

# Toronto 2018 BUDGET



## CAPITAL PROGRAM SUMMARY



## Toronto and Region Conservation Authority

### 2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure and capital work-in-progress in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds, as well as along the waterfront. On a watershed by watershed basis, the mandate of the TRCA spans from flood management, to safeguarding water quality, to protecting aquatic communities to ensuring ecological integrity. TRCA, together with its partners in the community, will continue working towards transforming the Toronto region into a Living City by working to create a healthy and resilient landscape, to ensure the health and well-being of all residents.

Approximately \$184.525 million or 92.7% of funding included in the 2018 – 2027 Capital Budget and Plan is allocated to State of Good Repair projects to provide funding for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit, and damage caused by high intensity and localized storms.

The 10-Year Capital Plan also allocates \$11.053 million or 5.5% of total funding for *Waterfront Planning* (\$1.350 million) and the *Long Term Accommodation Project* (\$9.703 million) for a total 10-year investment of \$199.078 million.

### CONTENTS

#### Overview

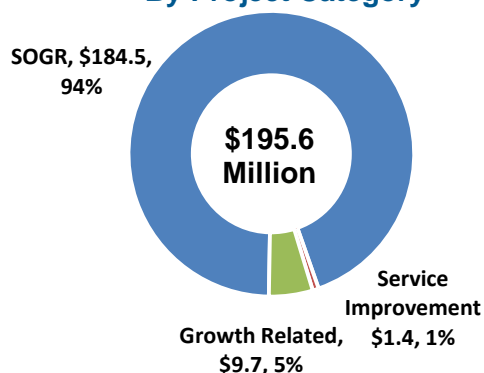
- 1. 10-Year Capital Plan [5](#)
- 2. Issues for Discussion [17](#)

#### Appendices

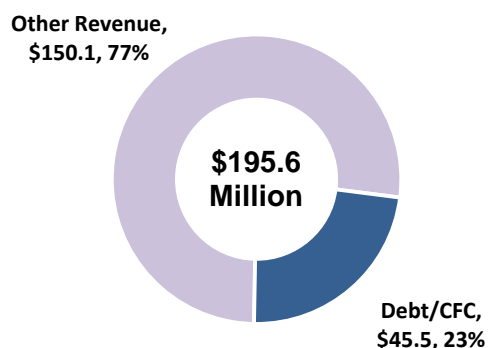
- 1. 2017 Performance [31](#)
- 2. 10-Year Capital Plan Summary [32](#)
- 3. 2018 Capital Budget; 2019-2027 Capital Plan [33](#)
- 4. 2018 Cash Flow and Future Year Commitments [38](#)
- 5. 2018 Capital Budget with Financing Detail [42](#)
- 6. Reserve / Reserve Fund Review [45](#)

## CAPITAL SPENDING AND FINANCING

### 2018 - 2027 Capital Budget and Plan By Project Category



### By Funding Source



## Where the money goes:

The 2018–2027 Capital Budget and Plan totalling \$199.078 million provides funding for:

- State of Good Repair (SOGR) projects representing the largest portion of funding, to maintain assets, including:
  - Major maintenance of existing waterfront erosion control structures;
  - Environmental rehabilitation
  - Watershed monitoring and management;
  - Facilities retrofit; and
  - Damage caused by high intensity and localized storms.
- Service Improvements projects include ongoing waterfront development at Tommy Thompson Park.
- Growth projects fund the TRCA's Long Term Accommodation Plan.

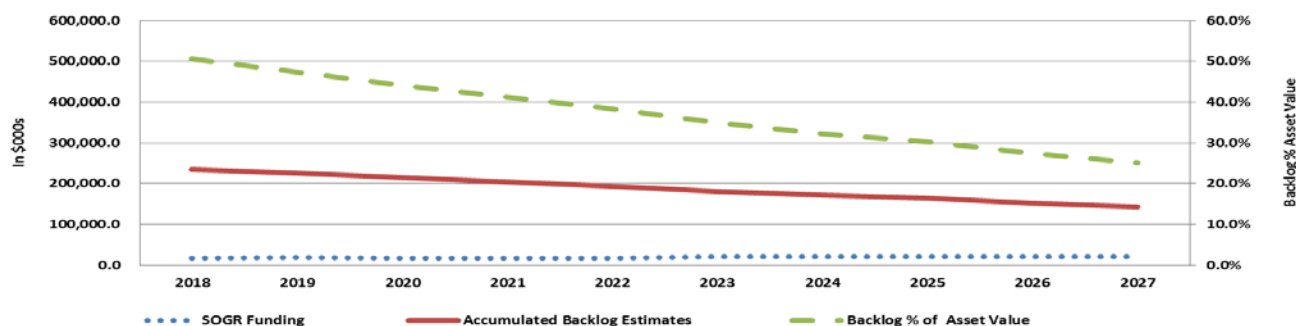
## Where the money comes from:

The 10-Year Capital Plan requires:

- New debt funding of \$44.900 million (22.6%) reflecting an increase in debt funding of \$4.9 million above the 2017-2026 debt funding total to increase investment in state of good repair priorities.
- Funding of \$3.500 million (1.8%) from a Reserve Fund for the Menno- Reesor Restoration project for restoration and the Runnymede site.
- Other revenue of \$150.095 million (75.4%) from Toronto Water comprised of a \$49.095 million contribution towards TRCA projects related to water quality and quantity and supplementary funding of \$101.000 million for projects that will address specifically critical erosion issues

## State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$184.525 million for State of Good Repair to address TRCA's backlog. The SOGR backlog as a % of asset replacement value will decrease from 50.5% in 2018 to 25.0% in 2027 based on planned investments.



## OUR KEY ISSUES & PRIORITY ACTIONS

- Develop a 10-Year State of Good Repair Plan to support the planned transformation of **Black Creek Pioneer Village** funded by a long term \$12 million campaign led by the Living City Foundation, the fundraising and charitable arm of the TRCA, supported by the \$8.010 million in the 10-year plan.
- Long Term Accommodation Plan - TRCA** plans to complete construction of its new administrative building by 2021 with a total TRCA cost of \$70.0 million over 30 years, with Toronto's share of \$31.859 million, including interest. This new facility will reduce operating costs, while helping TRCA to deliver the best possible customer service and support, and will serve as a living example of green building best practices.
- Funding for **waterfront infrastructure** repair has not kept pace with emerging need. This requires significant capital investment and options for funding to be considered. In 2018, an additional \$2.2 million has been added to waterfront projects.

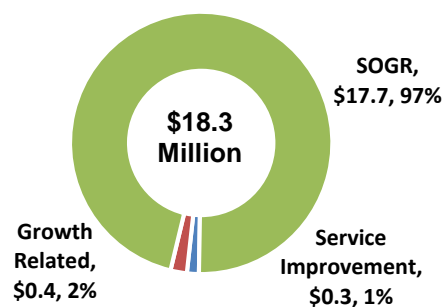


## 2018 CAPITAL BUDGET HIGHLIGHTS

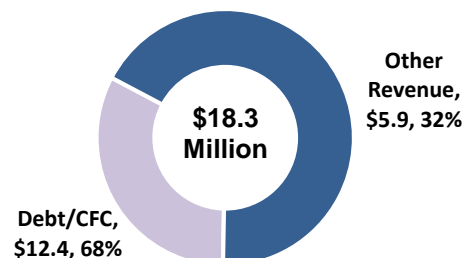
The 2018 Capital Budget for Toronto and Region Conservation Authority of \$18.330 million, excluding carry forward funding will enable the TRCA to continue:

- Critical Erosion & Flood works (\$8.0 million) to address critical erosion control needs and damage caused by various storms.
- Living City Action Plan & Greenspace Acquisition (\$3.087 million) for monitoring and re-naturalization of watercourses, water quality and habitat improvements.
- Waterfront & Valley Erosion Control (\$2.150 million) for valley and shoreline erosion protection initiatives.
- Waterfront Development (\$1.473 million) for site preparation and monitoring at various waterfront sites.
- Black Creek Village Retrofit (\$2.671 million) to address the backlog of restoration and major maintenance repair to the hydro and HVAC systems.
- TRCA Administrative Infrastructure and Information Technology Improvements (\$0.591 million) for facility retrofits and to upgrade and replace TRCA's information systems.
- TRCA Long Term Accommodation Project (\$0.358) for the detailed design and construction.

### 2018 Capital Budget By Project Category



### By Funding Source



## Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2018 Capital Budget for Toronto and Region Conservation Authority with a total project cost of \$31.163 million, and 2018 cash flow of \$19.830 million and future year commitments of \$11.333 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 28 new / change in scope sub-projects with a 2018 total project cost of \$31.163 million that requires cash flow of \$18.830 million in 2018; and future year cash flow commitments of \$2.394 million for 2019; \$0.446 million for 2020; \$0.476 million for 2021; \$0.507 million for 2022; \$1.502 million for 2023; \$1.502 million for 2024; \$1.502 million for 2025; 1.502 million for 2026 and \$1.502 million for 2027.
2. City Council approve the 2019-2027 Capital Plan for Toronto and Region Conservation Authority totalling \$167.915 million in project estimates, comprised of \$18.670 million for 2019; \$16.782 million for 2020; \$16.897 million for 2021; \$17.015 million for 2022; \$19.456 million for 2023; \$19.580 million in 2024; \$19.707 million in 2025; \$19.837 million for 2026; and \$19.971 million in 2027.
3. City Council direct that the one-time 2018-2019 project entitled "Menno-Reesor Project" to deliver high-quality habitat restoration, grading, fencing, access and landscaping work and planting of 100,000 trees at the 27 hectare site formerly known as the Runnymede site, be funded by \$3.500 million from the Tree Canopy Reserve Fund ( XR1220)
4. City Council request 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:
  - a. 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
  - b. A review the elements and requirements of the Scarborough Waterfront Project according to funding eligibility, prior to the 2019 Budget process.
5. City Council request the Chief Executive Officer of the Toronto and Region Conservation Authority to report back on a Capital Master Plan as part of the 2019 Budget process to assist with the development of a long range funding strategy to address both waterfront and watershed priority projects.

