

# 2026 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.

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 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 City of Toronto, 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.

*The City of Toronto 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: [Toronto Region and Conservation Authority](#)

## What Service We Provide

### Watershed Health

**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

**Resources (gross 2026 operating budget): \$9.5M**

### Planning and Sustainable Communities

**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

**Resources (gross 2026 operating budget): \$0.7M**

### Education and Recreation

**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

**Resources (gross 2026 operating budget): \$2.1M**

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## Budget at a Glance

### 2026 OPERATING BUDGET

In \$ Millions	2026	2027	2028
Revenues	\$6.0	\$6.2	\$6.3
Gross Expenditures	\$12.3	\$12.6	\$12.9
Net Expenditures	\$6.3	\$6.4	\$6.6

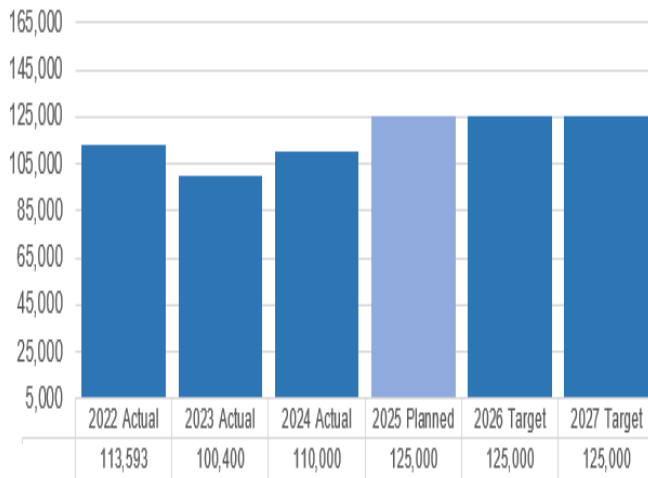
### 2026-2035 10-YEAR CAPITAL PLAN

In \$ Millions	2026	2027-2035	Total
Gross Expenditures	\$31.3	\$273.5	\$304.7
Debt	\$14.1	\$121.7	\$135.8

Note: Includes 2025 carry forward funding

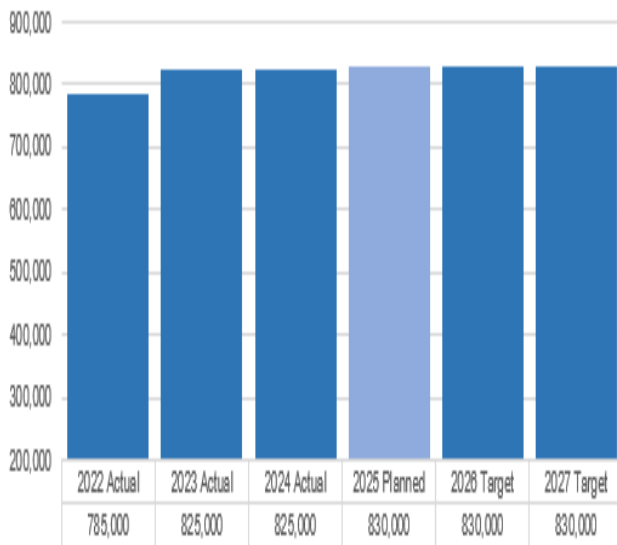
## How Well We Are Doing – Behind the Numbers

# 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.
- Visitation in 2025 is higher month-over-month than 2024 but has yet to return to 2019 levels of 1 million visitors.
- Leisure dollar spending and tourism are impacted and influenced by economic climate and recreation patterns.

# 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 use into the shoulder seasons of spring and fall is expected to continue growing as the public seeks easy access to trails and open space.
- TRCA recently made a significant investment in park infrastructure upgrades and renovations with support from the federal government. Combined with a renewed focus on general asset management, these investments have led to significantly improved visitor experiences. Efforts to secure new investments from federal, provincial and other sources will continue to enable further upgrades and ongoing service excellence.

## How Well We Are Doing

<b>Watershed Health</b>	% of flood plain mapping that meets TRCA's service delivery standards	100	100		100	100
<b>Watershed Health</b>	% of erosion hazard control sites inspected	100	100		100	100
<b>Watershed Health</b>	# of hectares of land ownership * (ha formerly acres)	40,458	16,437		15,176	15,176
<b>Watershed Health</b>	% of conservation land management planning achieved	70	75		75	80
<b>Education and Recreation</b>	# of visitors at The Village at Black Creek	110,000	125,000		125,000	125,000
<b>Education and Recreation</b>	% increase in in traffic on TRCA managed trails	0%	5%		5%	5%
<b>Education and Recreation</b>	# of visitors at Conservation Areas	1.2M	1.2M		1.2M	1.2M
<b>Planning and Sustainable Communities</b>	# of Planning and Permit applications received	2,000	2,000		2,000	2,000
<b>Planning and Sustainable Communities</b>	% of environmental assessment and permit reviews meeting 10-30 business day service level standard	87	87		80	80

