. Generally, the TRCA is responsible for the stability of the shoreline and the structures associated with its stability. This includes beach curbs and erosion control structures.
- The City and the TRCA undertook an assessment of damage across the waterfront. Early analysis includes damage to the waterfront needing repair, including structural damage (damage to paths, boardwalks, and major debris pile-up), flooding (assets which are, or were, under water) and erosion. TRCA also provided an estimate of specific locations which have sustained damage totalling \$14.500 million, planned over three timeframes for recommended implementation.

- At its meeting on July 17<sup>th</sup>, 2018, Executive Committee received a report entitled "EX36.22 *Capital Repair and Remediation Cost of 2017 Flooding of Waterfront Parks*" in which it provided a comprehensive inventory of all capital costs associated with the spring flooding of 2017, and for the General Manager, Parks, Forestry and Recreation to submit outstanding short-term capital repair and mitigation projects and longer term capital projects, arising from high lake levels, for priority consideration in the 2019 Capital Budget process. In addition, this report outlined the cost of subsequent damage to the shoreline as a result of the windstorm experienced on April 14 and 15, 2018. The report can be accessed via the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.22>

- The combined total cost of repairing damage across the waterfront due to these two extreme weather events is \$28.267 million. The 10-Year Capital Plan for TRCA and PF&R include \$1.600 million and \$2.000 respectively, for a total of \$3.6000 million to address the high priority work, rehabilitation and remediation to waterfront parks including permanent pumping facilities at Toronto Island Park. The remaining damage cost of approximately \$24 million, however, is still unfunded and currently included in the unmet needs list for Parks, Forestry and Recreation. Please refer to the 2019 Budget Notes for Parks, Forestry and Recreation for details.

## ISSUES IMPACTING FUTURE YEARS

### Scarborough Waterfront Project

- As part of the 2018 Budget process, City Council requested that the Chief Executive Officer of the Toronto and Region Conservation Authority, together with the General Managers of Toronto Water, Transportation, and Parks, Forestry and Recreation and the Chief Financial Officer, report back on:
  1. The results of the *Scarborough Waterfront Project Environmental Assessment* in the first quarter of 2018 with the costs for erosion control components identified separately from the trail and waterfront access components of the plan; and
  2. A review the elements and requirements of *the Scarborough Waterfront Project* according to funding eligibility, prior to the 2019 Budget process.
- TRCA completed the environmental assessment of the *Scarborough Waterfront Project* and brought forward the final environmental assessment results to City Council for approval. At its meeting on May 22, 2018, City Council adopted a staff report entitled "EX34.5 *Scarborough Waterfront Project - Environmental Assessment and Next Steps*" endorsing the submission of the Scarborough Waterfront Project Environmental Assessment and Preferred Alternative to the Ministry of the Environment and Climate Change for formal review and decision. The report is available via the following link:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX34.5>
- The preliminary project cost of *Scarborough Waterfront Project* is estimated at almost \$172 million (including inflation), over a 12-year implementation period, including additional costs required for post-implementation reporting and monitoring. This is an approximate estimate for a high-level concept and assumes a TRCA implementation model consistent with the capital delivery of existing TRCA capital projects funded by the City.
- *Scarborough Waterfront Project* is considered a major capital project that has further formalized requirements and must adhere to discrete stage-gating planning and approval process. Focus will be placed on ensuring that the project is phased appropriately with distinct decision points including concept development, detailed design, construction and implementation in terms of procurement and construction. The requirement for funding approval will be subject to the completion of the prior gate and assurance that funding has been secured.
- Following a City-wide review of unmet capital priorities, the design component of the project as well as the *Brimley Road Reconstruction* project, totalling \$4.895 million gross and debt has been added to the Staff Recommended 10-Year Capital Plan for TRCA. This cash flow commitments will enable TRCA to complete the preliminary design work and detailed costing and timing estimates of the entire *Scarborough Waterfront Project* in 2019 as well as the *Reconstruction of Brimley Road* to include a full-access path for pedestrians and cyclists in 2020.