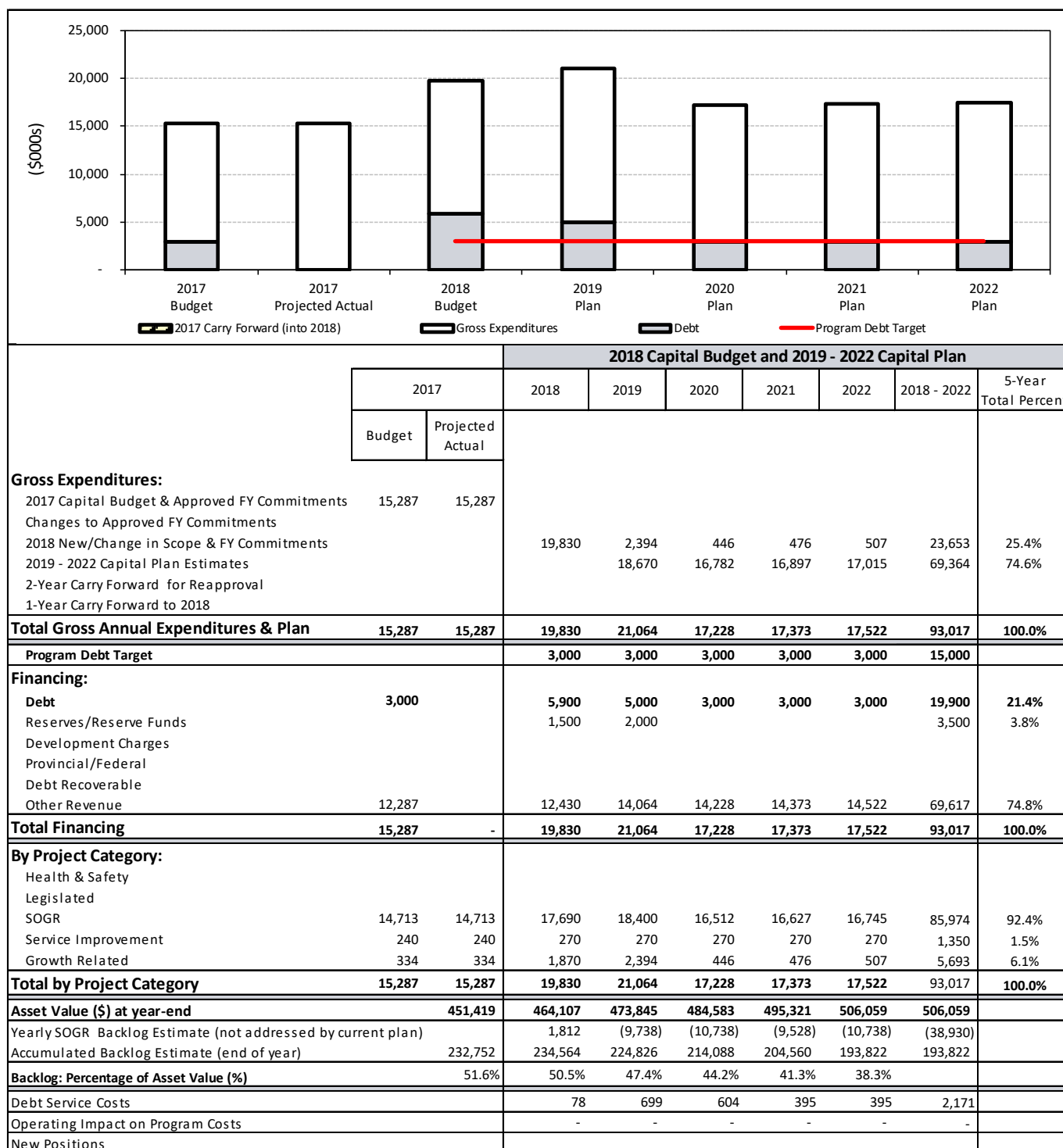




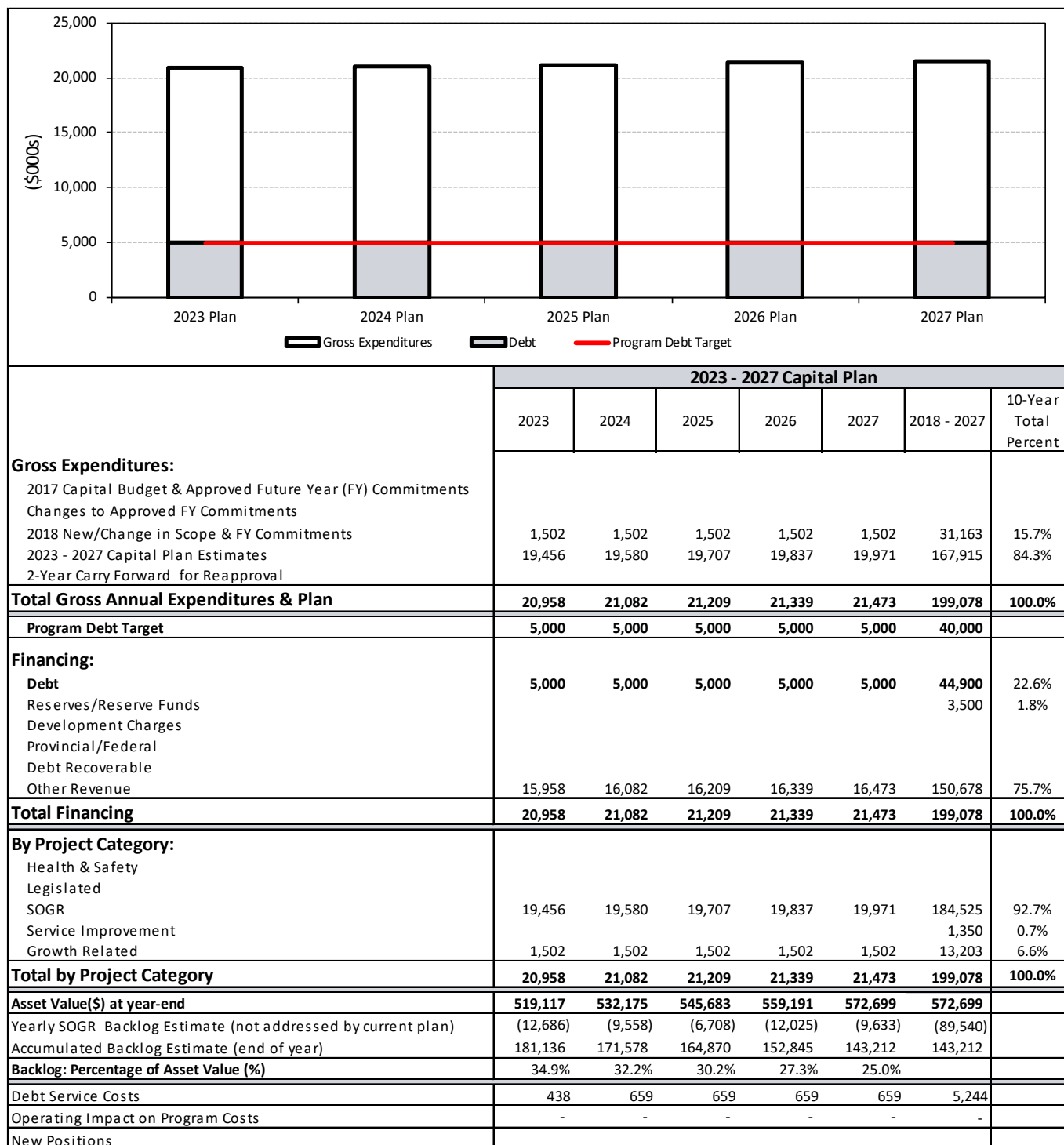
# Part 1

## 10-Year Capital Plan

**Table 1a**  
**10-Year Capital Plan**  
**2018 Capital Budget and 2019 - 2022 Capital Plan**



**Table 1b**  
**10-Year Capital Plan**  
**2023 - 2027 Capital Plan**

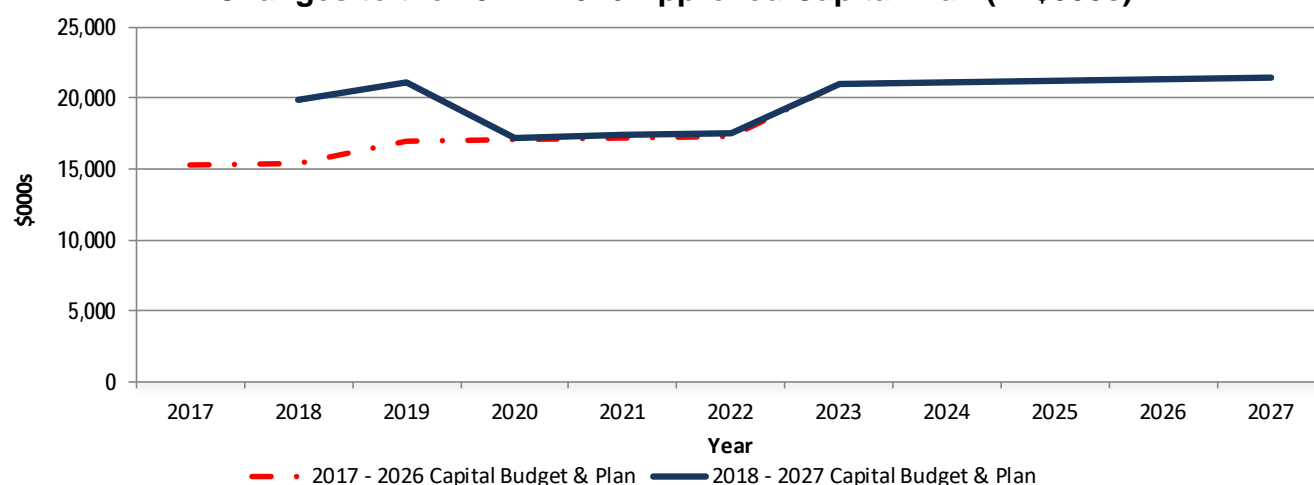


## Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Capital Budget and the 2019 – 2027 Capital Plan reflects an increase of \$15.181 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$15.181 million or 8.3% increase in the Capital Program on an annual basis from 2017 to 2027.

**Chart 1**  
**Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)**



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209	21,339		183,897
2018 - 2027		19,830	21,064	17,228	17,373	17,522	20,958	21,082	21,209	21,339	21,473	199,078
Change %		28.9%	24.0%	0.7%	0.9%	1.1%	0.0%	0.0%	0.0%	0.0%		8.3%
Change \$		4,448	4,072	124	154	185	0	0	0	0		15,181

As made evident in Chart 1 above, the \$15.181 million increase in the Capital Plan is partially attributed to the difference in capital spending approved in 2017 as compared to planned capital investments in the year 2027 mainly due to the annual 2.5% increase in funding from Toronto Water which have been historically applied to critical erosion control and floodworks capital projects. Also, increased funds have been provided in 2018 and 2019 to address urgent repairs described below.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$5.483 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the following factors:

- Additional funding required for urgent repairs to hydro and HVAC systems at Back Creek Pioneer Village;
- High priority restoration to waterfront parks as a result of the extreme flooding conditions in the Spring.
- TRCA revised their cash flow funding requirements for waterfront and critical erosion projects based on project readiness and spending capacity by aligning to actual project timelines, and activities.
- A summary of project changes for the years 2018 to 2026 totalling \$8.983 million is provided in Table 2 on the following page:



**Table 2**  
**Summary of Project Changes (In \$000s)**

\$000s	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209	21,339	-	168,622
2018 - 2027 Capital Budget & Plan	19,830	21,064	17,228	17,373	17,522	20,958	21,082	21,209	21,339	21,473	177,605
Capital Budget & Plan Changes (2018 - 2026)	4,448	4,072	124	154	185	-	-	-	-	-	8,983

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Projects' Future Year Commitments												
Long Term Accomodation Plan - Interest	48	72	124	154	185					583		
Total Changes to Previously Approved Commitments	48	72	124	154	185	-	-	-	-	583	-	
Changes to Previously Planned Project Estimates												
Waterfront & Valley Erosion Control	(50)									(50)		
Waterfront Development	50									50		
Critical Erosion - Midland 81-83 Fishleigh	(1,500)									(1,500)		
Critical Erosion - Beechgrove Drive	(100)									(100)		
Total Changes to Previously Planned Project Estimates	(1,600)	-	-	-	-	-	-	-	-	(1,600)	-	
New to the 10-Year Capital Plan												
Black Creek Pioneer Village - Hydro and HVAC Repair	2,300	2,000								4,300		
Extra Waterfront Major Maintenance	100									100		
Waterfront Parks Restoration - Spring Flooding	600									600		
Menno-Reesor Restoration	1,500	2,000								3,500		3,500
Gilbraltar Point Erosion	1,500									1,500		
Total New	6,000	4,000	-	-	-	-	-	-	-	10,000	-	3,500
Total Changes	4,448	4,072	124	154	185	-	-	-	-	8,983	-	3,500

## Significant Capital Project Changes in TRCA

Cash flow funding for the previously approved capital projects is consistent with historical spending rates within the project, capacity and expected progress and completion of the upcoming projects. No further adjustments to the cash flows are required.

### *Changes to Previously Approved Projects' Future Year Commitments*

- Long Term Accommodation Project Interest** - As part of the 2017 Budget process, City Council approved additional borrowing to support the TRCA Long Term Accommodation Project to construct a new head office building for the Authority. To allow TRCA to finance design and construct starting in 2017, the City agreed to reimburse TRCA for its cost of borrowing from 2017 through - 2022, and apply a portion of the planned debt increase for TRCA's Capital Budget starting in 2023 for 27 years, to contribute the City's share of the cost of the project. The additional \$0.583 million reflects a correction to the TRCA's cost of borrowing.

See section on Reporting on Existing Major Projects on page 21.

### *Changes to Previously Approved Planned Estimates*

- Critical Erosion Midland 81-83 Fishleigh** - TRCA has successfully acquired the 83 Fishleigh property thereby reducing the need for the remedial works along the face of the bluffs. This purchase provides an additional opportunity to reconfigure the shoreline work and reduce the amount of material to be placed in the water, minimizing the environmental impact of the project.

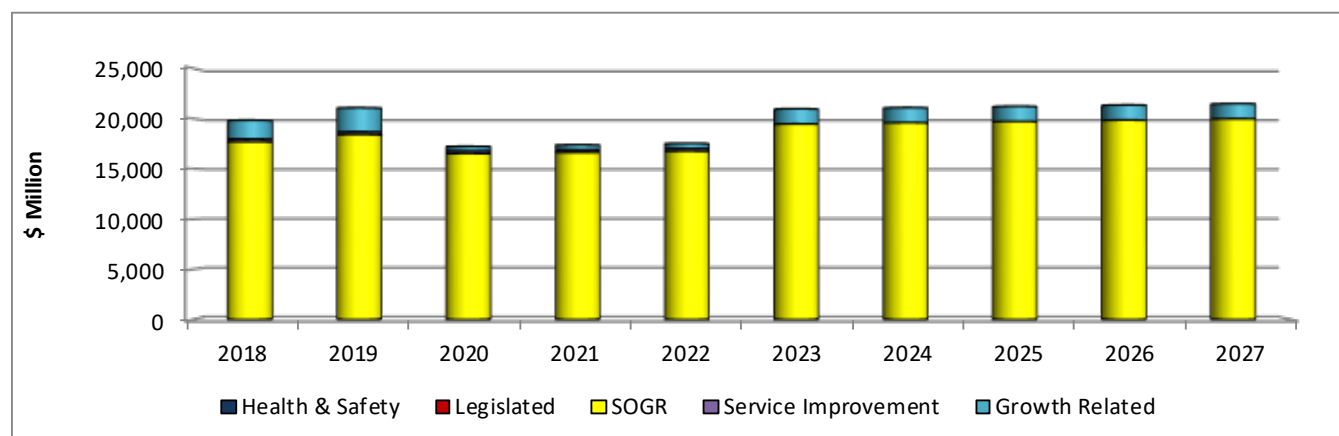
### *New Projects:*

- Black Creek Pioneer Village** - To address urgent repairs including the replacement of the heating/cooling systems and an upgrade of the historic village electrical system.
- Waterfront Parks Restoration** – To complete high priority restoration and repair structural damage along waterfront parks as result of the extreme flooding experienced in the Spring of 2017.
- Gibraltar Point Erosion** – To complete the erosion control measures identified in the Gibraltar Point Erosion Control Project Class EA approved in 2008 including the completion of the required EA addendum to confirm that the results of the Class EA remain valid.