\*This discrepancy of 1,261 hectares between the 2025 Projection and Target is due to the previous inclusion of parcels managed but not directly owned by TRCA: restricted covenants, access and conservation easements and lease agreements. This metric will report on “fee simple land ownership” moving forward

## 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 and 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 to provide safe, accessible, and functional facilities to the public. TRCA will continue to implement its Asset Management Plan.
- 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 reducing 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.
- Monitoring and Management of the Port Lands (Ookwemin Minising) River Valley Lands assumed by the City in 2025.
- Continue to advance inter-divisional and inter-agency coordinated efforts to comprehensively restore priority ravine systems, including erosion control and slope stabilization, access, infrastructure protection and maintenance, and the creation of a continuous and accessible ravine trail network in line with TRCA's Trail Strategy and the City's Ravine Strategy.
- Working with City staff to identify opportunities and advance flood mitigation and remediation studies and projects to mitigate risks to flood vulnerable communities and to unlock opportunities for housing and economic growth.

**2026 BUDGET**

1. The 2026 Operating Budget for Toronto and Region Conservation Authority of \$12.293 million gross, \$6.034 million revenue and \$6.259 million net for the following services:

<b>Service:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenues (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Toronto and Region Conservation Authority	12,293.0	6,033.6	6,259.4
<b>Total Program Budget</b>	<b>12,293.0</b>	<b>6,033.6</b>	<b>6,259.4</b>

2. The 2026 Capital Budget for Toronto and Region Conservation Authority with cash flows and future year commitments totaling \$31.266 million as detailed by project in [Appendix 5a](#).
3. The 2027-2035 Capital Plan for Toronto and Region Conservation Authority totalling \$273.482million in project estimates as detailed by project in [Appendix 5b](#).

# **2026 OPERATING BUDGET**

## 2026 OPERATING BUDGET OVERVIEW

**Table 1: 2026 Operating Budget by Service**

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Toronto & Region Conservation Authority	5,742.9	5,886.5	5,886.5	6,033.6		6,033.6	147.2	2.5%
<b>Total Revenues</b>	<b>5,742.9</b>	<b>5,886.5</b>	<b>5,886.5</b>	<b>6,033.6</b>		<b>6,033.6</b>	<b>147.2</b>	<b>0.0</b>
<b>Gross Expenditures</b>								
Toronto & Region Conservation Authority	12,669.0	11,935.4	11,935.4	12,293.0		12,293.0	357.6	3.0%
<b>Total Gross Expenditures</b>	<b>12,669.0</b>	<b>11,935.4</b>	<b>11,935.4</b>	<b>12,293.0</b>		<b>12,293.0</b>	<b>357.6</b>	<b>0.0</b>
<b>Net Expenditures</b>	<b>6,926.2</b>	<b>6,049.0</b>	<b>6,049.0</b>	<b>6,259.4</b>		<b>6,259.4</b>	<b>210.4</b>	<b>0.0</b>
<b>Approved Positions**</b>			N/A			0.0	0.0	N/A

\*2025 Projection based on 9-Month Variance

\*\*Year-over-year comparison based on approved positions

### KEY DRIVERS

**Total 2026 Budget** expenditures of \$12.293 million gross reflect an increase of \$0.358 million in spending above the 2025 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 62.7% of the TRCA's 2026 Operating Levy.
- Toronto and Region Conversation 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 CA Act.
- The 2026 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.

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Toronto and Region Conservation Authority's 2026 Operating Budget do not have any significant equity impacts.

**2026 OPERATING BUDGET KEY COST DRIVERS**

The 2026 Net Operating Budget for Toronto and Region Conservation Authority of \$6.259 million is \$0.210 million, 3.5% greater than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

**Table 2: 2026 Key Cost Drivers**

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
2025 Projection*	5,886.5	11,935.4	6,049.0	N/A	N/A
2025 Budget	5,886.5	11,935.4	6,049.0	N/A	N/A
<b>Key Cost Drivers:</b>					
<i>Non-Salary Inflation</i>		357.6	357.6		156.2
<i>Other Changes</i>	147.2		(147.2)		
<b>Sub-Total - Key Cost Drivers</b>	<b>147.2</b>	<b>357.6</b>	<b>210.4</b>		<b>156.2</b>
<b>Affordability Measures</b>					
<b>Total 2026 Base Budget</b>	<b>6,033.7</b>	<b>12,293.0</b>	<b>6,259.4</b>		<b>156.2</b>
<b>2026 Budget</b>	<b>6,033.7</b>	<b>12,293.0</b>	<b>6,259.4</b>		<b>156.2</b>
<b>Change from 2025 Budget (\$)</b>	<b>147.2</b>	<b>357.6</b>	<b>210.4</b>	<b>N/A</b>	<b>N/A</b>
<b>Change from 2025 Budget (%)</b>	<b>2.5%</b>	<b>3.0%</b>	<b>3.5%</b>	<b>N/A</b>	<b>N/A</b>

\*Based on 9-Month Variance

\*\*Year-over-year comparison based on approved positions

**Key Base Drivers:****Salary Inflation:**

The increase of \$0.358 million in gross expenditures over the 2025 Budget is attributable to an annual increase of 3.0% 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:**

The increase of \$0.147 million in revenue represents a 2.5% increase in contributions from Toronto Water. Overall, this results in a total water revenue contribution of \$6.034 million or 49.1% of the TRCA's total 2026 Operating Budget expenditures. The remaining portion of \$6.259 million will be funded from the property tax base.

