

2025 Program Summary

Toronto and Region Conservation Authority

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Description

Since 1957 the Toronto and Region Conservation Authority (TRCA), as enabled through the provincial *Conservation Authorities Act (CA Act)*, has taken action to protect, conserve, and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with its partners. As the region's first line of defense against natural hazards, TRCA maintains vital infrastructure and provides programs and services that promote public health and safety, protecting people and property.

As the largest of the 36 Provincial Conservation Authorities, TRCA's jurisdiction spans nine watersheds, including those within the City of Toronto and areas in the regional municipalities of Durham, Peel and York, the Township of Adjala-Tosorontio and Town of Mono, representing over five million residents.

Toronto and Region Conservation Authority is not an agency of the City of Toronto; it is incorporated under the *CA Act* and is a registered charity under the Income Tax Act (Canada). The City of Toronto appoints 14 of 28 Board Members to TRCA's Board of Directors (Board Authority), in accordance with the *CA Act*. TRCA is the largest landowner of over 16,000 hectares in the Greater Toronto Area (GTA), and it makes its lands available to the community for outdoor and conservation education, recreation and historic site purposes. TRCA's area of jurisdiction includes 3,467 square kilometers: 2,506 on land and 961 water-based.

Why We Do It

Toronto and Region Conservation Authority, in conjunction with its partner municipalities including the regions of Peel, York and Durham, Town of Mono, and the Township of Adjala-Tosorontio and other key stakeholders, is committed to a model that supports the traditional conservation authority mandate, and works to alleviate some of the most pressing challenges facing our Region including:

- Preventing, eliminating or reducing the risk to life and property from flooding, erosion and slope instability;
- Advising on urban (re)development and continued economic growth in the GTA;
- Supporting, maintaining and enhancing existing biodiversity and ecological functions of the Region's natural heritage system; and
- Fostering sustainable citizenship and offering residents opportunities for outdoor recreation.

Toronto and Region Conservation Authority aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

For further information about TRCA, please visit: <https://trca.ca/>

What Service We Provide

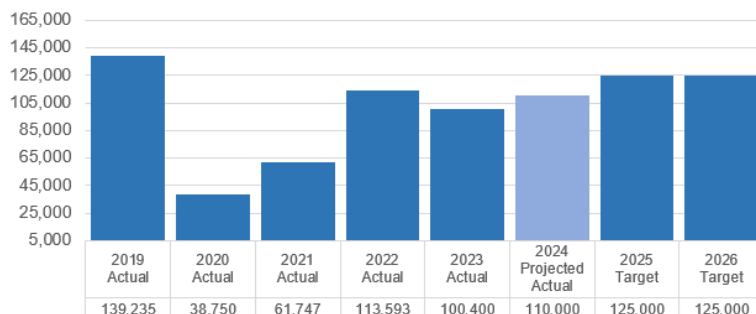
<u>Watershed Health</u> Who We Serve: Government Agencies, Local Municipalities, and Residents and Families. What We Deliver: Flood and erosion risk management, watershed monitoring, restoration of Toronto’s land and water resources, climate science research programs How Much Resources (gross 2025 operating budget): \$9.3M
<u>Planning and Sustainable Communities</u> Who We Serve: Government Agencies, local Municipalities, Businesses and Associations, Residents and Community Groups. What We Deliver: Review of federal, provincial and municipal legislation and initiatives from an integrated watershed management perspective, sustainability and resilience development programs How Much Resources (gross 2025 operating budget): \$0.7M
<u>Education and Recreation</u> Who We Serve: Schools and Students, Residents, New Immigrants What We Deliver: Access to conservation areas offering affordable family-oriented programming and recreation opportunities, pre-kindergarten to university level environmental education programs How Much Resources (gross 2025 operating budget): \$1.9M

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>\$Million</u>	<u>2025</u>	<u>2026-2034 Total</u>	
Revenues	\$5.9	\$6.0	\$6.2	Gross Expenditures	\$22.5	\$194.5	\$289.0
Gross Expenditures	\$11.9	\$12.2	\$12.5	Debt	\$9.4	\$116.0	\$125.4
Net Expenditures	\$6.0	\$6.2	\$6.4	Note: Includes 2024 carry forward funding			

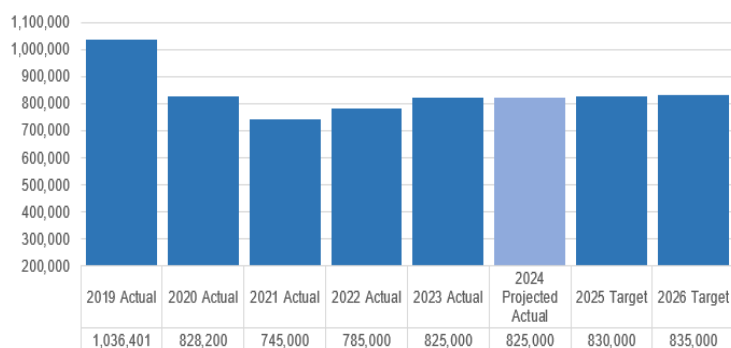
How Well We Are Doing – Behind the Numbers

of Paid Visits to The Village at Black Creek



- Attendance at The Village at Black Creek is subject to many factors including weather conditions and seasonal fluctuations.
- Loss of a major third-party partner impacted anticipated visitation in 2023.
- Visitation in 2024 is higher month-over-month than 2023 but has yet to return to 2019 levels as recovery from COVID-19 remains slower than anticipated.
- Leisure dollar spending and tourism are impacted and influenced by economic climate and recreation patterns.
- To support enhanced programming at this cultural heritage attraction and museum, a one-time funding of \$0.2 million was provided in 2024.

of Paid Visits to TRCA Conservation Areas



- Trail use and overall visitation is steady from last year as people enjoy time with friends and family for leisurely walks, hikes, picnics, and events.
- Overall public appreciation for use of TRCA's conservation parks and lands remains high and continued use into the shoulder seasons of spring and fall are expected to continue growing as public seek easy access to trails and open space.
- TRCA has been investing in park infrastructure upgrades and renovations, especially with Canada Communities Revitalization Fund projects and general asset management. We expect improved visitor experiences because of these investments.