- *Menno-Reesor Restoration* -- To provide high quality habitat restoration, including planting 100,000 trees on the 27 hectares formerly known as the Runnymede site, funded from the Tree Canopy Reserve Fund..

## 2018 – 2027 Capital Plan

**Chart 2**  
**2018 – 2027 Capital Plan by Project Category (In \$000s)**



As illustrated in Chart 2 above, the 10-Year Capital Plan for Toronto and Region Conservation Authority of \$199.078 million allocates 92.7% of funding to State of Good Repair (SOGR) projects as priorities and 0.7% for Service Improvement projects. Growth Related projects represent the remaining 6.9% over the 10-year period.

- A majority of the cash flow funding has been dedicated to State of Good Repair projects and provides funding of \$184.525 million for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit and damage caused by high intensity and localized storms.
- Service Improvement projects account for 0.7% or \$1.320 million of capital funding for projects for waterfront development initiatives, such as *Tommy Thompson Park*.
- There are 2 Growth related projects totalling \$13.203 million or 6.6%:
  - The *Long Term Accommodation Project*, with funding of \$9.582 million, will complete the construction of the new TRCA administrative building at 5 Shoreham Drive, North York by 2021. This new facility will reduce operating costs, while helping TRCA to deliver the best possible customer service and support and will serve as a living example of green building best practices.
  - The *Menno Reesor Restoration Project* with funding of \$3.500 million from the Tree Canopy Reserve Fund will provide high quality habitat restoration and plant 100,000 trees on the 27 hectares formerly known as the Runnymede site.

The following table details all capital projects, by category, included in the 2018 – 2027 Capital Budget and Plan for Toronto and Region Conservation Authority:

**Table 3**  
**2018 - 2027 Capital Plan by Project Category (In \$000s)**

	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
<b>Total Expenditures by Category</b>												
<b>State of Good Repair</b>												
<i>Greenspace Land Acquisition</i>	64	64	64	64	64	64	64	64	64	64	640	
<i>Waterfront &amp; Valley Erosion Control</i>	2,150	1,600	1,600	1,600	1,600	2,420	2,420	2,420	2,420	2,420	20,650	
<i>Black Creek Pioneer Village Retrofit</i>	2,671	2,371	371	371	371	371	371	371	371	371	8,010	
<i>Living City Action Plan</i>	3,023	3,133	3,245	3,360	3,478	3,599	3,723	3,850	3,980	4,114	35,505	
<i>Waterfront Development</i>	1,203	1,153	1,153	1,153	1,153	1,423	1,423	1,423	1,423	1,423	12,930	
<i>TRCA - Administrative Infrastructure</i>	322	322	322	322	322	322	322	322	322	322	3,220	
<i>TRCA Information Technology</i>	257	257	257	257	257	257	257	257	257	257	2,570	
<i>Critical Erosion &amp; Floodworks - Enhancements</i>	8,000	9,500	9,500	9,500	9,500	11,000	11,000	11,000	11,000	11,000	101,000	
<b>Sub-Total</b>	<b>17,690</b>	<b>18,400</b>	<b>16,512</b>	<b>16,627</b>	<b>16,745</b>	<b>19,456</b>	<b>19,580</b>	<b>19,707</b>	<b>19,837</b>	<b>19,971</b>	<b>184,525</b>	-
<b>Service Improvements</b>												
<i>Waterfront Development</i>	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>	-	-	-	-	-	1,350	-
<b>Growth Related</b>												
<i>Menno-Reesor Restoration</i>	1,500	2,000									3,500	3,500
<i>Long Term Accommodation Project</i>	370	394	446	476	507	1,502	1,502	1,502	1,502	1,502	9,703	39,200
<b>Sub-Total</b>	<b>1,870</b>	<b>2,394</b>	<b>446</b>	<b>476</b>	<b>507</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>13,203</b>	<b>42,700</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>19,830</b>	<b>21,064</b>	<b>17,228</b>	<b>17,373</b>	<b>17,522</b>	<b>20,958</b>	<b>21,082</b>	<b>21,209</b>	<b>21,339</b>	<b>21,473</b>	<b>199,078</b>	<b>42,700</b>

## 2018 - 2027 Capital Projects

The 10-Year Capital Plan supports Toronto and Region Conservation Authority's objective of creating a Living City, which encompasses flood protection, erosion control, waterfront regeneration, acquisition of environmentally significant properties and environmental rehabilitation.

### State of Good Repair (SOGR)

- SOGR projects account for \$184.525 million or 92.7% of the total 10-Year Capital Plan's expenditures.
  - *Greenspace Land Acquisition (\$0.640 million)*: This project provides funding for the acquisition of small, environmentally significant land parcels within the watershed of the City; as well as funds surveys, appraisals and staff work on lands acquired through the development process, routine easements and right of way.
  - *Waterfront and Valley Erosion Control (\$20.650 million)*: This funding will ensure 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.
  - *Black Creek Pioneer Village Retrofit (\$8.010 million)*: This project funding is to address urgent aging infrastructure and accessibility issues at the Black Creek Pioneer Village and carrying out patio repairs and gallery improvements at the Visitors' Centre. In 2018 and 2019, the electrical and HVAC systems will be replaced.
  - *Living City Action Plan (\$35.505 million)*: The project funds the monitoring and re-naturalization of watercourses, water quality and habitat improvements at sites in the Don, Rouge, Highland, Etobicoke, Mimico and Humber watersheds. This project also 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.

- *Waterfront Development (\$12.930 million):* The project 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.
- *TRCA Administrative Infrastructure (\$3.220 million):* The project funds the refurbishing and repairs to various TRCA administrative facilities, using green technologies where possible.
- *TRCA Infrastructure Technology (\$2.570 million):* The project funds upgrades and replacement of TRCA's servers and network devices and operating systems to ensure adequate capacity and integration of databases and other tools to enhance service delivery, as well as upgrade the existing phone system.
- *Critical Erosion and Floodworks – Water Funded Enhancements (\$101.000 million):* This project will enable TRCA to acquire or implement erosion control works to protect a number of properties that were 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. The 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 floodworks identified through annual inspections.

### *Service Improvements*

- Service Improvement projects account for \$1.320 million or 0.7% of the total 10-Year Capital Plan's spending.
  - This funding is entirely allocated to the waterfront parkland development at Tommy Thompson Park.
  - TRCA has provided interim management for Tommy Thompson Park since 1977. In 2018, additional land will be transferred to the TRCA from the Ministry of Natural Resources and Forestry for inclusion into the park. Along with the addition of these lands, TRCA will open the park to the public on additional week days and weekends.
  - In 2018, these lands transferred to the TRCA will also be placed under the management agreement with the City of Toronto similar to the existing Tommy Thompson Park.

### *Growth Related*

- Growth Related projects total \$13.203 million or 6.6% of the total 10-Year Capital Plan's planned investments.
  - *Long Term Accommodation Plan*– The construction of the new TRCA administrative offices has a total project cost of \$70.0 million that will be cost-shared among all partner municipalities. The City's share of the project is \$31.859 million. An additional \$0.462 million in interest is budgeted to cover the TRCA's financing cost for Toronto's share until the additional debt capacity to accommodate the increased contributions is made available in 2023.
  - The *Menno Reesor Restoration Project* with funding of \$3.500 million from the Tree Canopy Reserve Fund will provide high quality habitat restoration, grading, fencing, access and landscaping work, and plant 100,000 trees on the 27 hectares formerly known as the Runnymede site.

## 2018 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2018 Capital Budget and Future Year Commitments, which consists of 2018 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

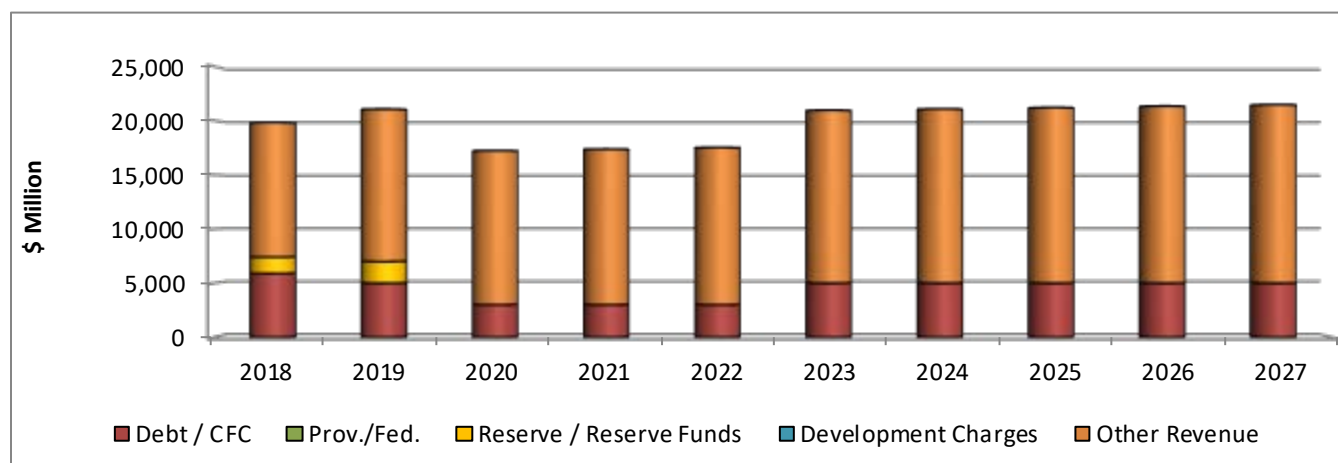
- Table 3a below lists the 2018 Capital Budget and Future Year Commitments for Toronto and Region Conservation Authority:

**Table 3a**  
**2018 Cash Flow & Future Year Commitments (In \$000s)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Long Term Accommodation Project</i>	370	394	446	476	507	1,502	1,502	1,502	1,502	1,502	9,703
Subtotal	370	394	446	476	507	1,502	1,502	1,502	1,502	1,502	9,703
New w/Future Year											
<i>Greenspace Land Acquisition</i>	64										64
<i>Waterfront &amp; Valley Erosion Control</i>	2,150										2,150
<i>Black Creek Pioneer Village Retrofit</i>	2,671										2,671
<i>Living City Action Plan</i>	3,023										3,023
<i>Waterfront Development</i>	1,473										1,473
<i>TRCA - Administrative Infrastructure</i>	322										322
<i>TRCA Information Technology</i>	257										257
<i>Menno-Reesor Restoration</i>	1,500	2,000									3,500
<i>Critical Erosion &amp; Floodworks - Enhancements</i>	8,000										8,000
Subtotal	19,460	2,000	-	-	-	-	-	-	-	-	21,460
<b>Total Expenditure</b>	<b>19,830</b>	<b>2,394</b>	<b>446</b>	<b>476</b>	<b>507</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>31,163</b>
<b>Financing:</b>											
Debt/CFC	5,900										5,900
Other	13,930	2,394	446	476	507	1,502	1,502	1,502	1,502	1,502	25,263
<b>Total Financing</b>	<b>19,830</b>	<b>2,394</b>	<b>446</b>	<b>476</b>	<b>507</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>1,502</b>	<b>31,163</b>

Approval of the 2018 Capital Budget of \$31.163 million will result in future year funding commitments of \$2.394 million in 2019, \$0.446 million in 2020, \$0.476 million in 2021; \$0.507 million in 2022, \$1.502 million in 2023; \$1.502 million in 2024, \$1.502 million in 2025; \$1.502 million in 2026 and \$1.502 million in 2027. Included here is a total commitment of \$9.333 million, for TRCA's *Long Term Accommodation Project*.