**Offsets and Efficiencies:**

Toronto and Region Conversation 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).

**2027 AND 2028 OUTLOOK****Table 3: 2027 and 2028 Outlook**

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
<b>Revenues</b>			
Toronto Water's Contribution to TRCA		150.8	154.6
<b>Total Revenues</b>	<b>6,033.6</b>	<b>150.8</b>	<b>154.6</b>
<b>Gross Expenditures</b>			
Inflationary Impacts		307.0	315.0
<b>Total Gross Expenditures</b>	<b>12,293.0</b>	<b>307.0</b>	<b>315.0</b>
<b>Net Expenditures</b>	<b>6,259.4</b>	<b>156.2</b>	<b>160.4</b>
<b>Approved Positions</b>			

**Key Outlook Drivers**

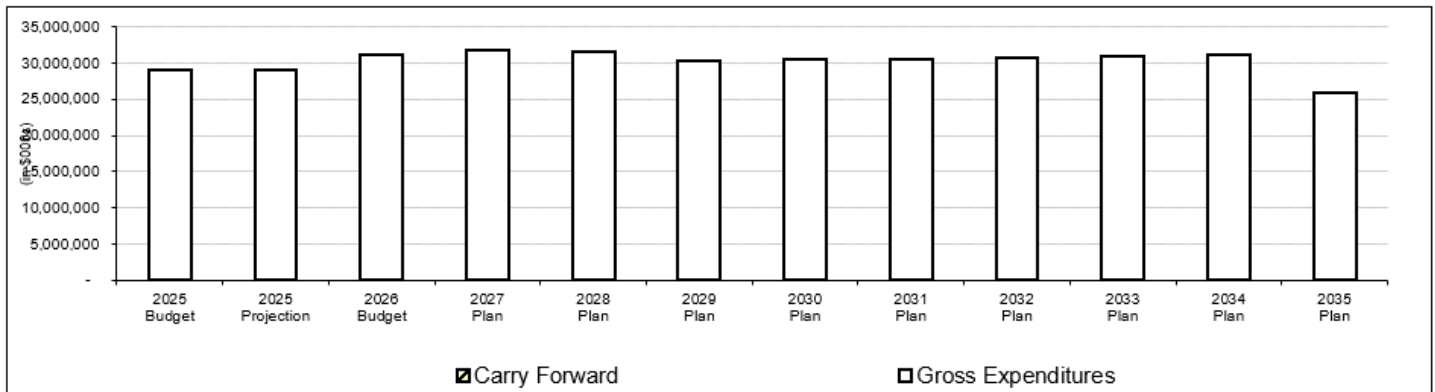
The 2027 Outlook with total gross expenditures of \$12.6 million reflects an anticipated \$0.307 million or 2.5% increase in gross expenditures above the 2026 Operating Budget. The 2028 Outlook expects a further increase of \$0.315 million or 2.5% above 2027 Outlook.

These changes arise from inflationary impacts and are partially offset by an anticipated 2.5% revenue increase from Toronto Water's contribution in 2027 and 2028.

# **2026-2035 CAPITAL BUDGET AND PLAN**

**2026-2035 CAPITAL BUDGET AND PLAN OVERVIEW**

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



(In \$000s)	2025		2026 Capital Budget and 2027-2035 Capital Plan										Total 10-Year Plan	
	Budget	Projection	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035		
	<b>Gross Expenditures by Project Category:</b>													
Health and Safety/Legislated														
State of Good Repair	15,651	15,651	20,265	20,299	20,426	20,245	20,356	20,478	20,590	20,707	20,843	20,962	205,171	
Service Improvement and Growth	13,434	13,434	11,002	11,486	11,206	10,062	10,101	10,142	10,168	10,216	10,266	4,930	99,578	
<b>Total by Project Category</b>	<b>29,085</b>	<b>29,085</b>	<b>31,266</b>	<b>31,784</b>	<b>31,632</b>	<b>30,307</b>	<b>30,457</b>	<b>30,620</b>	<b>30,758</b>	<b>30,923</b>	<b>31,109</b>	<b>25,892</b>	<b>304,748</b>	
<b>Funding:</b>														
Provincial														
Federal														
Other Revenue			17,183	16,660	16,998	16,577	16,672	16,778	16,873	16,972	17,090	17,190	168,991	
Reserves/Reserve Funds														
Development Charges														
Debt			14,083	15,124	14,634	13,730	13,786	13,843	13,885	13,952	14,019	8,702	135,757	
Debt Recoverable														
<b>Total Funding</b>			<b>31,266</b>	<b>31,784</b>	<b>31,632</b>	<b>30,307</b>	<b>30,457</b>	<b>30,620</b>	<b>30,758</b>	<b>30,923</b>	<b>31,109</b>	<b>25,892</b>	<b>304,748</b>	

**Project Updates**  
(\$0.0 Million)

The 2026-2035 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2026-2034).