How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Watershed Health	% of flood plain mapping that meets TRCA's service delivery standards *	100	100	100	100	●	100	100
Watershed Health	% of erosion hazard control sites inspected	100	100	100	100	●	100	100
Watershed Health	# of acres of land ownership	40,220	40,418	40,418	40,548	●	40,618	40,618
Watershed Health	% of conservation lands management planning achieved	65	70	75	70	●	75	75
Education and Recreation	Attendance numbers at The Village at Black Creek	113,593	100,400	100,000	110,000	●	125,000	125,000

2024 Projection to 2024 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

* New outcome measure for Watershed Health has been updated from previous measure, “% of flood plain mapping” that meets TRCA's service delivery standards

How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Service Level Measures								
Education and Recreation	% increase in traffic on TRCA-managed trails	12%	10%	15%	0%	●	5%	5%
Education and Recreation	Attendance numbers at Conservation Areas	1.2M	1.1M	1.2M	1.1M	●	1.2M	1.2M
Planning and Sustainable Communities	# of Planning and Permit Applications Received	2,000	2,000	2,000	2,000	●	2,000	2,000
Planning and Sustainable Communities	% of environmental assessment and permit reviews meeting 10-30 business day service level standard	87	87	87	87	●	87	78

2024 Projection to 2024 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Provide shoreline expertise to partner on delivery of key projects like Scarborough Waterfront Project, Ashbridges Bay Landform, and Toronto Islands Flood and Erosion Environmental Assessment.
- Increase erosion and hazard related fee-for-service work to protect city infrastructure and support divisional priorities.
- Provide leadership in the protection of flood vulnerable neighbourhoods through projects like Port Lands, Broadview Eastern, and Rockcliffe.

Key Challenges and Risks

Growth and Change:

- Managing the increased flood and erosion risks to City infrastructure resulting from more frequent storm events and rapid regional growth.
- Adapting to ongoing updates to provincial policies, regulations and priorities related to development planning.

Resource Pressures:

- Growing list of unmet needs: approved projects required for flood and erosion mitigation, infrastructure state of good repair or shoreline management remain unfunded.
- Recruiting and retaining high calibre talent to fill existing vacancies, plan for succession and meet service standards.
- Continued escalation of costs for materials like aggregates that form the bulk of project expenses.
- Aging software and information technology infrastructure related to financial and contract management, procurement, and human resources.

Priority Actions

- Investing in aging infrastructure across TRCA's Conservation Areas and public spaces in order to provide safe, accessible, and functional facilities to the public. TRCA will continue to develop an Asset Management Strategy.
- Working with City staff and Council to secure City of Toronto capital and operating funding ensuring the financial sustainability of The Village at Black Creek.
- Collaborating with partner municipalities to develop and improve Service Level and Management Agreements to maintain service delivery of shared partner priorities.
- Monitoring the financial health of the organization and reduce operating expenditures as required to mitigate net financial losses.
- Modernizing Corporate Services Information Systems which will allow TRCA to streamline policies and procedures and realize efficiencies including reduced partner or client expense, service time, uncertainty, and/or financial risk.
- Measuring our impact with a series of key performance indicators relevant to our work will give us the ability to align Conservation Authority initiatives to our partner municipality priorities.
- Aligning TRCA's work within the City of Toronto with the City's TransformTO Net Zero Strategy, including both TRCA's internal operations and external climate and sustainability services and programming.
- Advancement of Tommy Thompson Park Visitor Experience Plan, and Scarborough Waterfront Project .

2025 BUDGET

1. The 2025 Operating Budget for Toronto and Region Conservation Authority of \$11.935 million gross, \$5.887 million revenue and \$6.048 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Toronto and Region Conservation Authority	11,935.4	5,886.5	6,049.0
Total Program Budget	11,935.4	5,886.5	6,049.0

2. The 2025 Capital Budget for Toronto and Region Conservation Authority with cash flows and future year commitments totaling \$22.504 million as detailed by project in [Appendix 5a](#).
3. The 2026-2034 Capital Plan for Toronto and Region Conservation Authority totalling \$266.540 million in project estimates as detailed by project in [Appendix 5b](#).

2025 OPERATING BUDGET

2025 OPERATING BUDGET OVERVIEW

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Toronto & Region Conservation Authority	5,602.9	5,742.9	5,742.9	5,886.5		5,886.5	143.6	2.5%
Total Revenues	5,602.9	5,742.9	5,742.9	5,886.5		5,886.5	143.6	2.5%
Expenditures								
Toronto & Region Conservation Authority	11,148.3	11,593.6	11,593.6	11,935.4		11,935.4	341.9	2.9%
Total Gross Expenditures	11,148.3	11,593.6	11,593.6	11,935.4		11,935.4	341.9	2.9%
Net Expenditures	5,545.4	5,850.7	5,850.7	6,049.0		6,049.0	198.3	3.4%
Approved Positions**								N/A

* 2024 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2025 Budget expenditures of \$11.935 million gross reflects an increase of \$0.342 million in spending above 2024 budget, predominantly arising from:

- Consistent with prior years, the method for apportioning TRCA's operating levy between the City of Toronto and TRCA's other partner municipalities, including the regions of Peel, York and Durham, Town of Mono and the Township of Adjala-Tosorontio, is guided by provincial legislation and is based on a modified current value assessment (CVA) calculation for property situation in each participating municipality. The City of Toronto has the highest proportion of overall assessment and is responsible for 62.6% of the TRCA's 2025 Operating Levy.
- Toronto and Region Conservation Authority's budget addresses several organization pressures including wage costs in excess of cost-of-living adjustments, such as employee benefit expenditure which routinely exceed inflation and changes to TRCA's project and program funding models that may result from modifications to the Conservation Authorities Act.
- The 2025 Operating Budget provides the administrative framework and resources for TRCA programs that provide critical services to the City of Toronto and its residents. These services maintain and improve the region's lands and waters; contribute to public safety from flooding and erosion; and enhance the quality and variety of life in the community by providing lands for inter-regional outdoor recreation, heritage preservation, and conservation education.
- Toronto and Region Conservation Authority's Operating Budget consists primarily of levy and self-generated revenues, including development review and permitting fees, user fees at TRCA sites, and a variety of additional fees charged to TRCA stakeholders.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto and Region Conservation Authority's 2025 Operating Budget do not have any significant equity impacts.

2025 OPERATING BUDGET KEY DRIVERS

The 2025 Net Operating Budget for Toronto and Region Conservation Authority of \$6.049 million is \$0.198 million or 3.4% higher than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

Table 2: 2025 Key Cost Drivers

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2024 Projection*	5,742.9	11,593.6	5,850.7	N/A	N/A
2024 Budget	5,742.9	11,593.6	5,850.7	N/A	N/A
Key Cost Drivers:					
<i>Non-Salary Inflation</i>					
Non-Salary Inflation		341.9	341.9		151.4
Revenue Changes	143.6		(143.6)		
Sub-Total - Key Cost Drivers	143.6	341.9	198.3		151.4
2025 Budget	5,886.5	11,935.5	6,049.0		151.4
Change from 2024 Budget (\$)	143.6	341.9	198.3	N/A	N/A
Change from 2024 Budget (%)	2.5%	2.9%	3.4%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Grants and Transfers:**

Each year, TRCA receives the full funding amount as budgeted, resulting in no year-end variance. The 2024 projected actuals align with the 2024 Operating Budget.

The increase of \$0.342 million in gross expenditures over the 2024 Budget is attributable to an annual increase of 2.9% associated with cost-of-living adjustment. Under the *CA Act*, TRCA has authority to levy for their costs to the benefitting partner municipalities.

Other Revenue Changes:

As presented in the table above, the 2025 Operating Budget for TRCA will require a water revenue contribution of approximately \$5.887 million or 49.3% of expenditures. This represents increased contributions from Toronto Water of \$0.144 million or 2.5% from 2024. The remaining portion \$6.049 million will be funded from the property tax base.

Offsets and Efficiencies:

Toronto and Region Conservation Authority continues to address budget pressures by implementing efficiencies where possible, including reducing full time staff complement of approved but not funded positions, improved coordination with partner municipalities, and obtaining funding support from senior levels of government (e.g., Disaster Mitigation and Adaption Fund).

2026 & 2027 OUTLOOKS**Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
Revenues			
Toronto Water's Contribution to TRCA		147.2	150.8
Total Revenues	5,886.5	147.2	150.8
Gross Expenditures			
Inflationary Impacts		298.6	306.0
Total Gross Expenditures	11,935.4	298.6	306.0
Net Expenditures	6,049.0	151.4	155.2

Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$12.234 million reflects an anticipated \$0.299 million or 2.5% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a further increase of \$0.306 million or 2.5% above 2026 gross expenditures.

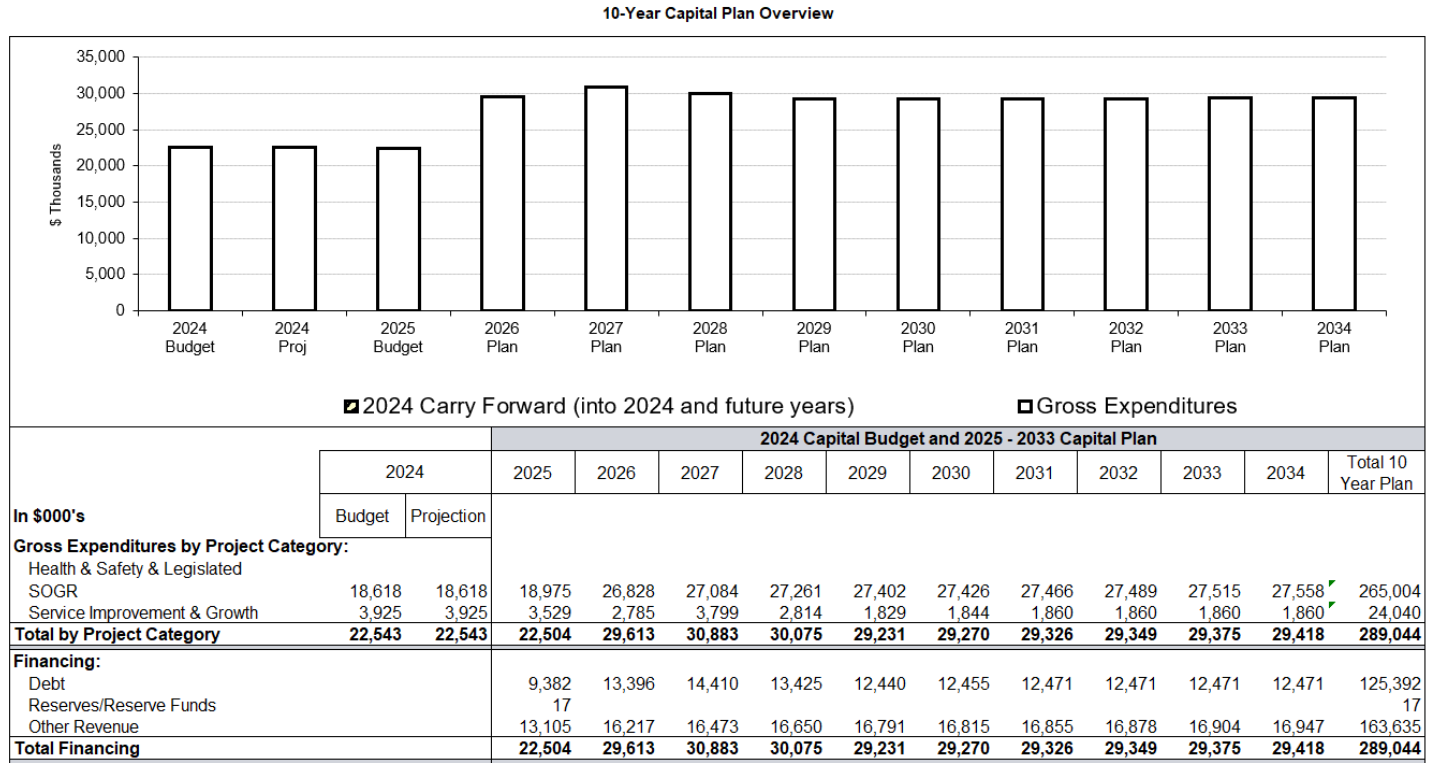
These changes arise from the following:

- **Inflationary Impact:**
 - In 2026 and 2027, increases in incremental contribution is 2.5% for both years, resulting in an increased base budget contribution of \$0.299 million gross in 2026 and \$0.306 million gross in 2027.
- **Revenue Changes:**
 - Consistent with previous years, Toronto Water's contribution to the Toronto and Region Conservation Authority is anticipated to increase by 2.5% per annum, resulting in incremental revenue increase of \$0.147 million in 2026 and \$0.151 million in 2027.

2025 – 2034 CAPITAL BUDGET AND PLAN

2025 – 2034 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



Project Updates (\$0.0 Million)

The 2025-2034 Capital Budget and Plan reflects no changes to existing projects over the nine common years (2025-2033)

New Projects (\$71.0 Million)
















The 2025-2034 Capital Budget and Plan for TRCA includes two new projects:

- \$66 million – *Scarborough Waterfront Project – West Shoreline* will provide safe connections to and along the shoreline between Bluffer's Park and Meadowcliffe (West Shoreline).
- \$5 million - *The Meadoway Multi Use Trail* - will provide a critical connection between downtown Toronto and Rouge National Urban Park. Completing this connection will increase opportunities for active transportation in Scarborough, reduce car dependency, and promote equitable access and provide health benefits.

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Deliver Review; and [Appendix 8](#) for Capital Delivery Constraints, respectively.

2025 – 2034 CAPITAL BUDGET AND PLAN**\$289.0 Million 10-Year Gross Capital Program**

			
Critical Erosion Control and Floodworks	Waterfront Development	Infrastructure	Watershed Management
\$135M 62%	\$84M 6%	\$23M 11%	\$47M 22%
Valley Erosion Hazards  Major Maintenance of Erosion Control Infrastructure  Waterfront Major Maintenance and Remedial 	Scarborough Waterfront Project  Keating Channel Dredging  Tommy Thompson Park Management Program 	TRCA Administrative Office Building  Asset and Infrastructure Management Plan  Information Technology Management	Regional Watershed Monitoring Program  Greenspace Land Acquisition  Stewardship Projects and Programs 

 - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

 - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

TRCA has the following challenges in delivery of its capital program:

- Maintaining a competitive pool of consultants, especially specialized coastal/geotechnical engineers, has been problematic leading to less bids, increased prices, and longer than average schedules.
- Reduced number of bidders on construction related contracts, especially marine based work (15-20 bidders at the site visit historically compared to an average of 5 now).
- The cost to supply and deliver aggregate such as large armour stone has increased substantially with inflation and increased cost of fuel.
- The cost to mobilize and demobilize for dredging operations continues to be high relative to the annual budget prompting a need to consider alternative approaches.
- Difficulty in attracting and retaining qualified staff at both Project Manager/Senior Project Manager and field staff levels in particular - due to both compensation levels and talent availability.
- Missed opportunities to align multiple program areas that could reduce overall costs and optimize resource deployment (e.g. reach-based programming).

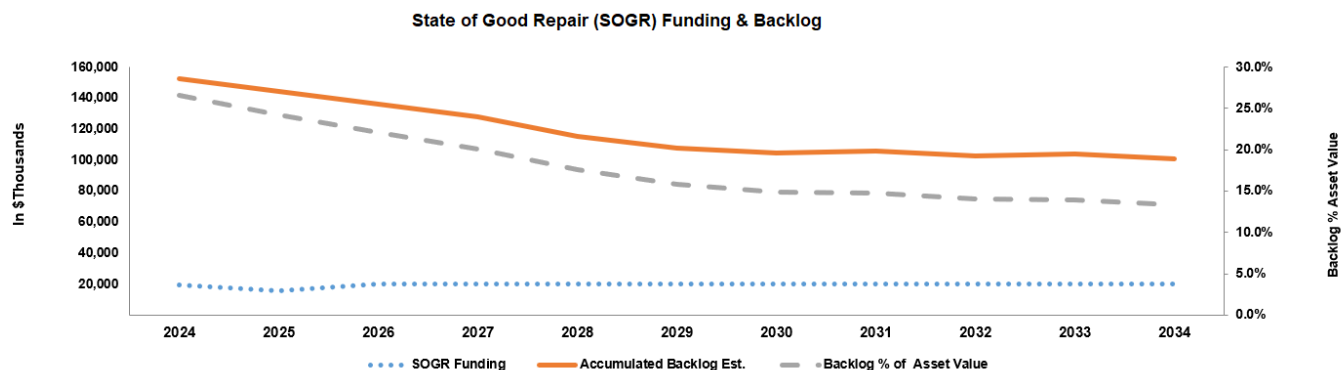
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$289.0 M 100%		\$000 M 0%	\$000 M 0%
Debt	\$ 125.4 M		
Reserve / Reserve Fund	\$ 0.02 M		
Other Revenue – Toronto Water Contribution	\$ 163.6 M		

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in TRCA: watershed and infrastructure.