**Chart 3**  
**2018 – 2027 Capital Plan by Funding Source (In \$000s)**



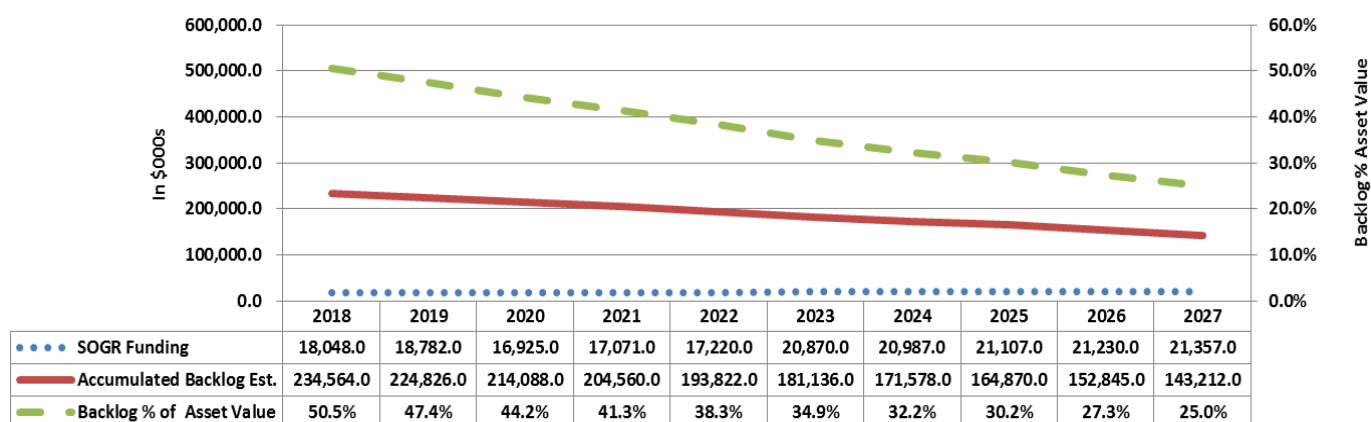
The 10-Year Capital Plan of \$199.078 million cash flow funding will be financed by the following sources:

- Debt accounts for \$44.900 million or 22.6% of the financing over the 10-year period.
  - The 10-year debt affordability targets allocated to this Program has been exceeded by \$4.9 million in order to fund emergency hydro and HVAC repairs needed at Black Creek Pioneer Village (\$4.3 million) and to address additional critical erosion work (\$0.600 million) due to the extreme flooding in the Spring of 2017.
  - The balance of the debt funding is dedicated to SOGR, Service Improvement and Growth related projects including:
    - *Waterfront and Valley Erosion Control*
    - Retrofits and upgrades to the Visitor Centre at *Black Creek Pioneer Village*.
    - *Waterfront Development Projects*; and
    - *Long Term Accommodation Project*.
- Water rate funding, which accounts for \$150.095 million or 75.7% will be utilized for critical erosion control projects, floodworks and major maintenance on the waterfront, including the following projects in 2018:
  - *Greenspace Land Acquisition*
  - *Living City Action Plan*
  - *Waterfront & Valley Erosion Control*
  - *Waterfront Development*
  - *Critical Erosion*, including *Gibraltar Point Erosion*
- Reserve funding of \$3.500 million or 1.8% will support the *Menno-Reesor Restoration Project* and will be funded from the Tree Canopy Reserve Fund for site restoration, including planting 100,000 trees.



## State of Good Repair (SOGR) Backlog

Chart 4  
SOGR Funding & Backlog (In \$000s)



The 10-Year Capital Plan allocates \$184.525 million to SOGR spending over the 10-Year Capital planning period which represents an average of \$18.453 million annually.

- TRCA's infrastructure consists of land, land improvements, buildings, infrastructure and capital work-in-progress in its overall watershed areas.
- 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.
  - 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 issues. A total of \$101.000 million in supplementary Toronto Water funding specifically allocated for this purpose to the *Critical Erosion and Floodworks* project for erosion control works has begun to address these issues.
- At the end of 2017, TRCA will have a backlog of a state of good repair work estimated at \$232.752 million, representing 51.6% of the asset value estimated at \$451.419 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 Project*, which 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 funding included in the 10-Year Capital Plan will reduce SOGR backlog to \$143.212 million or 25.0% of the asset replacement value in 2027.
- The state of good repair backlog by asset category is presented in the table that follows:

**Table 4**  
**SOGR Backlog by Asset Category (In \$000s)**

Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
State of Good Repair Funding	17,690	18,400	16,512	16,627	16,745	19,456	19,580	19,707	19,837	19,971
Accumulated Backlog Est. (yr end)	234,564	224,826	214,088	204,560	193,822	181,136	171,578	164,870	152,845	143,212
Backlog %Asset Value	50.5%	47.4%	44.2%	41.3%	38.3%	34.9%	32.2%	30.2%	27.3%	25.0%
Asset Value	464,107	473,845	484,583	495,321	506,059	519,117	532,175	545,683	559,191	572,699
<b>Details by Asset Category</b>										
<b>Watershed</b>										
State of Good Repair Funding	14,697	15,707	15,819	15,934	16,052	18,763	18,887	19,014	19,144	19,278
Accumulated Backlog Est. (yr end)	221,564	213,876	203,188	193,710	183,022	170,386	160,878	154,220	142,245	132,662
Backlog %Asset Value	53.6%	50.8%	47.1%	43.8%	40.4%	36.6%	33.6%	31.3%	28.1%	25.5%
Asset Value	413,242	420,930	431,618	442,306	452,994	466,002	479,010	492,468	505,926	519,384
<b>Infrastructure</b>										
State of Good Repair Funding	2,993	2,693	693	693	693	693	693	693	693	693
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
Backlog %Asset Value	25.6%	20.7%	20.6%	20.5%	20.4%	20.2%	20.1%	20.0%	19.9%	19.8%
Asset Value	50,865	52,915	52,965	53,015	53,065	53,115	53,165	53,215	53,265	53,315

- In 2027, the accumulated state of good repair backlog for watershed assets will be \$132.662 million or 25.5% of their replacement value; and infrastructure related accumulated state of good repair backlog will be valued at \$10.550 million or 19.8% 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.

## 10-Year Capital Plan: Net Operating Budget Impact

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 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 of Parks, Forestry and Recreation.

It is expected that the City will incur additional operating costs as a result of the transfer of Tommy Thompson Park from the Toronto Port Authority in April 2018. These costs include additional park maintenance, monitoring and enforcement as well as any operating impacts as a result of park service improvements and enhancements. However, estimates have not been included in the 2018 Operating Budget of the Programs impacted.

TRCA staff will work closely with City Programs that include Parks, Forestry and Recreation, Municipal Licensing Services, Transportation Services and Toronto Water to ensure that future year budget submissions identify any operating impacts.



## Part 2

### Issues for Discussion

## Issues Impacting the 2018 Capital Budget

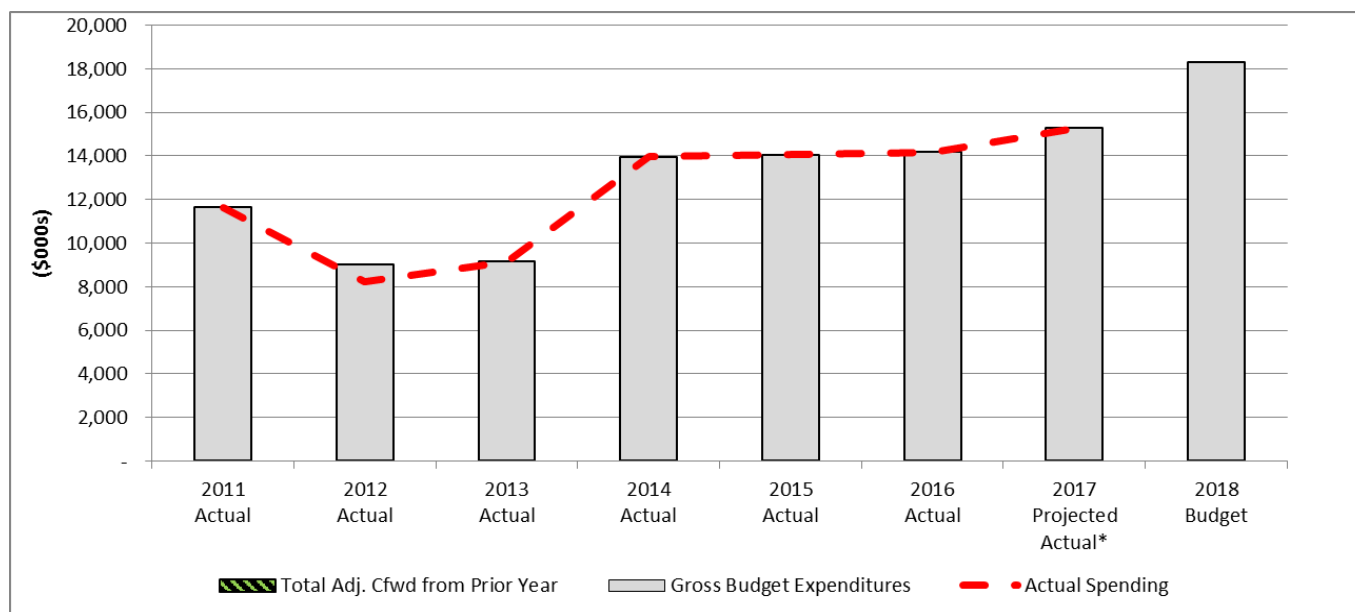
### Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
  - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Capital Budget and Plan for Toronto and Region Conservation Authority (TRCA) has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the readiness to proceed of planned projects; as well as the ability to reduce overall debt funding and/or leverage non-debt funding sources.
  - The 2018-2027 Capital Plan provides funding to continue State of Good Repair projects previously approved by Council and to continue design and construction of the new administrative office building.
  - The 10 Year Capital Plan also reflects a \$2.9 million increase in debt funding above the 2018 debt target of \$3.0 million and a total of \$4.9 million over the 10-Year Capital Budget and Planning period of \$40.0 million. This funding is required to address urgent repairs at Black Creek Pioneer Village and to complete high priority waterfront restorations caused by the extreme flooding in the Spring of 2017.
  - The TRCA has one major pre-approved capital project included in the Capital Plan that meets the Auditor General's requirements for separate capital reporting, *the Long Term Accommodation Project* and it is included in the City's list of Major Capital Projects.
- The majority of the TRCA's 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. TRCA receives 100% of its Capital Budget in any given year and does not require funding to be carried forward into future years due to incomplete projects.
- The following tables illustrate TRCA's rate of spending from 2012 to 2016, as well as projected year-end spending for 2017.

**Chart 5**  
**Capacity to Spend – Budget vs. Actual**  
**(In \$000s)**

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %
SOGR	7,225	7,225	100.0%	8,060	8,060	100.0%	13,650	13,650	100.0%	13,729	13,729	100.0%	13,851	13,851	100.0%	100.0%	14,713	14,713	100.0%
Service Improvement	-	-		1,087	1,087	100.0%	320	320	100.0%	320	320	100.0%	320	320	100.0%	100.0%	240	240	100.0%
Growth Related	-	-															334	334	100.0%
<b>Total</b>	<b>7,225</b>	<b>7,225</b>	<b>100.0%</b>	<b>9,147</b>	<b>9,147</b>	<b>100.0%</b>	<b>13,970</b>	<b>13,970</b>	<b>100.0%</b>	<b>14,049</b>	<b>14,049</b>	<b>100.0%</b>	<b>14,171</b>	<b>14,171</b>	<b>100.0%</b>	<b>100.0%</b>	<b>15,287</b>	<b>15,287</b>	<b>100.0%</b>

\* 2017 Projection based on the 2017 Q3 Capital Variance Report



### 2018 - 2027 Capital Plan vs Debt Targets

- The Program's 2018 Capital Budget and 2019 - 2027 Capital Plan is above the debt target over the 10 years by \$4.9 million:

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Capital Plan	18,330	19,064	17,228	17,373	17,522	20,958	21,082	21,209	21,339	21,473	195,578
Debt Funding Required	5,900	5,000	3,000	3,000	3,000	5,000	5,000	5,000	5,000	5,000	44,900
Program Debt Target	3,000	3,000	3,000	3,000	3,000	5,000	5,000	5,000	5,000	5,000	40,000
Over/(Under) Debt Target	2,900	2,000	-	-	-	-	-	-	-	-	4,900

TRCA exceeds the target by \$4.9 million due to the emergency repairs needed at Black Creek Pioneer Village of \$4.3 million and as a result of additional critical erosion work totalling \$0.600 million due to the extreme flooding in the Spring of 2017 detailed below:

- Black Creek Pioneer Village (BCPV) – Hydro and HVAC Emergency Repairs (\$4.3 million)** - In 2016, hydro damage occurred in several places as a result of electrical surges. The wiring cannot be repaired and must be replaced. In addition to this, urgent repairs are required to the heating and cooling system. To minimize the least disruption to the BCPV, the work will be completed at the same time.
- Extreme Flooding - Restoration Plans for Waterfront Parks (\$0.600 million)** - TRCA identified approximately \$1.6 million in high risk flooding and structural damage as a result of the extreme flooding in the Spring.
  - The 2018 – 2027 Capital Budget and Plan includes \$1.000 million annually to address critical erosion on the waterfront
  - An additional \$0.600 million is required to address damage that has been categorized as high risk.
  - The sites include: the Toronto Island Park, Humber Bay Shores, Leuty Lifeguard Station, Woodbine Beach, Len Ford Park Path, Long Branch Parks, Bluffer's Park and Port Union Waterfront Park.