- \$0.8 million for the Meadoway arising from council approved section 37 community benefits secured from the development at 1 and 2 Meadowglen Place to advance meadow habitat restoration and public realm improvements within The Meadoway, specifically in the Gatineau Hydro Corridor near Markham Road and Brimorton Drive.

**New Projects**  
(\$10.3 Million)

The 2026-2035 Capital Budget and Plan includes the following key new projects:





- Port Lands Monitoring and Management will provide monitoring and ecological management services for the new river valley assumed by the City. TRCA will provide riverine and wetland expertise (monitoring and managing wildlife, vegetation, flood infrastructure and river conditions) to measure and maintain function and identify potential risks. This ensures the new river valley and park lands remain in good health and can support flood protection long-term.

**Note:**

For additional information, please refer to [Appendix 4b](#) for Capital Program Provincial/Federal Funding Streams by Projects, [Appendix 5](#) for a more detailed listing of the 2026 and 2027-2035 Capital Budget and Plan by project; [Appendix 6](#) for Capacity to Deliver Review; and [Appendix 7](#) for a Summary of Capital Delivery Constraints, respectively.

**2026–2035 CAPITAL BUDGET AND PLAN**

**\$304.7 Million 10-Year Capital Program**

			
<b>Critical Erosion Control and Floodworks</b>	<b>Waterfront Development</b>	<b>Infrastructure</b>	<b>Watershed Management</b>
<b>\$148M</b> 49%	<b>\$81.5M</b> 27%	<b>\$25.5M</b> 8%	<b>\$49M</b> 16%
Valley Erosion Hazards <input checked="" type="checkbox"/> Major Maintenance of Erosion Control Infrastructure <input checked="" type="checkbox"/> Waterfront Major Maintenance and Remedial <input checked="" type="checkbox"/>	Scarborough Waterfront Project <input checked="" type="checkbox"/> Keating Channel Dredging <input checked="" type="checkbox"/> Tommy Thompson Park Management Program <input checked="" type="checkbox"/>	TRCA Administrative Office Building <input checked="" type="checkbox"/> Asset and Infrastructure Management Plan <input checked="" type="checkbox"/> Information Technology Management	Regional Watershed Monitoring Program <input checked="" type="checkbox"/> Greenspace Land Acquisition <input checked="" type="checkbox"/> Stewardship Projects and Programs <input checked="" type="checkbox"/>

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

\*Information above includes full project/sub-project 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

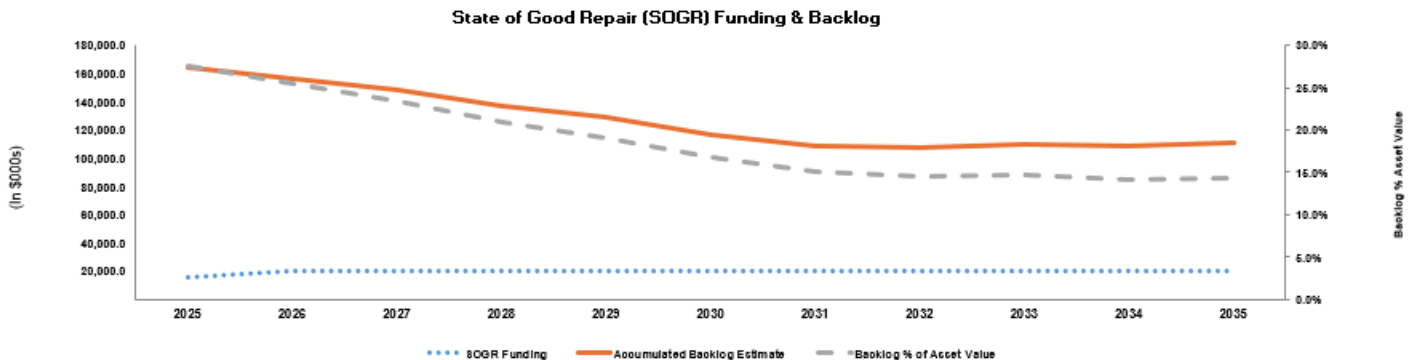
### How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
<b>\$304.7 M</b> 100%		<b>\$000 M</b> 0%	<b>\$000 M</b> 0%
Debt	\$ 135.9 M		
Other Revenue – Toronto Water Contribution	\$ 168.0 M		
Section 37	\$ 0.769 M		

### STATE OF GOOD REPAIR (SOGR) FUNDING AND 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 and Backlog



(In \$000s)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>SOGR Funding</b>	15,951.0	19,787.0	20,032.0	20,173.0	20,305.0	20,312.0	20,317.0	20,339.0	20,340.0	20,340.0	20,340.0
<b>Accumulated Backlog Estimate</b>	164,059.6	156,338.7	148,640.9	136,665.0	128,864.4	117,020.9	108,638.7	107,294.4	109,929.6	108,525.3	111,160.4
<b>Backlog % of Asset Value</b>	27.6%	25.5%	23.4%	20.9%	19.1%	16.8%	15.1%	14.5%	14.6%	14.2%	14.3%
<b>Total Asset Value</b>	594,817.5	612,963.3	633,884.0	654,879.8	676,025.5	697,171.3	718,317.0	739,462.8	752,006.0	765,426.8	778,847.5