Chart 2: Total SOGR Funding & Backlog



\$ Thousands	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
SOGR Funding	19,242	15,951	19,787	20,032	20,173	20,305	20,312	20,317	20,339	20,340	20,340
Accumulated Backlog Est.	152,300	143,971	135,762	127,677	115,513	107,626	104,583	105,718	102,814	103,949	101,045
Backlog % of Asset Value	26.6%	24.2%	22.0%	20.0%	17.5%	15.8%	14.9%	14.8%	14.1%	14.0%	13.3%
Total Asset Value	573,531	594,818	616,104	637,391	658,678	679,965	701,174	715,720	729,388	743,934	758,480

- The 10-Year Capital Plan for the SOGR program includes construction cost escalations, high priority SOGR needs identified by new condition assessments, feasibility studies, and timing of potential infrastructure/stimulus projects.
- The accumulated backlog is anticipated to decrease from \$152.3 million in 2024 to \$101.0 million in 2034, representing 13.3% of the total replacement value estimated to be \$758.5 million by 2034.
- The decrease in SOGR over the next 10 years is mainly driven by anticipated grants from Infrastructure Canada under the Disaster Mitigation and Adaptation Fund as well as other external funding. Funding will address maintenance work at multiple erosion control assets. This work started in 2021 and is carrying on until 2028 allowing TRCA to address some of the backlog with a particular emphasis on our waterfront structures.
- Total SOGR backlog reflects the anticipated funding over the next 10 years and the shortfalls driven by existing TRCA assets. The backlog is inevitably impacted by additional assets acquired through completed capital projects or new parks secured through development.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

- Toronto and Region Conservation Authority typically absorbs the operating impact of its completed capital projects, except in cases where it transfers an asset arising from a completed project to the City of Toronto to manage on an ongoing basis.
 - For example, upon completion of TRCA's capital work on ravine parkland, TRCA transfers over the operation of the park to Parks, Forestry and Recreation (PF&R) under the existing agreement between TRCA and the City. This increased operational responsibility would impact the Operating Budget for PF&R.
- Toronto and Region Conservation Authority staff will work closely with City Programs including PF&R, Municipal Licensing Services, Transportation Services, Toronto Water and Financial Planning to ensure that future year budget submissions identify any operating impacts of capital projects in the TRCA's 10-Year Capital Plan.
- Toronto and Region Conservation Authority staff are collaborating with City staff to refine operations and management costs for flood infrastructure in the Port Lands (Sediment and Debris Management Area, Keating Channel, and River Valley).

APPENDICES

Appendix 1

2025 Operating Budget by Category

N/A

Appendix 2

Summary of 2025 Service Changes

N/A

Appendix 3

Summary of 2025 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Operating Program Provincial/Federal Funding Streams by Program

N/A

Appendix 5

2025 Capital Budget; 2026 - 2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Greenspace Land Acquisition (active 09+)	64	64	64	64	64	64	64	64	64	64	640		640	
Scarborough Waterfront Project - West Shoreline	3,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	66,000		66,000	
The Meadoway - Multi Use Trail (Carbon Project)	1,000	1,000	2,000	1,000							5,000			5,000
Wtrfrnt Dev: Keating Channel Dredging	320	320	320	320	320	320	320	320	320	320	3,200		3,200	
Shoreline Monitoring & Maintenance	400	400	400	400	400	400	400	400	400	400	4,000		4,000	
Layer 2: Extra Floodworks Major Maintenance	200	200	200	200	200	200	200	200	200	200	2,000		2,000	
Regional Watershed Management 2008+	1,579	1,260	1,272	1,276	1,283	1,288	1,296	1,301	1,307	1,322	13,184		13,184	
Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut	250	250	250	250	250	250	250	250	250	250	2,500		2,500	
Erosion Infrastructure-Major Maintenance	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	20,200		20,200	
Toronto Wildlife Centre Site Restoration	17										17			17
Toronto Waterfront Consultation and Relations	100	100	100	100	100	100	100	100	100	100	1,000		1,000	
Retrofit Activities for 2009+	371	371	371	371	371	371	371	371	371	371	3,710		3,710	
Wtrfrnt Dev: Tommy Thompson Park Management Program	809	823	837	852	867	882	898	898	898	898	8,662			8,662
Tommy Thompson- Cell Capping	50	50	50	50	50	50	50	50	50	50	500		500	
Regeneration Sites 2008+	601	612	623	636	647	658	671	681	692	703	6,524		6,524	
Council Dir: Scarborough Bluff West Project EA	741										741			741
Layer 2: Extra Waterfront Major Maintenance	6,000	9,700	9,800	9,800	8,800	8,800	8,800	8,800	8,800	8,800	88,100		88,100	
Wtrfrnt Dev: Environmental Monitoring Program	245	245	245	245	245	245	245	245	245	245	2,450		2,450	
Info Technology: Replacement items 2008+	321	321	321	321	321	321	321	321	321	321	3,210		3,210	
Major Facilities Retrofit Program	641	641	641	641	641	641	641	641	641	641	6,410		6,410	
Long Term Accommodation - 5 Shoreham	962	962	962	962	962	962	962	962	962	962	9,620			9,620
Layer 2: Extra Erosion Major Maintenance	1,000	1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	16,000		16,000	
Sustainable Communities 2008+	1,028	1,482	1,608	1,745	1,861	1,861	1,861	1,861	1,861	1,861	17,029		17,029	
Watershed Monitoring/Terrestrial Natural 2008+	597	604	611	634	641	649	668	676	685	702	6,467		6,467	
Waterfront Major Maintenance	188	188	188	188	188	188	188	188	188	188	1,880		1,880	
Total Expenditures (including carry forward from 2024)	22,504	29,613	30,883	30,075	29,231	29,270	29,326	29,349	29,375	29,418	289,044		265,004	24,040