## Reporting on Existing Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations for additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects. The following project has been reported on a quarterly basis during 2017:

### Long Term Accommodation Plan Project

(\$000s) Total Project Cost			2017		2018	2019	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Budget	Plan		Planned	Revised		
2017	39,200	-	334	334	370	394	39,200	2021	2021	ⓐ	ⓐ

\* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule	ⓐ	>70% of Approved Project Cost
Minor Delay < 6 months	Ⓨ	Between 50% and 70%
Significant Delay > 6 months	Ⓡ	< 50% or > 100% of Approved Project Cost

- Together with the 2017-2026 Capital Budget and Plan, City Council adopted the companion report "*Toronto and Region Conservation Authority - Long Term Accommodation Project*" from the Deputy City Manager and Chief Financial Officer recommending City Council's formal support of the Toronto and Region Conservation Authority (TRCA) for its plan to construct a new administrative office building on land it owns in the City of Toronto.

<http://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-100751.pdf>

#### Project Scope:

- Toronto and Region Conservation plans to complete construction of its new administrative building at **5 Shoreham Drive, North York** by 2021. This new facility will reduce operating costs, while helping TRCA to deliver the best possible customer service and support, and will serve as a living example of green building best practices.
- Staff are currently exploring efficiencies in the building program and allocation of space to reduce the planned 9,724m<sup>2</sup> (100,000ft<sup>2</sup>) office to ensure that the project is planned within the current available budget.
- Staff are also considering opportunities to reduce or eliminate the amount of underground parking to ensure that the cost of the project is in line with the amount of approved funding. 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:
  - **Climate Change:** Demonstrates municipal, provincial and federal strategies to mitigate climate change.
  - Will meet both **LEED Platinum** and **WELL Building** certification targets.
  - **Innovation:** Low-carbon, wood structural system, self-tint electro chromatic glass and passive house design principles.
  - **Green Energy:** Predominantly electric heating and cooling, serviced by air and ground source heat pumps, roof-top photovoltaic panels and net-zero ready.
  - **Low carbon:** The project will be evaluated using the five key components from the Canadian Green Building Council's (CaGBC) *Carbon Framework* through the Zero Carbon Building Immersion Program. The current concept targets operating carbon emissions reduced by 50% and embodied carbon by +75%.
  - **Wastewater:** Stormwater runoff managed on-site for a minimum of the first 25 mm of rainfall.
  - **Restorative:** Integrates with ravine landscape and incorporates green infrastructure.

#### Project Deliverables and 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.

- TRCA has also received approval on August 14, 2017 from the Ministry of Natural Resources and Forestry (MNRF) to proceed with the project at an interest rate not to exceed 3.75% on the funds to be borrowed to finance the construction of the building.
- Construction is expected to begin in 2019 in order to meet a 2021 occupancy date.

#### Project Challenges:

- The MNRF did not approved TRCA's planned land sale disposition to raise its \$10.0 million contribution, as the project did not meet the shared provincial/municipal conservation authority mandate (natural hazard management including major maintenance of flood control structures and flood and erosion capital projects and related studies)
- MNRF did encourage TRCA to explore funding opportunities available from the Ministry of the Environment and Climate Change's Green Investment Fund as well as potential future funding from MNRF's Innovation Market Development Section, Forest Industry that could support the Project's proposed use of engineered lumber sourced in Ontario.
- TRCA staff will continue to investigate other funding opportunities for the project including the ones provided by MNRF staff as well as opportunities to reduce the overall cost of the project through the final design process to ensure that the project will proceed.
- TRCA Staff are ensuring that costs saving options are being considered during the design process to keep the Project in line with the approved \$60.0 million as a precaution.

#### Financial Update:

- The total cost of this project is \$70.0 million to be funded by the TRCA's member municipalities. This City's portion of the cost is \$38.617 million
- The City's contribution to this project is \$39.200 million, comprised of the City's share of \$38.617 to be paid over 33 years and was accommodated within the existing 2016-2025 Capital Plan approved by City Council and \$0.583 million in additional interest costs, to be funded as follows:
  - Funding of \$0.322 million from the TRCA Administrative Infrastructure originally planned for major facility retrofits was reallocated to the construction of the new facility for a period of 21 years from 2017 to 2037 and after completion, that in the Year 2038, the funding will resume for its original purpose established.
  - In 2023, debt funding increases by \$2.0 million. At this time, the cash flow for this project will increase by \$1.180 million per year until 2049, for a total of \$1.502 million per year for a duration 27 years to fund the City of Toronto's share of this project.
  - From 2017 – 2022, the City will incur \$0.583 million in interest charges payable to the TRCA for it's financing of a contribution of \$5.793 million which could not be accommodated within the City's debt allocations.
- TRCA has completed a continuity reserve plan based on the current concept, which has identified the need for approximately 0.5% of the estimated base building costs to be set aside in reserve on an annual basis, for a total of \$13.63 million over the life of the project. This funding is currently available within TRCA's Major Facilities Capital Budget and is estimated at \$250,000 per year. Staff anticipate annual operating costs of \$2 million per annum including interest on borrowing.
- TRCA has assumed that operating costs and available operating funding from the participating municipalities will grow by an annual average factor of 2%. The design process will allow TRCA to further quantify the

Operating Impact of Capital upon completion of the Major Capital Project, including ongoing maintenance costs, however based on the current design, TRCA anticipates annual savings of approximately \$77,000 when compared to a standard Toronto market building.

- Financial savings are expected to be achieved should TRCA be able to achieve a parking solution that does not rely on underground parking. These will be further quantified during the design process.
- Operational efficiencies, including reduced staff time and travel costs to facilitate meetings, improved staff collaboration and utilization of shared resources are also anticipated.
- Project ancillary benefits which go beyond the environmental and financial considerations, include:
  - Maintain asset-ownership and reduce risk generally associated with leasing.
  - The Toronto location, relatively central to TRCA's jurisdiction.
  - Transit: proximity to the TTC Pioneer Village subway station; regional transit connections and the 400 series highways.
  - Efficient allocation of flexible office spaces that can accommodate growth and adapt to future staff and program requirements.
  - Site plan efficiencies with Tennis Canada.
  - Compliance with existing zoning.

## Issues Impacting the 10-Year Capital Plan

### ***Unmet Needs***

- The 2018 Capital Budget and 2019-2027 Capital Plan includes a total of \$1.600 million funding to deal with the most pressing erosion control projects, including those created by recent extreme weather events.
- TRCA has identified \$404.460 million in unmet needs, including a \$170.000 million that has increased from an initial estimate of \$51 million and in total project costs for the Scarborough Waterfront Access Plan that could not be accommodated within the City's current debt limits and that goes beyond erosion control and \$100.0 million for waterfront rehabilitation.
- In addition to the erosion control works, TRCA has requested capital funding for projects relating to asset and infrastructure needs, land acquisition and other environmental studies.
- Funding for TRCA projects has historically come from both debt and Toronto Water (rate funding) as the projects support erosion control, flood works and joint source water protection strategies.
- These projects often go beyond the mandate of Toronto Water and are not restricted to work that is eligible for water rate funding, as they include:
  - The creation of recreation and transportation infrastructure such as visitor's centres, public access to the water, trails and cycling paths;
  - The protection of other City Program infrastructure or facilities that are affected by erosion in ravines, and stream and river valleys;
  - The elimination of unmanaged informal trails;
  - The enhancement of habitat and natural corridor connections for local wildlife;
  - The prevention of sedimentation, which is a threat to aquatic species; and
  - Improvements to ecological function and resilience of shoreline due to climate change

- The TRCA is currently developing a comprehensive long range capital plan that takes these issues into consideration and will align to Council priorities and the TRCA's Strategic Action Plan. The long range capital plan will also align to the City of Toronto's Ravine and Waterfront Strategy, Co-ordinated Watercourse Management Plan and the strategy to improve the public realm.
- TRCA's long term Capital Plan will be presented as part of the 2019 Budget process. Once presented, further consideration will be required.
- The following table lists TRCA's unfunded priorities:

### Unmet Needs – Projects Excluded due to Funding Constraints (In \$000s)

Project Description	Total Project	Non-Debt Funding	Debt Required	Cash Flow									
				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Council Requested</b>	-												
Scarborough Waterfront Project	170,000	85,000	85,000	-	6,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
South Mimico Trail Connection	2,000	1,000	1,000	1,300	700	-	-	-	-	-	-	-	-
Scarborough Bluffs West Study - EA	3,420	1,710	1,710	1,140	1,140	1,140							
Scarborough Bluffs West Project Implementation	26,000	13,000	13,000	-	-	-	2,000	4,000	4,000	4,000	4,000	4,000	4,000
Tommy Thompson Park - Master Plan Phase II	17,700	8,850	8,850	1,000	4,200	2,500	2,000	2,000	2,000	2,000	2,000	-	
<b>Authority Board Directed</b>	-												
Toronto Wildlife Centre	9,705		9,705		3,235	3,235	3,235						
<b>TRCA Asset &amp; Infrastructure Needs</b>	-												
Black Creek Pioneer Village- Asset SOGR	13,000		13,000	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Black Creek Pioneer Village- Asset Master Plan	500		500	100	200	200							
Assets Management Plan Implementation	5,000		5,000	500	500	500	500	500	500	500	500	500	500
Waterfront Rehabilitation	100,000	50,000	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Land Acquisition</b>	-												
Greenlands Acquisition Project	35,250	17,625	17,625	2,250	2,750	3,000	3,250	3,500	3,750	4,000	4,250	4,250	4,250
<b>Erosion Control</b>	-												
Lower Don Erosion Restoration Project	4,000	4,000		100	200	1,200	1,200	1,300	-	-	-	-	
Western Beaches Break wall Repair (Phase 1)	7,000	7,000		-	500	500	2,000	2,000	2,000	-	-	-	
Flood Mitigation Priority Enhancements Studies	1,500	1,500		150	150	150	150	150	150	150	150	150	150
Special Policy Areas and Flood Vulnerable Areas Reviews	150	150	-	150									
Erosion Control - Floodline Mapping Enhancement	680	680		680									
<b>Other Studies and Initiatives</b>	-												
Watershed Plan Development	2,200	1,100	1,100	220	220	220	220	220	220	220	220	220	220
Gatineau Hydro Corridor Revitalization (Scarb. Butterfly Trail)	800		800	-	-	100	100	100	100	100	100	100	100
Climate Research and Resilience	750		750	75	75	75	75	75	75	75	75	75	75
Sustainable Neighborhood Retrofit Action Plan	1,200		1,200	250	275	300	375						
Partners in Project Green - Eco-Business Zone (TO East End)	2,480		2,480	320	370	250	250	250	230	210	200	200	200
Post Restoration - Long Term Maintenance Plan	125	125		15	13	13	12	12	12	12	12	12	12
Restoration Enhancements	1,000	1,000		100	100	100	100	100	100	100	100	100	100
<b>Total</b>	<b>404,460</b>	<b>192,740</b>	<b>211,720</b>	<b>19,650</b>	<b>31,928</b>	<b>32,283</b>	<b>34,267</b>	<b>33,007</b>	<b>31,937</b>	<b>30,167</b>	<b>30,407</b>	<b>28,407</b>	<b>28,407</b>

- TRCA provided detailed business cases that outlined project description, justification, major milestones and deliverables for each project.
- The \$100.0 million Waterfront Rehabilitation has an undefined scope. The intent of this funding is to:
  - To address critical work and planned restoration required as a result of extreme flooding along the City's waterfront.
  - To fund Council requested initiatives that are already captured in the Unmet Needs list.
  - To complete pro-active measures to mitigate damage from any future extreme weather conditions.
  - As a result, this placeholder project overlaps both in scope and in cost with other unmet needs included in this table.

- TRCA is currently working with Parks Forestry and Recreation, Toronto Water, and Transportation Services to review and discuss proposed projects and work plans, address permitting and natural feature protection requirements, and promote ongoing collaborative decision-making and efficient use of public funds.
- These projects also need to be assessed and aligned with other City priorities, plans and funding capacity.
- Sustainable funding sources are required to support the watershed priorities and address community needs that encompass variety of initiatives, such as the restoration of the natural environment, the creation of recreation and transportation infrastructure such as visitor's centres, public access to the water, trails and cycling paths.