- 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 \$164.1 million in 2025 to \$111.2 million in 2035, representing 14.3% of the total replacement value estimated to be \$778.8 million by 2035.
- 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 and Recreation under the existing agreement between TRCA and the City. This increased operational responsibility would impact the Operating Budget for Parks and Recreation.
- Toronto and Region Conservation Authority staff will work closely with City Programs including Parks and Recreation, 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 maintenance 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

### 2026 Capital Budget; 2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2026-2035 Total	Health and Safety/ Legislated	SOGR	Service Improvement and Growth
<i>Erosion Infrastructure-Major Maintenance</i> <input checked="" type="checkbox"/>	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	<b>20,200</b>		20,200	
<i>Greenspace Land Acquisition (active 09+)</i> <input checked="" type="checkbox"/>	64	64	64	64	64	64	64	64	64	64	<b>641</b>		641	
<i>Info Technology:Replacement items 2008+</i> <input checked="" type="checkbox"/>	321	321	321	321	321	321	321	321	321	321	<b>3,205</b>		3,205	
<i>Layer 2: Extra Erosion Major Maintenance</i> <input checked="" type="checkbox"/>	1,900	1,900	2,000	1,500	750	750	500	500	500	500	<b>10,800</b>		10,800	
<i>Layer 2: Extra Floodworks Major Maintenance</i> <input checked="" type="checkbox"/>	400	400	200	200	200	200	200	200	200	200	<b>2,400</b>		2,400	
<i>Layer 2: Extra Waterfront Major Maintenance</i> <input checked="" type="checkbox"/>	8,600	8,700	8,800	9,300	10,050	10,050	10,300	10,300	10,300	10,300	<b>96,700</b>		96,700	
<i>Long Term Accommodation - 5 Shoreham</i> <input checked="" type="checkbox"/>	963	963	963	963	963	963	963	963	963	963	<b>9,625</b>			<b>9,625</b>
<i>Major Facilities Retrofit Program</i> <input checked="" type="checkbox"/>	641	641	641	641	641	641	641	641	641	641	<b>6,410</b>		6,410	
<i>Port Lands Maintenance &amp; Management Support</i> <input checked="" type="checkbox"/>	673	686	1,166	1,232	1,257	1,282	1,307	1,334	1,360		<b>10,296</b>			<b>10,296</b>
<i>Regeneration Sites 2008+</i> <input checked="" type="checkbox"/>	613	626	640	652	665	679	690	703	716	730	<b>6,714</b>		6,714	
<i>Regional Watershed Management 2008+</i> <input checked="" type="checkbox"/>	1,871	1,726	1,755	1,493	1,518	1,542	1,566	1,590	1,624	1,645	<b>16,327</b>		16,327	
<i>Retrofit Activities for 2009+</i> <input checked="" type="checkbox"/>	382	393	405	417	430	443	456	470	484	499	<b>4,379</b>		4,379	
<i>Scarborough Waterfront Project - West Shoreline</i> <input checked="" type="checkbox"/>	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	3,000	<b>66,000</b>			<b>66,000</b>
<i>Shoreline Monitoring &amp; Maintenance</i> <input checked="" type="checkbox"/>	400	400	400	400	400	400	400	400	400	400	<b>4,000</b>		4,000	
<i>Sustainable Communities 2008+</i> <input checked="" type="checkbox"/>	1,283	1,318	1,354	1,391	1,429	1,467	1,508	1,549	1,591	1,635	<b>14,525</b>		14,525	
<i>The Meadoway - Meadowglen Place</i> <input checked="" type="checkbox"/>	543		226								<b>769</b>			<b>769</b>
<i>The Meadoway - Multi Use Trail</i> <input checked="" type="checkbox"/>	1,000	2,000	1,000								<b>4,000</b>			<b>4,000</b>
<i>Tommy Thompson- Cell Capping</i> <input checked="" type="checkbox"/>	52	54	56	58	60	62	64	66	68	70	<b>610</b>		610	
<i>Toronto Waterfront Consultation and Relations</i> <input checked="" type="checkbox"/>	103	106	109	112	115	118	122	126	130	134	<b>1,175</b>		1,175	
<i>Watershed Monitoring/Terrestrial Natural 2008+</i> <input checked="" type="checkbox"/>	604	611	634	641	649	668	676	685	702	711	<b>6,581</b>		6,581	
<i>Wtrfrmt Dev: Ashbridges Bay / Coatsworth Cut</i> <input checked="" type="checkbox"/>	250	250	250	250	250	250	250	250	250	250	<b>2,500</b>		2,500	
<i>Wtrfrmt Dev:Environmental Monitoring Program</i> <input checked="" type="checkbox"/>	245	245	245	245	245	245	245	245	245	245	<b>2,450</b>		2,450	
<i>Wtrfrmt Dev:Keating Channel Dredging</i> <input checked="" type="checkbox"/>	328	336	344	353	362	371	380	390	400	410	<b>3,674</b>		3,674	
<i>Wtrfrmt Dev:Tommy Thompson Park Management Program</i> <input checked="" type="checkbox"/>	823	837	852	867	882	898	898	920	943	967	<b>8,887</b>			<b>8,887</b>
<i>Waterfront Major Maintenance</i> <input checked="" type="checkbox"/>	188	188	188	188	188	188	188	188	188	188	<b>1,880</b>		1,880	
<b>Total Expenditures (including carry forward from 2025)</b>	<b>31,266</b>	<b>31,784</b>	<b>31,632</b>	<b>30,307</b>	<b>30,457</b>	<b>30,620</b>	<b>30,758</b>	<b>30,923</b>	<b>31,109</b>	<b>25,892</b>	<b>304,748</b>		<b>205,171</b>	<b>99,578</b>