- This new capital project meets the criteria for capital stage-gating planning process and therefore, funding approval of the remaining project cost of \$167.1 million is on the list of unfunded "Capital Priorities" and will be subject to the completion of each stage for future funding approval through the annual budget process in subsequent years.
- TRCA and City staff will jointly complete an assessment of the project and explore all potential funding sources that can be aligned, as each Segment moves forward, based on the components of project work to be delivered and associated funding eligible criteria. This include critical lakefront erosion mitigation, the development of trails, parkland and public spaces, restoration of wildlife and aquatic habitat and public safety including both vehicular and bike access. The following capital financing options will be considered:
  - Third-party financing including Provincial and Federal Grants
  - Funding from reserves including the Public Realm Reserve, and Parkland Development Reserve
  - Other development related sources as appropriate
  - Water rate funding, where appropriate
  - Debenture financing
- The Ministry of the Environment, Conservation and Parks review of the Environmental Assessment for the *Scarborough Waterfront Project* is expected to be made available for public review and comment in early 2019. It is recommended that the Chief Executive Officer of the Toronto and Region Conservation Authority, together with the General Managers of Toronto Water, Transportation, and Parks, Forestry and Recreation and the Executive Director, Financial Planning, report back on the results of the Ministry review and provide a work plan with an updated project cost estimates, annual cash flow funding requirements, and project timelines based on the outcome of the Ministry review and a funding plan for consideration as part of the 2020 Budget process.

## Toronto Wildlife Centre

- During the 2017 Budget process, City Council requested that the Toronto and Region Conservation Authority, in cooperation with its member municipalities, the Toronto Wildlife Centre, the Provincial and Federal Governments and other potential partners, developed a project under the Conservation Authorities Act to establish a Toronto Region Wildlife Rescue and Rehabilitation Centre, and to include in the Toronto and Region Conservation Authorities' 2018 Budget submission, the necessary funds to continue work on the project.
- TRCA reconfirmed its support of the proposal by the TWC for wildlife rescue, rehabilitation and education center (Centre) for the Greater Toronto Area in the Rouge National Urban Park. The resolution provided TRCA with the authority to approach the partner municipalities and explore funding options, outside of any levy request. TRCA is facilitating this project as directed by the partner municipalities under the Conservation Authority Act.
- Only 4 partner municipalities are considered in the funding proposal (York, Peel, Durham, and Toronto). The ratio of support, using a modified CVA basis, would bring the City's share to be about 65% or \$9.705 million. This project has been added to the TRCA's list of unmet capital needs since 2018 Budget process.
- With regards to the water infrastructure services needed for this project, the Rouge National Urban Park location is south of Steeles, and this would be within the City's boundaries. However, an alternate solution with the Region of York is currently under consideration. It is still too early to comment on the optimal solution for the water infrastructure.
- The TRCA Executive Committee requested staff to report back at a future date on municipal funding support for the Toronto Wildlife Centre's proposal and lease for a new wildlife rescue, rehabilitation and education centre in the Rouge National Urban Park. TRCA will share more information as it becomes available.

**REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE**

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

**Long Term Accommodation Plan**

Project Overview and Deliverables

- Toronto and Region Conservation (TRCA) will be completing construction of its new administrative building at **5 Shoreham Drive, North York** by June 2021. This new facility will reduce operating costs while helping TRCA to deliver the best possible customer service and support and will serve as an example of green building best practices - <http://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-100751.pdf>
- The building will provide adaptive office space that demonstrates TRCA's commitment to green infrastructure and a low-carbon future in a number of important ways. The project will meet the requirements for LEED v4 Platinum, WELL Silver, Low Carbon (mass timber and CaBC's Carbon Framework), waste water managed on site up to 25mm and restorative of the ravine landscape.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Long Term Accommodation Project	2017	39,200	334	370	370	382	430	39,200	On Schedule	Jun-21	Jun-21	Ⓞ	Ⓞ

\* 2018 year-end projection based on the Q3 capital variance

<b>On Budget</b>	<b>On Time</b>
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- The TRCA has received approval from all of its member municipalities and the related funding commitments within their capital plans to facilitate the construction of the new office at the site of its former headquarters at 5 Shoreham Drive. Design Development was completed in August/18 with a Class C costing. The first SPA submission was July, 2018 and the second in December, 2018.

2019 Plan

- A 50% Contract Documents phase costing issued February/19. 90% Contract Documents costing issued April/18. Tender from April to May/19. SPA and full Building Permit Oct/19.

Key Project Challenges

- Satisfying all requirements related to Site Plan Approval. City comments to date have been past typical turnaround times causing schedule pressure. Similar problems are expected during the building permit review process.
- Maintaining accurate costing prior to tender to ensure budget projections are accurate.
- Ensuring lease agreement with City of Toronto Real Estate is progressing for the right-of-way lands being used for project parking.