#### ***Unfunded Priority Project - Scarborough Waterfront Project***

Toronto and Region Conservation Authority (TRCA), in partnership with the City of Toronto, has initiated a study under the Environmental Assessment (EA) Act to create a system of greenspaces along the Lake Ontario shoreline, between Bluffer's Park and East Point Park which respects and protects the significant natural and cultural features of the Scarborough Bluffs

- The Bluffs are an iconic feature of the Lake Ontario shoreline; however, due to limited access and existing public safety hazards, the water's edge along this section of the waterfront is not formally accessible to the public.
- The objectives of the Scarborough Waterfront Project (SWP) are set out as follows:
  - Protect and enhance terrestrial and aquatic features and linkages (natural environment);
  - Manage public safety and property risk;
  - Provide an enjoyable waterfront experience;
  - Consistency and coordination with other initiatives; and
  - Achieve value for cost.
- The project will fulfill the strategic recommendations of previous planning processes and City Council's direction to address the existing risk to public safety and public infrastructure due to erosion along the shoreline, and provide for increased public space while improving and enhancing the natural heritage system.
- The project also supports and advances TRCA's Living City Policies, and the City of Toronto policies laid out in the Official Plan, which recognize the need to balance waterfront revitalization, public access, and an open space "aesthetic" with natural heritage and natural hazard protection and management.
- This project includes the restoration of the natural environment, the creation of recreation and transportation infrastructure such as visitor's centres, public access to the water, trails, and cycling paths and links to the service objectives of other City Programs including Parks, Forestry and Recreation, Toronto Water and Transportation Services.
- Toronto Water provided funding of \$1.5 million in 2014 to begin the environmental assessment (EA) work and further funding of \$1.5 million was approved in 2015 to complete the environmental assessment.
- Overall the Scarborough Waterfront Project concept provides the following::
  - addresses the existing risk to public safety by providing continuous formal public access outside of the risk line, along the water's edge between Bluffer's Park and East Point;
  - formalizes long-term shoreline protection along areas of the shoreline currently protected by interim works (e.g., base of Doris McCarthy Trail / Bellamy Ravine and Guild Park and Gardens shoreline);
  - addresses the risk from erosion to Grey Abbey Park and the public infrastructure along Grey Abbey Trail;

- provides public access along the shoreline in sections where it is currently restricted by private property and critical infrastructure;
  - contributes to minor improvements in water quality by reusing flows from existing stormwater outfalls in the creation of backshore wet features;
  - results in 17.6 ha of new naturalized habitat and enhancement of nearshore aquatic habitat along the shoreline;
  - results in a net benefit to the sensitive habitats at East Point Park by decommissioning approximately 8 km of informal trails, which are currently fragmenting the ecosystem and resulting in trampling and other impacts from unmanaged use;
  - addresses the ongoing need for annual dredging at the Bluffer's Park marina entrance, by reducing the sedimentation through the proposed headland expansion; and,
  - improves access to and along the shoreline for all abilities.
- Original construction costs provided by TRCA for the Scarborough Waterfront Project during the 2017 Budget process were estimated at \$51 million. This estimate did not include/provide separate costs for erosion control protection related to infrastructure of individual divisions.
    - The Draft Scarborough Waterfront Project (SWP) Environmental Assessment identified new estimated costs of about \$170 million, including property acquisitions costs of \$32.0 million, plus an additional \$22.5 million for a one time 25-year maintenance renewal of proposed new shoreline features.
    - The EA divides the study into West, Central and East Segments. A Preferred Alternative was selected based on the preferred alternative concept for each segment with an overall intent to provide: (a) improved aquatic and terrestrial habitat, (b) improved public access to the water's edge (restricted by private property and hazard risk), (c) a waterfront experience accessible for people of all abilities, and (d) a project compatible with plans or policies related to the environment.
  - Completion of this project will result in additional operating costs that will need be borne by City Divisions. These costs will be reported as part of the 2019 Budget process as part of any proposed funding strategy.
  - For more information on the Scarborough Waterfront Project please follow the link below:  
<https://trca.ca/conservation/green-infrastructure/scarborough-waterfront-project>

### ***Submission of the Final Environmental Assessment to City Council***

- As part of the 2017 Capital Budget process, City Council requested that, once the Environmental Assessment (EA) for the Scarborough Waterfront Project is complete, the Chief Executive Officer of the Toronto and Region Conservation Authority and the Chief Financial Officer, with input from the appropriate City staff, review the elements and requirements according to funding eligibility prior to the 2018 Budget process.
  - The draft EA was submitted to the Ministry of the Environment and Climate Change (MOECC) on August 17, 2017 for a 45-day public and agency review period, ending on October 2, 2017. Comments received as part of the draft review period will inform the finalization of the EA Report. The EA was also distributed to City Programs for comment.
  - Based on its initial review of the EA, Toronto Water cannot ascertain project requirements that would benefit Toronto Water's infrastructure. This is mainly due to the fact that the primary objective of the SWP is the construction of the trail, access and habitat enhancement. The extent of erosion protection required is governed by risk mitigation to the public from use of a formal trail, which is not part of Toronto Water's mandate.

- It is recommended that prior to submitting this EA for Council approval, further discussion and review occur between the General Managers of Toronto Water, Transportation and Parks, Forestry and Recreation and the TRCA to identify the components of the SWP and that City Programs to further refine the cost estimates and how these costs are apportioned to each Program prior to the Executive Committee's consideration of the Environmental Assessment report in 2018.
- The final EA is expected to be presented to City Council for approval in the first quarter of 2018 and if adopted by City Council, final submission to MOECC by mid-2018.
- It is recommended that the EA report be submitted to Executive Committee by the TRCA together with the General Managers of Toronto Water, Parks, Forestry and Recreation and Transportation Services in consultation with the Chief Financial Officer, including the costs for erosion control components identified separately from the trail and waterfront access components of the plan.

### ***Ravine Strategy***

- At its meeting on October 2nd, 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.

<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.
- Continued urban expansion and intensification projects in Toronto will continue to compromise natural features, communities and processes. As climate change continues to progress, the number of sites requiring restoration and/or regeneration is anticipated to increase.
- In advance of the 2019 Budget process, together with City Programs, TRCA has been directed by Council to provide a list of the sites that currently require priority restoration along with the approximate cost of each site.

## **Issues Referred to the 2018 Capital Budget Process**

### ***Business Cases for Unmet Needs***

- As part of the 2017 Capital Budget process, City Council requested that the Chief Executive Officer of the Toronto and Region Conservation, in consultation with the General Managers of Parks, Forestry and Recreation, Toronto Water, and Transportation Services to continue to work together to develop the business cases for the unfunded priority projects consistent with the City of Toronto's Capital Budget Instructions and Guidelines for consideration in the 2018-2027 Capital Plan.
- The TRCA business cases for the unmet needs were forwarded to Toronto Water and Parks, Forestry and Recreation for consideration within its funding capacity.
- These projects have not been included in the 2018-2027 Recommended 10-Year Capital Plan due to the following:



- The principle for cost sharing between water rate funding for projects that impact Toronto Water's infrastructure and property tax funding for those projects that do not impact Toronto water infrastructure has not been established.
- Project scope and cost estimates require further refinement/analysis.
- Projects have not been assessed for deliverability, prioritization and coordination with existing City projects
- These projects cannot be accommodated within the available debt limits for the 2018-2027 Parks, Forestry and Recreation 10-Year Plan.
- Toronto Water's existing Capital plan relies primarily on successive water rate increases to fund continued infrastructure investment and conforms to a pay-as-you-go financing strategy. The 2018 Recommended Water and Wastewater rates do not have a provision to fund TRCA unmet needs projects.
- Toronto Water's existing Capital Plan relies primarily on successive water rate increases to fund continued infrastructure investment and conforms to a pay-as-you-go financing strategy. The 2018 Recommended Water and Wastewater rates do not have a provision to fund TRCA unmet needs projects, since these projects have not been included in the 2018-2027 Recommended 10-Year Capital Plan due to the following:
  - The principle for cost sharing between water rate funding for projects that impact Toronto Water's infrastructure and property tax funding for those projects that do not impact Toronto water infrastructure has not been established.
  - Project costs requires further refinement/analysis.
  - Projects have not been assessed for deliverability, prioritization and coordination with existing Toronto Water projects.
- 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 together with other City and Council priorities.

### ***Capital Master Plan (Asset Management Plan)***

- As part of the 2017 Capital Budget process, City Council requested the Chief Executive Officer, Toronto and Region Conservation Authority to report back on a potential Capital Master Plan as part of the 2018 Budget process to assist with the development of a long range funding strategy to address watershed priority projects.
  - TRCA is integrating its Capital Master Plan with its Asset Management Program, which is expected to be completed in 2018.
  - TRCA initiated an Asset Management Program to efficiently and effectively manage its assets, while providing satisfactory levels of service to the general public, as well as ensuring the sustainability of the land and infrastructure to meet the demands of the future.
  - The Asset Management Program will focus on the following:
    - Planning and prioritization of infrastructure needs across the organization
    - Ensuring long-term sustainability of assets and services
    - Maintaining transparency of annual budgets and forecasts
    - Providing support for the capital planning process.
  - TRCA is expected to provide a report to its Board Authority prior to the end of 2017. The Asset Management Plan will serve as a strategic document that considers the entire lifecycle of assets and how these assets will be managed over the next 10 years. The Plan will include condition assessments, service level expectations, and proposed financing strategies to implement the planned actions.
  - Once approved by the Board, TRCA proposes to implement the recommended priority actions and review potential sources of funding. The Plan will also inform the State of Good Repair backlog and set priorities for the maintenance, replacement or retirement of TRCA Assets

- TRCA is expected to submit their updated Capital Master Plan as part of the City's 2019 Budget process along with additional funding requirements to meet the expectations set out in the Asset Management Plan.

### **Toronto Wildlife Centre**

- As part of the 2017 Capital Budget process, City Council requested 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, to develop 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.
  - At its authority Meeting #4/17, 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 provides TRCA with the authority to approach the partner municipalities and explore funding options, outside of any levy request. TRCA will be facilitating this project as directed by the partner municipalities under the Conservation Authority Act.
  - By having this project fall under the Act, it allows TRCA to include other risk mitigating conditions in any future lease agreement with the TWC, such as retention of ownership in the event of financial distress. It does not result in approval for the project. Should the City and the other major funding municipalities not approve this project in 2018, the TRCA does not intend to proceed and/or levy for it.
  - 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.
  - 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.
  - At its meeting on September 8, 2017, 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. It is still pre-mature for the City to review this project for inclusion in its Capital Plan.
- This project has been added to the TRCA's list of Unmet Needs (\$7) for consideration in a future budget process along with the City's other unfunded capital projects and priorities.

### **Extreme Flooding - Restoration Plans for Waterfront Parks**

- 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 recommending that the General Manager, Parks Forestry and Recreation, in consultation with Toronto and Region Conservation Authority, to report 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.

<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 have undertaken a assessment of damage across the waterfront. Early analysis includes damage to the waterfront needing repair, including structural damage (damage to paths, boardwalks, major debris pile-up), flooding (assets which are, or were, under water) and erosion.

- TRCA has provided a estimate of specific locations which have sustained damage totalling \$14.500 million, planned over three timeframes for recommended implementation.
- The 2018-2027 Capital Budget and Plan for TRCA includes \$1.600 million in funding to address the high priority work with the exception of Bluffers Park.
- The 2018-2017 Capital Budget and Plan for Parks, Forestry and Recreation includes \$2.0 million to address priority rehabilitation and remediation to waterfront parks, such as installing permanent pumping facilities at Toronto Island Park, the installation of beach curbs at select locations to prevent further degradation of the beach, as well as a flood study which will be undertaken in 2018 to inform long-term mitigation strategies at Toronto Island Park.
- A summary of the damage estimates is provided on the following table:

### Summary of Costs for Restoration of Waterfront Parks

	Flooding			Landslide			Structural				Total
	High	Medium	Low	Medium	Low	Repaired	High	Medium	Low	Repaired	
<b>CITY</b>											
Ashbridges Bay		2,000									2,000
Gibraltar Point		5,000									5,000
Humber Bay									10,000		10,000
Humber Bay Park		-									-
Humber Trail							40,000				40,000
Marie Curtis Park	-								500		500
Miles Road Parkette								100,000			100,000
Sunnyside Park	-	2,000									2,000
Toronto Island	350,000										350,000
Leuty Lifeguard Station	200,000										200,000
Woodbine Beach	350,000										350,000
<b>Sub-Total</b>	<b>900,000</b>	<b>9,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>100,000</b>	<b>10,500</b>	<b>-</b>	<b>1,059,500</b>
<b>PROVINCE</b>											
<b>Ontario Place</b>									75,000		75,000
<b>TRCA</b>											
2707 Lake Shore Boulevard West									352,000		352,000
Ashbridges Bay							10,000				10,000
Ashbridges Bay Beach								25,000			25,000
Bluffer's Park	5,000,000								10,000		5,010,000
Cliff Lumsdon Park								75,000	1,164,000		1,239,000
Colonel Sam Smith Park								15,000	1,297,000		1,312,000
Fallingbrook Landslide					20,000						20,000
Fishleigh Beach				15,000						10,000	25,000
Guild Inn						40,000	-			30,000	70,000
Humber Bay Park								100,000	3,110,000		3,210,000
Lakehurst Landslide				15,000	20,000						35,000
Len Ford Park Path	200,000										200,000
Long Branch Park							315,000	25,000	340,000		680,000
Marie Curtis Park							10,000	5,000			15,000
Port Union							100,000				100,000
Prince of Wales Park									157,000		157,000
Rotary Park								700,000			700,000
Springbank Landslide					20,000						20,000
Sylvan						75,000				25,000	100,000
Tommy Thompson Park	10,000							25,000			35,000
<b>Sub-Total</b>	<b>5,210,000</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>60,000</b>	<b>115,000</b>	<b>435,000</b>	<b>970,000</b>	<b>6,430,000</b>	<b>65,000</b>	<b>13,315,000</b>
<b>TOTAL</b>	<b>6,110,000</b>	<b>9,000</b>	<b>-</b>	<b>30,000</b>	<b>60,000</b>	<b>115,000</b>	<b>475,000</b>	<b>1,070,000</b>	<b>6,515,500</b>	<b>65,000</b>	<b>14,449,500</b>

- Together with other City Programs, TRCA will report to Executive Committee in the 3<sup>rd</sup> Quarter of 2018 with a comprehensive list of damage sustained.