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

\*Information above includes full project/sub-project 2026-2035 Budget and Plan cash flows. Does not break out the climate component costs separately.

### Appendix 5a

#### 2026 Cash Flow and Future Year Commitments Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	Total 2026 Cash Flow and FY Commitments	Previously Approved	Change in Scope	New with Future Year
<i>Erosion Infrastructure-Major Maintenance</i>	2,020										2,020			2,020
<i>Greenspace Land Acquisition (active 09+)</i>	64										64			64
<i>Info Technology:Replacement items 2008+</i>	321										321			321
<i>Layer 2: Extra Erosion Major Maintenance</i>	1,900										1,900			1,900
<i>Layer 2: Extra Floodworks Major Maintenance</i>	400										400			400
<i>Layer 2: Extra Waterfront Major Maintenance</i>	8,600										8,600			8,600
<i>Long Term Accommodation - 5 Shoreham</i>	963										963			963
<i>Major Facilities Retrofit Program</i>	641										641			641
<i>Port Lands Maintenance &amp; Management Support</i>	673										673			673
<i>Regeneration Sites 2008+</i>	613										613			613
<i>Regional Watershed Management 2008+</i>	1,871										1,871			1,871
<i>Retrofit Activities for 2009+</i>	382										382			382
<i>Scarborough Waterfront Project - West Shoreline</i>	7,000										7,000			7,000
<i>Shoreline Monitoring &amp; Maintenance</i>	400										400			400
<i>Sustainable Communities 2008+</i>	1,283										1,283			1,283
<i>The Meadoway - Meadowglen Place</i>	543										543			543
<i>The Meadoway - Multi Use Trail</i>	1,000										1,000			1,000
<i>Tommy Thompson- Cell Capping</i>	52										52			52
<i>Toronto Waterfront Consultation and Relations</i>	103										103			103
<i>Watershed Monitoring/Terrestrial Natural 2008+</i>	604										604			604
<i>Wtrfrnt Dev: Ashbridges Bay / Coatsworth Cut</i>	250										250			250
<i>Wtrfrnt Dev:Environmental Monitoring Program</i>	245										245			245
<i>Wtrfrnt Dev:Keating Channel Dredging</i>	328										328			328
<i>Wtrfrnt Dev:Tommy Thompson Park Management Progra</i>	823										823			823
<i>Waterfront Major Maintenance</i>	188										188			188
<b>Total Expenditure (including carry forward)</b>	<b>31,266</b>										<b>31,266</b>			<b>31,266</b>