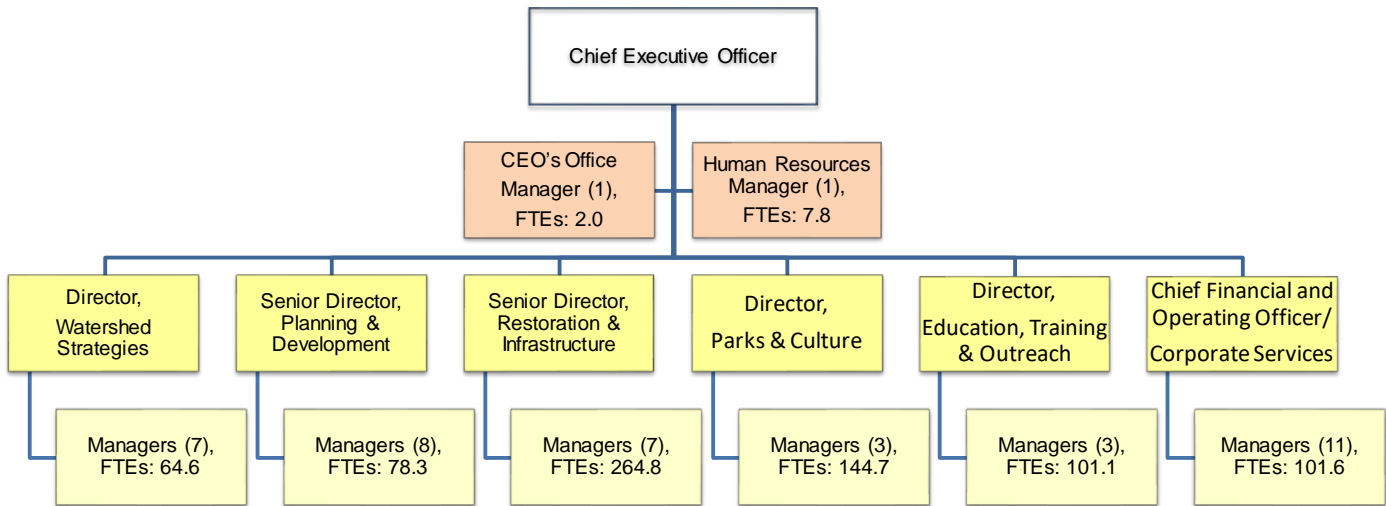




# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the Chief Executive Officer and staff for a total of 812.9 positions, comprising 366.1 capital positions and 446.8 operating positions as summarized in the table below.

### 2019 Total Complement

	Category	Senior Management	Management	Exempt Professional & Clerical	Other	Total
Operating	Permanent	5.9	27.0	187.9	90.0	310.8
	Temporary			40.4	95.6	136.0
	<b>Total Operating</b>	5.9	27.0	228.3	185.7	446.8
Capital	Permanent	1.1	14.0	192.1	60.9	268.1
	Temporary			51.7	46.3	98.0
	<b>Total Capital</b>	1.1	14.0	243.8	107.2	366.1
<b>Grand Total</b>		<b>7.0</b>	<b>41.0</b>	<b>472.2</b>	<b>292.8</b>	<b>812.9</b>

## Appendix 7

### 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
TRCA - Asset & Infrastructure Management Plan		1,029	3,866	-	-	-	-	-	-	-	-	4,895	4,895
<b>Sub-Total</b>	-	<b>1,029</b>	<b>3,866</b>	-	-	-	-	-	-	-	-	<b>4,895</b>	
<b>State of Good Repair</b>													
Toronto Wildlife Centre Site Restoration		500	500	-	-	-	-	-	-	-	-	1,000	
BLACK CREEK PIONEER VILLAGE RETROFIT		2,371	371	371	371	371	371	371	371	371	371	5,710	
CRITICAL EROSION #2 WATER FUNDED ENHANCEMENTS		9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	11,000	11,000	104,000	
GREENSPACE LAND ACQUISITION (Toronto Share)		64	64	64	64	64	64	64	64	64	64	640	
LIVING CITY ACTION PLAN		3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	4,114	4,251	36,733	
TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT		322	322	322	322	322	322	322	322	322	322	3,220	
TRCA INFORMATION TECHNOLOGY		257	257	257	257	257	257	257	257	257	257	2,570	
WATERFRONT & VALLEY EROSION CONTROL		1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	2,420	2,420	20,920	
WATERFRONT DEVELOPMENT		1,153	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	12,880	
<b>Sub-Total</b>	-	<b>18,900</b>	<b>17,012</b>	<b>16,627</b>	<b>16,745</b>	<b>19,186</b>	<b>19,580</b>	<b>19,707</b>	<b>19,837</b>	<b>19,971</b>	<b>20,108</b>	<b>187,673</b>	
<b>Service Improvement</b>													
WATERFRONT DEVELOPMENT		270	270	270	270	270	-	-	-	-	-	1,350	
<b>Sub-Total</b>	-	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>270</b>	-	-	-	-	-	<b>1,350</b>	
<b>Growth Related</b>													
Toronto Wildlife Centre Site Restoration	1,500	1,500	315	50	45	35	30	25	-	-	-	2,000	3,500
TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT	704	382	430	461	492	1,684	1,677	1,670	1,663	1,657	1,650	11,766	39,200
<b>Sub-Total</b>	<b>2,204</b>	<b>1,882</b>	<b>745</b>	<b>511</b>	<b>537</b>	<b>1,719</b>	<b>1,707</b>	<b>1,695</b>	<b>1,663</b>	<b>1,657</b>	<b>1,650</b>	<b>13,766</b>	
<b>Total Expenditures by Category (including carry forward from 2018)</b>	<b>2,204</b>	<b>22,081</b>	<b>21,893</b>	<b>17,408</b>	<b>17,552</b>	<b>21,175</b>	<b>21,287</b>	<b>21,402</b>	<b>21,500</b>	<b>21,628</b>	<b>21,758</b>	<b>207,684</b>	