# Appendices

## Appendix 1

### 2017 Performance

#### 2017 Key Accomplishments

In 2017, Toronto and Region Conservation Authority made significant progress and/or accomplished the following:

- ✓ Erosion Control and Shoreline Protection works:
  - Completed 7 erosion control and shoreline protection work projects.
  - Completed 3 emergency erosion protection work projects.
  - Initiated construction for 1 emergency work projects.
  - Undertaking planning and detailed design phase for 13 priority projects.
- ✓ Long Term Accommodation Plan:
  - TRCA received approval from all of its member municipalities and the related funding commitments within their capital plans to facilitate the construction of the new head office at the site of its former headquarters at 5 Shoreham Drive.
  - Obtained approval from the Ministry of Natural Resources and Forestry to proceed with the TRCA's Long Term Accommodation Plan.

#### 2017 Financial Performance

##### 2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
15,287	11,032	72.2%	15,287	100.0%	-	0.0%

\* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 Q3 capital variances and year-end projections for Toronto and Region Conservation Authority, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting December 6<sup>th</sup>, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX29.24>

#### Impact of the 2017 Capital Variance on the 2018 Capital Budget

- There is no impact of the 2017 Capital Variance on the 2018 Capital Budget.

## Appendix 2

### 2018 Capital Budget; 2019 - 2027 Capital Plan Including Carry Forward Funding (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
<b>State of Good Repair:</b>														
<i>Greenspace Land Acquisition</i>			64	64	64	64	64	320	64	64	64	64	64	640
<i>Waterfront &amp; Valley Erosion Control</i>			2,150	1,600	1,600	1,600	1,600	8,550	2,420	2,420	2,420	2,420	2,420	20,650
<i>Black Creek Pioneer Village Retrofit</i>			2,671	2,371	371	371	371	6,155	371	371	371	371	371	8,010
<i>Living City Action Plan</i>			3,023	3,133	3,245	3,360	3,478	16,239	3,599	3,723	3,850	3,980	4,114	35,505
<i>Waterfront Development</i>			1,203	1,153	1,153	1,153	1,153	5,815	1,423	1,423	1,423	1,423	1,423	12,930
<i>TRCA - Administrative Infrastructure</i>			322	322	322	322	322	1,610	322	322	322	322	322	3,220
<i>TRCA Information Technology</i>			257	257	257	257	257	1,285	257	257	257	257	257	2,570
<i>Critical Erosion &amp; Floodworks - Enhancements</i>			8,000	9,500	9,500	9,500	9,500	46,000	11,000	11,000	11,000	11,000	11,000	101,000
<b>Sub-Total</b>		-	17,690	18,400	16,512	16,627	16,745	85,974	19,456	19,580	19,707	19,837	19,971	184,525
<b>Service Improvements:</b>														
<i>Waterfront Development</i>			270	270	270	270	270	1,350						1,350
<b>Sub-Total</b>		-	270	270	270	270	270	1,350	-	-	-	-	-	1,350
<b>Growth Related:</b>														
<i>Menno-Reesor Restoration</i>	3,500		1,500	2,000				3,500						7,000
<i>Long Term Accommodation Project</i>	39,200		370	394	446	476	507	2,193	1,502	1,502	1,502	1,502	1,502	9,703
<b>Sub-Total</b>			1,870	2,394	446	476	507	5,693	1,502	1,502	1,502	1,502	1,502	16,703
<b>Total</b>		-	19,830	21,064	17,228	17,373	17,522	93,017	20,958	21,082	21,209	21,339	21,473	202,578



## **Appendix 3**

### **2018 Capital Budget; 2019 - 2027 Capital Plan**

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2018 Capital Budget; 2019 - 2027 Capital Plan

### Toronto & Region Conservation Authority

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
							2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
TRC000003 GREENSPACE LAND ACQUISITION (Toronto Sh																									
2	2	Greenspace Land Acquisition Future Years project	CW	S6	03	0	0	0	0	0	320	320	0	0	0	0	0	0	320	0	0	0	320		
1	5	Greenspace Land Acquisition (active 09+)	CW	S5	03	64	64	64	64	64	320	0	320	0	0	0	0	0	320	0	0	0	320		
Sub-total							64	64	64	64	64	320	320	640	0	0	0	0	0	640	0	0	0	640	
TRC000017 WATERFRONT & VALLEY EROSION CONTROL																									
24	21	POST 5 YEARS EROSION: ALL SITES	CW	S6	03	0	0	0	0	0	12,100	12,100	0	0	0	0	0	0	4,000	0	8,100	0	12,100		
0	71	Shoreline Monitoring & Maintenance	CW	S5	03	400	400	400	400	400	2,000	0	2,000	0	0	0	0	200	1,000	0	800	0	2,000		
0	76	Erosion Infrastructure-Major Maintenance	CW	S5	03	1,150	1,200	1,200	1,200	1,200	5,950	0	5,950	0	0	0	0	575	2,975	0	2,400	0	5,950		
0	77	RESTORATION PLANS FOR WATERFRONT PARK	05	S5	03	600	0	0	0	0	600	0	600	0	0	0	0	600	0	0	0	0	600		
Sub-total							2,150	1,600	1,600	1,600	1,600	8,550	12,100	20,650	0	0	0	0	0	1,375	7,975	0	11,300	0	20,650
TRC000195 BLACK CREEK PIONEER VILLAGE RETROFIT																									
1	6	Retrofit Activities for 2009+	08	S5	03	321	321	371	371	371	1,755	0	1,755	0	0	0	0	321	0	0	1,434	0	1,755		
3	7	Visitor Centre Active 2009+	08	S5	03	50	50	0	0	0	100	0	100	0	0	0	0	50	0	0	50	0	100		
0	9	Post Current 5 year Project	01	S6	03	0	0	0	0	0	0	1,855	1,855	0	0	0	0	0	0	0	1,855	0	1,855		
0	10	BLACK CREEK PIONEER VILLAGE HYDRO AND HVAC REPAIR	08	S5	03	2,300	2,000	0	0	0	4,300	0	4,300	0	0	0	0	2,300	0	0	2,000	0	4,300		
Sub-total							2,671	2,371	371	371	371	6,155	1,855	8,010	0	0	0	0	0	2,671	0	0	5,339	0	8,010
TRC000315 LIVING CITY ACTION PLAN																									
10	8	Living City Action Plan: Post 5 Year All Sites	CW	S6	03	0	0	0	0	0	19,266	19,266	0	0	0	0	0	0	19,266	0	0	0	19,266		
11	21	Sustainable Communities 2008+	CW	S5	03	821	856	886	954	1,027	4,544	0	4,544	0	0	0	0	0	4,544	0	0	0	4,544		
7	23	Watershed Monitoring/Terrestrial Natural 2008+	CW	S5	03	511	513	530	540	542	2,636	0	2,636	0	0	0	0	0	2,636	0	0	0	2,636		
12	24	Regional Watershed Management 2008+	CW	S5	03	1,236	1,296	1,349	1,355	1,374	6,610	0	6,610	0	0	0	0	0	6,610	0	0	0	6,610		
1	25	Regeneration Sites 2008+	CW	S5	03	455	468	480	511	535	2,449	0	2,449	0	0	0	0	0	2,449	0	0	0	2,449		
Sub-total							3,023	3,133	3,245	3,360	3,478	16,239	19,266	35,505	0	0	0	0	0	35,505	0	0	0	35,505	
TRC16 WATERFRONT DEVELOPMENT																									
13	21	ACTIVE Wtrfrnt Dev:POST CURRENT 5 YEAR-ALL	CW	S6	03	0	0	0	0	0	7,115	7,115	0	0	0	0	0	0	2,475	0	4,640	0	7,115		
3	37	Wtrfrnt Dev:Environmental Monitoring & Maintenance	CW	S5	03	245	245	245	245	245	1,225	0	1,225	0	0	0	0	0	245	0	0	980	0	1,225	



CITY OF TORONTO

Gross Expenditures (\$000's)  
Appendix 3: 2018 Capital Budget; 2019 - 2027 Capital Plan

Toronto & Region Conservation Authority						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
TRC908582		Menno-Reesor Restoration																						
0	1	Menno-Reesor Restoration	44	S4	05	1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	3,500	
Sub-total						1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	3,500	
Total Program Expenditure						19,830	21,064	17,228	17,373	17,522	93,017	106,061	199,078	0	0	0	0	3,500	5,678	150,630	0	39,270	0	199,078

Report Phase 5 - Program 02 Toronto & Region Conservation Authority Program Phase 5 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2018 Capital Budget; 2019 - 2027 Capital Plan

Toronto & Region Conservation Authority						Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Funds	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
Priority	SubProj No.				Sub-project Name	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Funds	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Financed By:																								
Reserve Funds (Ind."XR" Ref.)						1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	3,500	
Capital from Current						5,678	0	0	0	0	5,678	0	5,678	0	0	0	0	0	5,678	0	0	0	5,678	
Other1 (Internal)						12,382	14,064	14,228	14,373	14,522	69,569	81,061	150,630	0	0	0	0	0	150,630	0	0	0	150,630	
Debt						270	5,000	3,000	3,000	3,000	14,270	25,000	39,270	0	0	0	0	0	0	0	39,270	0	39,270	
Total Program Financing						19,830	21,064	17,228	17,373	17,522	93,017	106,061	199,078	0	0	0	0	3,500	5,678	150,630	0	39,270	0	199,078

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2019 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 4**

### **2018 Cash Flow and Future Year Commitments**



Report Phase 5 - Program 02 Toronto & Region Conservation Authority Program Phase 5 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2018 Cash Flow and Future Year Commitments

### Toronto & Region Conservation Authority

Sub- Project No. Project Name PrioritySubProj No. Sub-project NameWard Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
TRC000003 GREENSPACE LAND ACQUISITION (Toronto Sh																								
1	5	Greenspace Land Acquisition (active 09+)	CW	S5	03	64	0	0	0	0	64	0	64	0	0	0	0	0	0	64	0	0	0	64
Sub-total						64	0	0	0	0	64	0	64	0	0	0	0	0	0	64	0	0	0	64
TRC000017 WATERFRONT & VALLEY EROSION CONTROL																								
0	71	Shoreline Monitoring & Maintenance	CW	S5	03	400	0	0	0	0	400	0	400	0	0	0	0	200	200	0	0	0	400	
0	76	Erosion Infrastructure-Major Maintenance	CW	S5	03	1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	575	575	0	0	0	1,150	
0	77	RESTORATION PLANS FOR WATERFRONT PARK	05	S5	03	600	0	0	0	0	600	0	600	0	0	0	0	600	0	0	0	0	600	
Sub-total						2,150	0	0	0	0	2,150	0	2,150	0	0	0	0	0	1,375	775	0	0	0	2,150
TRC000195 BLACK CREEK PIONEER VILLAGE RETROFIT																								
1	6	Retrofit Activities for 2009+	08	S5	03	321	0	0	0	0	321	0	321	0	0	0	0	321	0	0	0	0	321	
3	7	Visitor Centre Active 2009+	08	S5	03	50	0	0	0	0	50	0	50	0	0	0	0	50	0	0	0	0	50	
0	10	BLACK CREEK PIONEER VILLAGE HYDRO AND HVAC REPAIR	08	S5	03	2,300	0	0	0	0	2,300	0	2,300	0	0	0	0	2,300	0	0	0	0	2,300	
Sub-total						2,671	0	0	0	0	2,671	0	2,671	0	0	0	0	0	2,671	0	0	0	0	2,671
TRC000315 LIVING CITY ACTION PLAN																								
11	21	Sustainable Communities 2008+	CW	S5	03	821	0	0	0	0	821	0	821	0	0	0	0	0	821	0	0	0	821	
7	23	Watershed Monitoring/Terrestrial Natural 2008+	CW	S5	03	511	0	0	0	0	511	0	511	0	0	0	0	0	511	0	0	0	511	
12	24	Regional Watershed Management 2008+	CW	S5	03	1,236	0	0	0	0	1,236	0	1,236	0	0	0	0	0	1,236	0	0	0	1,236	
1	25	Regeneration Sites 2008+	CW	S5	03	455	0	0	0	0	455	0	455	0	0	0	0	0	455	0	0	0	455	
Sub-total						3,023	0	0	0	0	3,023	0	3,023	0	0	0	0	0	0	3,023	0	0	0	3,023
TRC16 WATERFRONT DEVELOPMENT																								
3	37	Wtrfrnt Dev:Environmental Monitoring & Maintenance	CW	S5	03	245	0	0	0	0	245	0	245	0	0	0	0	245	0	0	0	0	245	
1	38	Wtrfrnt Dev:Keating Channel Dredging	30	S5	03	320	0	0	0	0	320	0	320	0	0	0	0	0	320	0	0	0	320	
4	39	Wtrfrnt Dev:Tommy Thompson Park Management Program	30	S5	04	270	0	0	0	0	270	0	270	0	0	0	0	0	0	0	270	0	270	
5	41	Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut	32	S5	03	300	0	0	0	0	300	0	300	0	0	0	0	150	150	0	0	0	300	
12	43	Tommy Thompson- Cell Capping	30	S5	03	50	0	0	0	0	50	0	50	0	0	0	0	0	50	0	0	0	50	
4	47	Toronto Planning Initiatives	CW	S5	03	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	100	