### Appendix 5b

#### 2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2027-2035 Total	Health and Safety/ Legislated	SOGR	Service Improvement and Growth
Erosion Infrastructure-Major Maintenance	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	2,020	18,180		18,180	
Greenspace Land Acquisition (active 09+)	64	64	64	64	64	64	64	64	64	577		577	
Info Technology:Replacement items 2008+	321	321	321	321	321	321	321	321	321	2,885		2,885	
Layer 2: Extra Erosion Major Maintenance	1,900	2,000	1,500	750	750	500	500	500	500	8,900		8,900	
Layer 2: Extra Floodworks Major Maintenance	400	200	200	200	200	200	200	200	200	2,000		2,000	
Layer 2: Extra Waterfront Major	8,700	8,800	9,300	10,050	10,050	10,300	10,300	10,300	10,300	88,100		88,100	
Long Term Accommodation - 5 Shoreham	963	963	963	963	963	963	963	963	963	8,663			8,663
Major Facilities Retrofit Program	641	641	641	641	641	641	641	641	641	5,769		5,769	
Port Lands Maintenance & Management	686	1,166	1,232	1,257	1,282	1,307	1,334	1,360		9,623			9,623
Regeneration Sites 2008+	626	640	652	665	679	690	703	716	730	6,101		6,101	
Regional Watershed Management 2008+	1,726	1,755	1,493	1,518	1,542	1,566	1,590	1,624	1,645	14,456		14,456	
Retrofit Activities for 2009+	393	405	417	430	443	456	470	484	499	3,997			3,997
Scarborough Waterfront Project - West	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	3,000	59,000			59,000
Shoreline Monitoring & Maintenance	400	400	400	400	400	400	400	400	400	3,600		3,600	
Sustainable Communities 2008+	1,318	1,354	1,391	1,429	1,467	1,508	1,549	1,591	1,635	13,242		13,242	
The Meadowway - Meadowglen Place		226								226			226
The Meadowway - Multi Use Trail	2,000	1,000								3,000			3,000
Tommy Thompson- Cell Capping	54	56	58	60	62	64	66	68	70	558		558	
Toronto Waterfront Consultation and Relations	106	109	112	115	118	122	126	130	134	1,072		1,072	
Watershed Monitoring/Terrestrial Natural	611	634	641	649	668	676	685	702	711	5,977		5,977	
Wtrfrnt Dev: Ashbridges Bay / Coatsworth	250	250	250	250	250	250	250	250	250	2,250			2,250
Wtrfrnt Dev:Environmental Monitoring	245	245	245	245	245	245	245	245	245	2,205		2,205	
Wtrfrnt Dev:Keating Channel Dredging	336	344	353	362	371	380	390	400	410	3,346		3,346	
Wtrfrnt Dev:Tommy Thompson Park	837	852	867	882	898	898	920	943	967	8,064			8,064
Waterfront Major Maintenance	188	188	188	188	188	188	188	188	188	1,692		1,692	
<b>Total Expenditures</b>	<b>31,784</b>	<b>31,632</b>	<b>30,307</b>	<b>30,457</b>	<b>30,620</b>	<b>30,758</b>	<b>30,923</b>	<b>31,109</b>	<b>25,892</b>	<b>273,482</b>		<b>184,906</b>	<b>88,576</b>

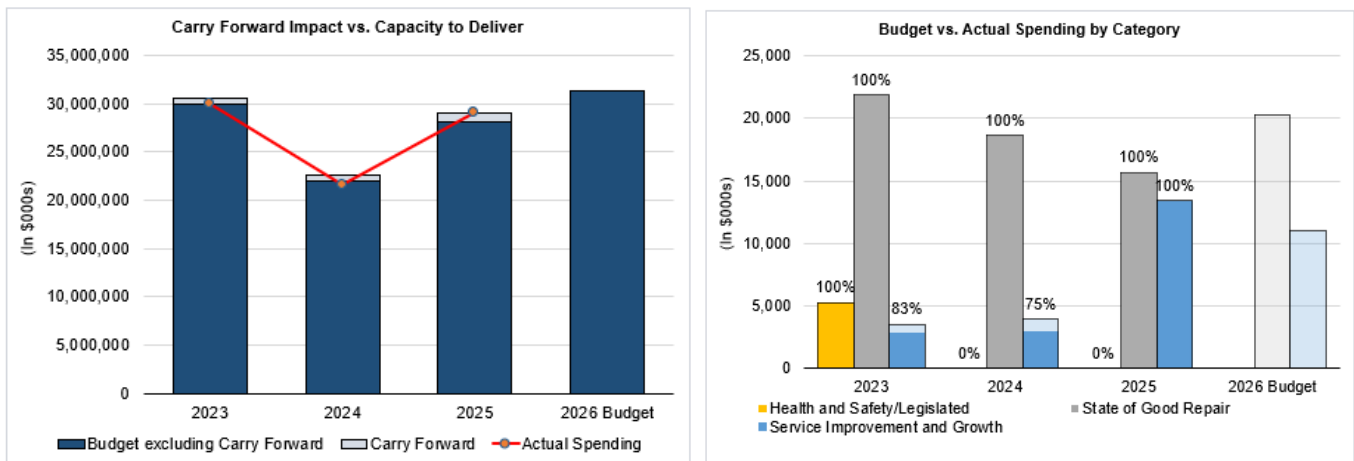
## Appendix 6

### Capacity to Deliver Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Toronto and Region Conservation Authority ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2025 underspending that will be carried forward into 2026 to complete capital work.

**Chart 3 – Capacity to Deliver**



#### Impact of Capacity to Deliver Review on the 10-Year Plan

The majority of 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 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.

#### Toronto and Region Conversation Authority 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.
- Difficulty in attracting and retain qualified staff at both PM/SPM and field staff levels in particular - due to both compensation levels, talent availability and provincially mandated hiring freeze.
- Missed opportunities to align multiple program areas that could reduce overall costs and optimize resource deployment (e.g. reach-based programming).