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

Appendix 5a

2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Greenspace Land Acquisition (active 09+)	64										64			64
Scarborough Waterfront Project - West Shoreline	3,000										3,000			3,000
The Meadoway - Multi Use Trail (Carbon Project)	1,000										1,000			1,000
Wtrfrnt Dev:Keating Channel Dredging	320										320			320
Shoreline Monitoring & Maintenance	400										400			400
Layer 2: Extra Floodworks Major Maintenance	200										200			200
Regional Watershed Management 2008+	1,579										1,579			1,579
Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut	250										250			250
Erosion Infrastructure-Major Maintenance	2,020										2,020			2,020
Toronto Wildlife Centre Site Restoration	17										17			17
Toronto Waterfront Consultation and Relations	100										100			100
Retrofit Activities for 2009+	371										371			371
Wtrfrnt Dev:Tommy Thompson Park Management Program	809										809			809
Tommy Thompson- Cell Capping	50										50			50
Regeneration Sites 2008+	601										601			601
Council Dir: Scarborough Bluff West Project EA	741										741	741		
Layer 2: Extra Waterfront Major Maintenance	6,000										6,000			6,000
Wtrfrnt Dev:Environmental Monitoring Program	245										245			245
Info Technology:Replacement items 2008+	321										321			321
Major Facilities Retrofit Program	641										641			641
Long Term Accommodation - 5 Shoreham	962										962			962
Layer 2: Extra Erosion Major Maintenance	1,000										1,000			1,000
Sustainable Communities 2008+	1,028										1,028			1,028
Watershed Monitoring/Terrestrial Natural 2008+	597										597			597
Waterfront Major Maintenance	188										188			188
Total Expenditures (including carry forward from 2024)	22,504										22,504	741		21,763

Appendix 5b

2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total
Greenspace Land Acquisition (active 09+)	64	64	64	64	64	64	64	64	64	576
Scarborough Waterfront Project - West Shoreline	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	63,000
The Meadoway - Multi Use Trail (Carbon Project)	1,000	2,000	1,000							4,000
Wtrfrnt Dev:Keating Channel Dredging	320	320	320	320	320	320	320	320	320	2,880
Shoreline Monitoring & Maintenance	400	400	400	400	400	400	400	400	400	3,600
Layer 2: Extra Floodworks Major Maintenance	200	200	200	200	200	200	200	200	200	1,800
Regional Watershed Management 2008+	1,260	1,272	1,276	1,283	1,288	1,296	1,301	1,307	1,322	11,605
Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut	250	250	250	250	250	250	250	250	250	2,250
Erosion Infrastructure-Major Maintenance	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	18,180
Toronto Waterfront Consultation and Relations	100	100	100	100	100	100	100	100	100	900
Retrofit Activities for 2009+	371	371	371	371	371	371	371	371	371	3,339
Wtrfrnt Dev:Tommy Thompson Park Management Program	823	837	852	867	882	898	898	898	898	7,853
Tommy Thompson- Cell Capping	50	50	50	50	50	50	50	50	50	450
Regeneration Sites 2008+	612	623	636	647	658	671	681	692	703	5,923
Layer 2: Extra Waterfront Major Maintenance	9,700	9,800	9,800	8,800	8,800	8,800	8,800	8,800	8,800	82,100
Wtrfrnt Dev:Environmental Monitoring Program	245	245	245	245	245	245	245	245	245	2,205
Info Technology:Replacement Items 2008+	321	321	321	321	321	321	321	321	321	2,889
Major Facilities Retrofit Program	641	641	641	641	641	641	641	641	641	5,769
Long Term Accommodation - 5 Shoreham	962	962	962	962	962	962	962	962	962	8,658
Layer 2: Extra Erosion Major Maintenance	1,000	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	15,000
Sustainable Communities 2008+	1,482	1,608	1,745	1,861	1,861	1,861	1,861	1,861	1,861	16,001
Watershed Monitoring/Terrestrial Natural 2008+	604	611	634	641	649	668	676	685	702	5,870
Waterfront Major Maintenance	188	188	188	188	188	188	188	188	188	1,692
Total Expenditures	29,613	30,883	30,075	29,231	29,270	29,326	29,349	29,375	29,418	266,540




Health & Safety & Legislated	SOGR	Growth & Improved Service
	576	
	63,000	
	4,000	4,000
	2,880	
	3,600	
	1,800	
	11,605	
	2,250	
	18,180	
	900	
	3,339	
	7,853	7,853
	450	
	5,923	
	82,100	
	2,205	
	2,889	
	5,769	
	8,658	8,658
	15,000	
	16,001	
	5,870	
	1,692	
	246,029	20,511

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name		2024 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST (CRC103-03)												
Program Name												
Project Name		1,603	1,203	1,603	38,617	10,014	Significant Delay	Jan-20	Dec-21	Dec-24	Ⓡ	Ⓡ
Comments:		Currently completing Building Deperament Inspections and final sign-off letters from Consultants.										
Explanation for Delay:		The delay is the result of the following factors: 1. Mass timbertrade and Construction Manager under performing 2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation and delay daims 3. Delays to interior trade work as a result of water ingress issues through CLT roof deck and resultant elevated moisture contents. 4. Coordination and submission of Alternative Solutions for OBC non compliant Mass Timber designs.										