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

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## Appendix 8

### 2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
<b>Expenditures:</b>											
<b>Previously Approved</b>											
<i>Toronto Wildlife Centre Site Restoration</i>	500	-	-	-	-	-	-	-	-	-	500
<b>Subtotal</b>	<b>500</b>	-	-	-	-	-	-	-	-	-	<b>500</b>
<b>New w/Future Year</b>											
<i>Toronto Wildlife Centre Site Restoration</i>	1,500	-	-	-	-	-	-	-	-	-	1,500
<i>BLACK CREEK PIONEER VILLAGE RETROFIT</i>	2,371	-	-	-	-	-	-	-	-	-	2,371
<i>CRITICAL EROSION #2 WATER FUNDED ENHANCEMENTS</i>	9,500	-	-	-	-	-	-	-	-	-	9,500
<i>GREENSPACE LAND ACQUISITION (Toronto Share)</i>	64	-	-	-	-	-	-	-	-	-	64
<i>LIVING CITY ACTION PLAN</i>	3,133	-	-	-	-	-	-	-	-	-	3,133
<i>TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT</i>	704	-	-	-	-	-	-	-	-	-	704
<i>TRCA INFORMATION TECHNOLOGY</i>	257	-	-	-	-	-	-	-	-	-	257
<i>WATERFRONT &amp; VALLEY EROSION CONTROL</i>	1,600	-	-	-	-	-	-	-	-	-	1,600
<i>WATERFRONT DEVELOPMENT</i>	1,423	-	-	-	-	-	-	-	-	-	1,423
<i>TRCA - Asset &amp; Infrastructure Management Plan</i>	1,029	-	-	-	-	-	-	-	-	-	1,029
<b>Subtotal</b>	<b>21,581</b>	-	-	-	-	-	-	-	-	-	<b>21,581</b>
<b>Total Expenditure (including carry forward from 2018)</b>	<b>22,081</b>	-	-	-	-	-	-	-	-	-	<b>22,081</b>
<b>Financing:</b>											
Debt/CFC	6,089	-	-	-	-	-	-	-	-	-	6,089
Other	13,992	-	-	-	-	-	-	-	-	-	13,992
Reserves/Res Funds	2,000	-	-	-	-	-	-	-	-	-	2,000
<b>Total Financing</b>	<b>22,081</b>	-	-	-	-	-	-	-	-	-	<b>22,081</b>

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## **Appendix 9**

### **2019 Capital Budget with Financing Detail**

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## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2019 – 2028 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR1220 Tree Canopy Reserve Fund	Beginning Balance	9,945	9,945	7,945	7,130	7,080	7,035	7,000	6,945	6,945	6,945	6,945	
	<i>Withdrawals (-)</i>												
	<i>Toronto Wildlife Centre Site Restoration</i>		(2,000)	(815)	(50)	(45)	(35)	(55)					
	<b>Total Withdrawals</b>		<b>(2,000)</b>	<b>(815)</b>	<b>(50)</b>	<b>(45)</b>	<b>(35)</b>	<b>(55)</b>	-	-	-	-	<b>(3,000)</b>
	<i>Contributions (+)</i>												
	<b>Total Contributions</b>		-	-	-	-	-	-	-	-	-	-	-
<b>Balance at Year-End</b>		<b>9,945</b>	<b>7,945</b>	<b>7,130</b>	<b>7,080</b>	<b>7,035</b>	<b>7,000</b>	<b>6,945</b>	<b>6,945</b>	<b>6,945</b>	<b>6,945</b>	<b>6,945</b>	<b>(3,000)</b>

\* Based on 9-month 2018 Reserve Fund Variance Report