## Appendix 7

### Summary of Capital Delivery Constraints

Projects	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
<b>NOT INCLUDED</b>														
<i>Council Dir: Tommy Thompson Park MP Implementation</i>	17,200		17,200	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	1,500	0,700	
<i>Other: VBC Collections Managment and Modernization</i>	7,500		7,500	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	
<i>Other: VBC Indigenous Engagement and Placemaking</i>	7,500		7,500	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	0,750	
<i>VBC - Upgrading Water Service Lines</i>	1,800		1,800	0,150	1,650									
<i>VBC - Accessibility &amp; Infrastructure Improvements</i>	9,800		9,800	0,980	0,980	0,980	0,980	0,980	0,980	0,980	0,980	0,980	0,980	
<i>Black Creek Dam Spillway Modification</i>	1,150		1,150			0,150	1,000							
<i>Claireville Dam Gate Maintenance Project</i>	3,300		3,300	0,150	0,150	3,000								
<i>Claireville Dam Major Maintenance (wing wall and</i>	8,200		8,200	0,200	1,000	0,500		0,500	2,000	2,000	2,000			
<i>Erosion: West Hill Bank Stabilization Project</i>	1,850		1,850	0,050	0,100	1,700								
<i>Flood Forecasting and Warning Modernization</i>	0,580		0,580	0,058	0,185	0,172	0,045	0,020	0,020	0,020	0,020	0,020	0,020	0,020
<i>G. Ross Lord Dam Operations Optimization(process)</i>	0,400		0,400		0,200	0,200								
<i>Hydrometric Network Expansions- Infrastructure</i>	3,760		3,760	0,070	0,385	0,385	0,400	0,400	0,415	0,415	0,430	0,430	0,430	
<i>Jane Wilson SPA Flood Protection Project</i>	5,070		5,070	0,845	0,845	0,845	0,845	0,845	0,845					
<i>Other Initiative: Meadoway Multi-Use Trail</i>	10,000		10,000	2,000	2,000	2,000	2,000	2,000						
<i>Other: Etobicoke Creek Barrier Mitigation</i>	2,100		2,100	0,100	2,000									
<i>Other: Rat's Spit Shoreline Restoration</i>	1,000		1,000	1,000										
<i>Other: Ravine Strategy Implementation</i>	2,050		2,050	0,150	0,150	0,200	0,200	0,200	0,200	0,200	0,250	0,250	0,250	
<i>Other: Trail Strategy Implementation</i>	2,000		2,000	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	
<i>Other: Morningside Creek Culvert Replacement</i>	3,000		3,000	3,000										
<i>Other: Restoration Projects Trtng Climate Change Action</i>	1,390		1,390	0,200	0,200	0,200	0,100	0,110	0,110	0,110	0,120	0,120	0,120	
<i>Planting for Climate Change Mitigation and Adapta</i>	1,375		1,375	0,075	0,100	0,100	0,125	0,125	0,150	0,150	0,175	0,175	0,200	
<i>Scarborough Waterfront Project</i>	106,000		106,000		0,200	5,000	12,000	12,000	13,000	20,000	20,000	20,000	2,000	
<i>Sustainable Neighborhood Climate Action</i>	2,000		2,000	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	0,200	
<i>Targeted Flood Vulnerable Cluster Outreach</i>	0,060		0,060		0,060									
<i>The Village at Black Creek - Inclusive programming</i>	17,000		17,000	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	
<i>The Village at Black Creek Visitors Centre Patio</i>	0,360		0,360	0,360										
<i>Tommy Thompson Park Operations</i>	2,992		2,992	0,040	0,253	0,271	0,289	0,308	0,327	0,346	0,366	0,386	0,406	
<i>Waterfront Integrated Restoration Prioritization</i>	10,000		10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
<i>Watershed Planning and Reporting</i>	8,560		8,560	0,780	0,800	0,815	0,830	0,845	0,860	0,880	0,900	0,915	0,935	
<b>Total Needs Constraints (Not Included)</b>	<b>237,997</b>		<b>237,997</b>	<b>15,808</b>	<b>17,798</b>	<b>23,178</b>	<b>25,414</b>	<b>24,933</b>	<b>25,507</b>	<b>31,701</b>	<b>31,841</b>	<b>29,376</b>	<b>10,641</b>	

In addition to the 10-Year Capital Plan TRCA staff has also identified \$229.2 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 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.

#### 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 2026-2035 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. The park currently supports up to 300,000 park users a year which is expected to grow in the coming years. The Master Plan Implementation include investments in 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.

**The Village at Black Creek (formerly Black Creek Pioneer Village) Revitalization and Reimaging (\$44.0 million)**

As a significant cultural heritage attraction and museum within the City of Toronto, The Village at Black Creek requires approximately \$44.6 million to modernize, revitalize and restore its facilities 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 capital funding noted above will support programming and enable the development of a new vision that integrates perspectives of the broader multicultural fabric and stories of Toronto residents, including indigenous communities.

## Appendix 8

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

N/A

## Appendix 9

### Glossary

**Approved Position:** Permanent or temporary position that support the delivery of City services and service levels in annual budget.

**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 and Plan:** A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

**Capital Delivery Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency has 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.

**Operating Impact of Completed Capital Projects:** The Operating Budget Impact of Capital is the change in operating expenditure and/or revenue, which is projected to occur during the implementation of a capital project and/or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

**Salary and Benefit Adjustments:** General increases related to contractual obligations, such as cost of living, step increases, performance for pay and progression pay.

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

**Tax-Supported Budget:** Budget funded by property taxes.

**User Fees:** Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).