On/Ahead of Schedule
 Minor Delay < 6 months
 Significant Delay > 6 months

 >70% of Approved Project Cost
 Between 50% and 70%
 < 50% or > 100% of Approved Project Cost

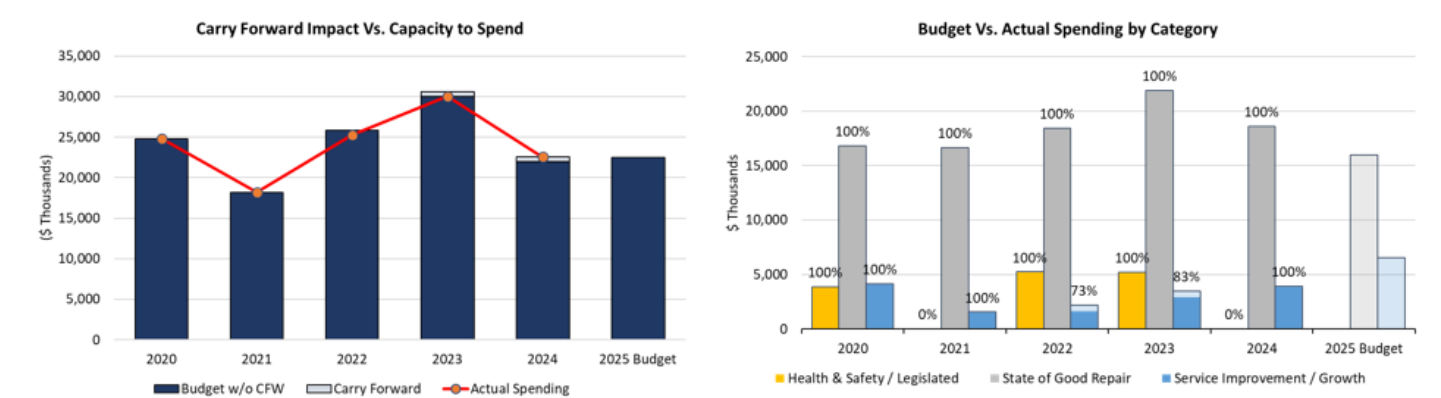
Appendix 7

Capacity to Deliver Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated capacity to deliver within any given year of the 10-year capital plan. In addition, a review was undertaken to ensure budgets align with the capacity available in the markets to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flows includes historical capacity to deliver reviews by project categories (Chart 3 below) as well as the level of projected 2024 underspending that will be carried forward into 2025 to complete capital work.

Chart 3 – Capacity to Deliver



Capacity to Deliver Review Impact on the 10-Year Plan

The majority of the Toronto and Region Conservation Authority'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. Toronto and Region Conservation Authority typically receives 100% of its annual Capital Budget in any given year and does not require funding to be carried forward into future years due to incomplete projects.

Appendix 8

Summary of Capital Delivery Constraints

Projects	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$000s)									
				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
NOT INCLUDED													
Claireville Dam Gate Maintenance Project	2,250		2,250		225	2,025							
Claireville Dam Major Maintenance (wing wall and Black Creek Dam Spillway Modification)	5,000		5,000	250	750	1,000	750	750	750	750			
Jane Wilson SPA Flood Protection Project	1,150		1,150			150	1,000						
Hydrometric Network Expansions- Infrastructure	5,070		5,070	845	845	845	845	845	845				
Scarborough Waterfront Project	470		470	70	100	100	100	100					
G. Ross Lord Dam Operations Optimization(process)	106,000		106,000	2,000		5,000	12,000	12,000	13,000	20,000	20,000	20,000	2,000
Tommy Thompson Park MP Implementation	400		400	200	200								
Meadoway Multi-Use Trail	17,200		17,200	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,500	700
Tommy Thompson Park Operations	5,000		5,000					2,000	3,000				
Flood Forecasting and Warning Modernization	2,992		2,992	40	253	271	289	308	327	346	366	386	406
Targeted Flood Vulnerable Cluster Outreach	580		580	58	185	172	45	20	20	20	20	20	20
Waterfront Integrated Restoration Prioritization (WIRP)	60		60			60							
Planting for Climate Change Mitigation and Adaptation	10,000		10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Ravine Strategy Implementation	1,375		1,375	75	100	100	125	125	150	150	175	175	200
Trail Strategy Implementation	2,050		2,050	150	150	200	200	200	200	200	250	250	250
Watershed Planning and Reporting	2,000		2,000	200	200	200	200	200	200	200	200	200	200
Sustainable Neighborhood Climate Action	8,560		8,560	780	800	815	830	845	860	880	900	915	935
Restoration Projects Targeting Climate Change Action	2,000		2,000	200	200	200	200	200	200	200	200	200	200
Morningside Creek Culvert Replacement	1,390		1,390	200	200	200	100	110	110	110	120	120	120
Rat's Spit Shoreline Restoration	3,000		3,000	3,000									
Erosion: West Hill Bank Stabilization Project	1,000		1,000	1,000									
Etobicoke Creek Barrier Mitigation	1,850		1,850	50	100	1,700							
The Village at Black Creek - Inclusive programming and equitable access	2,100		2,100	100	2,000								
The Village at Black Creek Indigenous Engagement and Placemaking	17,000		17,000	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
The Village at Black Creek Collections Management and Modernization	7,500		7,500	700	700	700	700	700	800	800	800	800	800
The Village at Black Creek Capital Funding and Physical Accessibility Requirements	7,500		7,500	750	750	750	750	750	750	750	750	750	750
The Village at Black Creek - Water Supply Infrastructure	9,800		9,800	900	900	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Needs Constraints (Not Included)	1,800		1,800	150	1,650								
	225,097		225,097	15,418	15,008	20,188	23,834	24,853	26,912	30,106	29,481	29,016	10,281

In addition to the 10-Year Capital Plan TRCA staff has also identified \$225.1 million in capital delivery constraints as reflected in the table above. The capital delivery constraints are substantial in scope and require significant funding. The list will continue to grow as TRCA's infrastructure continues to age. Some of the projects are ready to proceed and others require further analysis.