Report Phase 5 - Program 02 Toronto & Region Conservation Authority Program Phase 5 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2018 Cash Flow and Future Year Commitments

Toronto & Region Conservation Authority						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By									
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>TRC16</u>	<u>WATERFRONT DEVELOPMENT</u>																					
0 48	Waterfront Development ongoing Major Maintenance	CW	S5	03	188	0	0	0	0	188	0	188	0	0	0	0	0	188	0	0	0	0
	Sub-total				1,473	0	0	0	0	1,473	0	1,473	0	0	0	0	0	683	520	0	270	0
<u>TRC906093</u>	<u>TRCA INFORMATION TECHNOLOGY</u>																					
1 4	Info Technology:Replacement items 2008+	CW	S5	03	257	0	0	0	0	257	0	257	0	0	0	0	0	257	0	0	0	0
	Sub-total				257	0	0	0	0	257	0	257	0	0	0	0	0	257	0	0	0	0
<u>TRC908079</u>	<u>TRCAADMINISTRATIVE INFRASTRUCTURE PF</u>																					
0 1	Major Facilities Retrofit	CW	S5	03	322	0	0	0	0	322	0	322	0	0	0	0	0	322	0	0	0	0
0 4	Long Term Accommodation - 5 Shoreham	08	S4	05	322	322	322	322	322	1,610	7,510	9,120	0	0	0	0	0	322	0	0	8,798	0
0 5	LONG TERM ACCOMODATION 5 SHOREHAM INTEREST	08	S3	05	48	72	124	154	185	583	0	583	0	0	0	0	0	48	535	0	0	0
	Sub-total				692	394	446	476	507	2,515	7,510	10,025	0	0	0	0	0	692	535	0	8,798	0
<u>TRC908135</u>	<u>CRITICAL EROSION #2 WATER FUNDED ENH#</u>																					
0 1	Layer 2 : Gibraltar Point Erosion	34	S5	03	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	0	0	2,500	0	0	0
0 2	Layer 2: Extra Floodworks Major Maintenance	CW	S5	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	300	0	0	0
0 3	Layer 2: Extra Erosion Major Maintenance	CW	S5	03	2,600	0	0	0	0	2,600	0	2,600	0	0	0	0	0	0	2,600	0	0	0
0 5	Layer 2: Extra Waterfromt Major Maintenance	CW	S5	03	1,100	0	0	0	0	1,100	0	1,100	0	0	0	0	0	0	1,100	0	0	0
1 11	EC 441-449 GUILDWOOD PARKWAY	41	S5	03	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	1,500	0	0	0
	Sub-total				8,000	0	0	0	0	8,000	0	8,000	0	0	0	0	0	0	8,000	0	0	0
<u>TRC908582</u>	<u>Menno-Reesor Restoration</u>																					
0 1	Menno-Reesor Restoration	44	S4	05	1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	0
	Sub-total				1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	0
<b>Total Program Expenditure</b>					19,830	2,394	446	476	507	23,653	7,510	31,163	0	0	0	0	3,500	5,678	12,917	0	9,068	0

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2018 Cash Flow and Future Year Commitments

Toronto & Region Conservation Authority					Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																							
	Reserve Funds (Ind."XR" Ref.)				1,500	2,000	0	0	0	3,500	0	3,500	0	0	0	0	3,500	0	0	0	0	0	3,500
	Capital from Current				5,678	0	0	0	0	5,678	0	5,678	0	0	0	0	0	5,678	0	0	0	0	5,678
	Other1 (Internal)				12,382	72	124	154	185	12,917	0	12,917	0	0	0	0	0	0	12,917	0	0	0	12,917
	Debt				270	322	322	322	322	1,558	7,510	9,068	0	0	0	0	0	0	0	0	9,068	0	9,068
Total Program Financing					19,830	2,394	446	476	507	23,653	7,510	31,163	0	0	0	0	3,500	5,678	12,917	0	9,068	0	31,163

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 5**

### **2018 Capital Budget with Financing Detail**



## CITY OF TORONTO

## Appendix 5: 2018 Capital Budget with Financing Detail

## Toronto &amp; Region Conservation Authority

## Sub-Project Summary

## Project/Financing

## Priority Project Project Name

Project/Financing			Start Date	Completion Date	2018	Financing									
Priority	Project	Project Name			Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	TRC908135	CRITICAL EROSION #2 WATER FUNDED ENHANCEMENTS													
0		1 Layer 2 : Gibraltar Point Erosion	11/21/2016	11/21/2027	2,500	0	0	0	0	0	0	2,500	0	0	0
0		2 Layer 2: Extra Floodworks Major Maintenance	11/21/2016	11/21/2027	300	0	0	0	0	0	0	300	0	0	0
0		3 Layer 2: Extra Erosion Major Maintenance	11/21/2016	11/21/2027	2,600	0	0	0	0	0	0	2,600	0	0	0
0		5 Layer 2: Extra Waterfront Major Maintenance	11/21/2016	11/21/2027	1,100	0	0	0	0	0	0	1,100	0	0	0
1		11 EC 441-449 GUILDWOOD PARKWAY	06/28/2013	06/28/2018	1,500	0	0	0	0	0	0	1,500	0	0	0
		Project Sub-total:			8,000	0	0	0	0	0	0	8,000	0	0	0
0	TRC908582	Menno-Reesor Restoration													
0		1 Menno-Reesor Restoration	01/26/2018	12/31/2019	1,500	0	0	0	0	1,500	0	0	0	0	0
		Project Sub-total:			1,500	0	0	0	0	1,500	0	0	0	0	0
1	TRC000017	WATERFRONT & VALLEY EROSION CONTROL													
0		71 Shoreline Monitoring & Maintenance	08/26/2008	08/27/2026	400	0	0	0	0	0	200	200	0	0	0
0		76 Erosion Infrastructure-Major Maintenance	09/09/2010	09/09/2027	1,150	0	0	0	0	0	575	575	0	0	0
0		77 RESTORATION PLANS FOR WATERFRONT PARK	01/01/2018	12/31/2018	600	0	0	0	0	0	600	0	0	0	0
		Project Sub-total:			2,150	0	0	0	0	0	1,375	775	0	0	0
2	TRC16	WATERFRONT DEVELOPMENT													
0		48 Waterfront Development ongoing Major Maintenance	09/09/2011	09/09/2027	188	0	0	0	0	0	188	0	0	0	0
1		38 Wtrfrnt Dev:Keating Channel Dredging	01/01/1995	01/01/2027	320	0	0	0	0	0	0	320	0	0	0
3		37 Wtrfrnt Dev:Environmental Monitoring & Maintenance	01/01/1995	12/31/2027	245	0	0	0	0	0	245	0	0	0	0
4		39 Wtrfrnt Dev:Tommy Thompson Park Management Program	01/01/1995	12/31/2027	270	0	0	0	0	0	0	0	0	270	0
4		47 Toronto Planning Initiatives	08/16/2010	08/16/2027	100	0	0	0	0	0	100	0	0	0	0
5		41 Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut	01/01/1998	12/31/2027	300	0	0	0	0	0	150	150	0	0	0
12		43 Tommy Thompson- Cell Capping	01/05/2002	10/05/2027	50	0	0	0	0	0	0	50	0	0	0
		Project Sub-total:			1,473	0	0	0	0	0	683	520	0	270	0
2	TRC908079	TRCA ADMINISTRATIVE INFRASTRUCTURE PROJECT													
0		1 Major Facilities Retrofit	06/10/2014	06/10/2027	322	0	0	0	0	0	322	0	0	0	0
0		4 Long Term Accommodation - 5 Shoreham	03/01/2017	06/30/2021	322	0	0	0	0	0	322	0	0	0	0
0		5 LONG TERM ACCOMODATION 5 SHOREHAM INTEREST	01/01/2018	12/31/2027	48	0	0	0	0	0	48	0	0	0	0
		Project Sub-total:			692	0	0	0	0	0	692	0	0	0	0
3	TRC000315	LIVING CITY ACTION PLAN													
1		25 Regeneration Sites 2008+	01/01/2012	12/31/2027	455	0	0	0	0	0	0	455	0	0	0
7		23 Watershed Monitoring/Terrestrial Natural 2008+	01/01/2005	12/31/2027	511	0	0	0	0	0	0	511	0	0	0
11		21 Sustainable Communities 2008+	08/15/2006	12/31/2027	821	0	0	0	0	0	0	821	0	0	0

(Phase 5) 02-Toronto &amp; Region Conservation Authority

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



## CITY OF TORONTO

## Appendix 5: 2018 Capital Budget with Financing Detail

## Toronto &amp; Region Conservation Authority

## Sub-Project Summary

Project/Financing					2018	Financing									
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>3</b> <b><u>TRC000315</u></b> <b><u>LIVING CITY ACTION PLAN</u></b>															
12	24	Regional Watershed Management 2008+	08/09/2002	12/31/2027	1,236	0	0	0	0	0	0	1,236	0	0	0
<b>Project Sub-total:</b>					3,023	0	0	0	0	0	0	3,023	0	0	0
<b>4</b> <b><u>TRC000195</u></b> <b><u>BLACK CREEK PIONEER VILLAGE RETROFIT</u></b>															
0	10	BLACK CREEK PIONEER VILLAGE HYDRO AND HVAC RE	01/01/2018	12/31/2018	2,300	0	0	0	0	0	2,300	0	0	0	0
1	6	Retrofit Activities for 2009+	01/01/2000	12/31/2027	321	0	0	0	0	0	321	0	0	0	0
3	7	Visitor Centre Active 2009+	10/02/2001	12/31/2027	50	0	0	0	0	0	50	0	0	0	0
<b>Project Sub-total:</b>					2,671	0	0	0	0	0	2,671	0	0	0	0
<b>7</b> <b><u>TRC906093</u></b> <b><u>TRCA INFORMATION TECHNOLOGY</u></b>															
1	4	Info Technology:Replacement items 2008+	10/05/2002	10/05/2027	257	0	0	0	0	0	257	0	0	0	0
<b>Project Sub-total:</b>					257	0	0	0	0	0	257	0	0	0	0
<b>8</b> <b><u>TRC000003</u></b> <b><u>GREENSPACE LAND ACQUISITION (Toronto Share)</u></b>															
1	5	Greenspace Land Acquisition (active 09+)	01/01/2001	01/01/2027	64	0	0	0	0	0	0	64	0	0	0
<b>Project Sub-total:</b>					64	0	0	0	0	0	0	64	0	0	0
<b>Program Total:</b>					19,830	0	0	0	0	1,500	5,678	12,382	0	270	0

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07



## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Tree Canopy Reserve Fund (XR1220)	Beginning Balance	16,200	16,200	9,945	7,945	7,945	7,945	7,945	7,945	7,945	7,945	7,945	
	Withdrawals PFR Operating(-)		(4,905)										(4,905)
	Withdrawals TRCA Capital		(1,500)	(2,000)									(3,500)
	<b>Total Withdrawals</b>		<b>(6,405)</b>	<b>(2,000)</b>	-	-	-	-	-	-	-	-	<b>(3,500)</b>
	Contributions (+)		151										151
<b>Total Contributions</b>			<b>151</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>151</b>
<b>Total Reserve Fund Balance at Year-End</b>			<b>16,200</b>	<b>9,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>(3,349)</b>

\* Based on the 2017 Q3 Variance Report