At the direction of Toronto's City Council, TRCA has worked with the City to report back on how to advance the Waterfront Vision for areas outside of the Designated Waterfront Area and this initiative has been included in 2025 budget submission.

Key projects include:

Scarborough Waterfront Project (\$106.0 million)

In partnership with the City of Toronto, TRCA undertook an Individual Environmental Assessment for the *Scarborough Waterfront Project* between 2014 and 2019. The purpose of the Project is to provide safe public access and an enjoyable waterfront experience, while also protecting and enhancing the natural environment along an 11-kilometre stretch of shoreline between Bluffer's Park and East Point Park. Design and implementation of the project has been phased. Current funded priorities are the detailed design and implementation of the Brimley Road Multi-use Trail and the detailed design of the Western Segment shoreline. Toronto and Region Conservation Authority has included a \$66 million in the 2025-2034 Capital Budget and Plan to advance the construction of the Western Segment Shoreline. At City Council directive, TRCA is also advancing a similar Environmental Assessment for the shoreline from Bluffer's Park west to R.C Harris Water Treatment Plant. Funding needs for future design and implementation for both shoreline study areas are phased as unmet needs requests will be refined annually to reflect known project, budget, and timeline factors.

Tommy Thompson Park Master Plan Implementation (\$17.2 million)

Tommy Thompson Park is approximately 500 hectares in size and is the largest park and a significant greenspace on the Toronto waterfront. Currently, 249 hectares of land is under TRCA ownership and jointly managed by TRCA and the City of Toronto. The remaining 250 hectares is under lease to Ports Toronto from the Ministry of Natural Resources. This land is expected to be transferred to TRCA within the next 3 years and will be incorporated into the City of Toronto and TRCA Joint Management Plan as recommended by Toronto City Council on June 8, 2021..

<https://www.toronto.ca/legdocs/mmis/2021/ie/bgrd/backgroundfile-166869.pdf>

The park currently supports over 300,000 park users a year which is expected to grow after incorporation of the remaining lands and once public access expand to seven days a week. Significant investment is required in five key areas including shoreline protection and maintenance; park infrastructure and trails; parks programming and visitor experience; public safety and operations, and finally natural area enhancement and restoration.

Meadoway Multi-Use Trail (\$5.0 million)

The Meadoway is an innovative city building initiative that will provide a naturalized link and multi-use trail connection between Rouge National Urban Park and downtown Toronto, stitching together over 15 parks/greenspaces, seven watercourses, employment centres, and transportation hubs across Scarborough. Toronto and Region Conservation Authority has included \$5 million in the 2025-2034 Capital Budget and Plan to advance two of the priority trail gaps at Ellesmere Ravine and Morningside to Conlins Road in partnership with University of Toronto Scarborough Campus.

The Village at Black Creek (formerly Black Creek Pioneer Village) Revitalization and Reimaging (\$43.6 million)

In order to sustain The Village at Black Creek (formerly Black Creek Pioneer Village) into the future and enable a new vision that integrates perspectives the broader multicultural fabric and stories of Toronto residents, including indigenous communities, dedicated government funding is essential.

As per City of Toronto Council Motions [MM42.36](#) and [EC31.23](#) (as amended), the City of Toronto and TRCA staff have been directed to explore means to provide ongoing operational and capital support for The Village at Black Creek, including convening a stakeholder table of City of Toronto Divisions. TRCA staff are to report to TRCA's Board of Directors in first quarter of 2025 on progress related to ongoing discussions with the City of Toronto in this matter.

As a significant cultural heritage attraction and museum within the City of Toronto, TRCA requires enhanced funding to modernize, revitalize and restore The Village to maintain its prominence and place within the tourism attraction sector, and as a key catalyst of economic development and storytelling within the University Heights and Black Creek Neighbourhood Improvement Areas. The current estimated funding requirement of \$44.6 million over the next 10 years is included in TRCA's budget submission as a Capital Delivery Constraint.

Black Creek Pioneer Village is the only museum of its scope and scale in Ontario that does not receive direct, consistent funding to support museum operations and sustain curatorial and visitor experience program vitality. Without dedicated funding to support programming and operations Black Creek Pioneer Village remains at risk of further service cuts or closures.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2025 – 2034 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR1220 Tree Canopy Reserve Fund	Beginning Balance	20,723	8,391	2,780	619	11,116	22,014	33,326	45,065	57,247	69,883
	Withdrawal (-)										
	Other Program/Agency Withdrawals	-21,116	-14,657	-12,352	0	0	0	0	0	0	0
	Toronto Wildlife Centre Site Restoration	-17	0	0	0	0	0	0	0	0	0
	Total Withdrawal	-21,132	-14,657	-12,352	0	0	0	0	0	0	0
	Contributions (+)										
	Development Charges / Section 42 Contributions	8,656	8,990	10,174	10,438	10,733	11,037	11,350	11,672	12,004	12,004
	Interest Income	145	56	17	58	165	275	390	509	632	759
	Total Contributions	8,801	9,046	10,191	10,496	10,898	11,312	11,740	12,181	12,637	12,763
	Other Program/Agency Net Withdrawals										
	Balance at Year-End	8,391	2,780	619	11,116	22,014	33,326	45,065	57,247	69,883	82,646

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Deliver: Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provide services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).