



THE TORONTO AND REGION CONSERVATION AUTHORITY

**Business Excellence Advisory Board Meeting #5/04**

**Chair:** David Barrow  
**Vice Chair:** Maja Prentice  
**Members:** Bas Balkissoon  
Bill Fisch  
Rob Ford  
Peter Milczyn  
Bill O'Donnell  
Dick O'Brien - Chair, Authority

October 15, 2004

9:00 A.M.

SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

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**AGENDA**

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- |  | <u>Pages</u> |
|--|--------------|
| <b>1. MINUTES OF MEETING #4/04</b><br>(Enclosed herewith on Yellow)  |              |
| <b>2. BUSINESS ARISING FROM THE MINUTES</b>  |              |
| <b>3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF</b>  |              |
| <b>4. DELEGATIONS</b>  |              |
| <b>5. PRESENTATIONS</b>  |              |
| 5.1 A presentation by Jim Dillane, Director, Finance and Business Development, TRCA, in regards to item 7.1 - 2005 Preliminary Estimates, Operating and Capital. |              |
| <b>6. CORRESPONDENCE</b>   |              |
| <b>7. SECTION I - ITEMS FOR AUTHORITY ACTION</b>   |              |
| 7.1 <b>2005 PRELIMINARY ESTIMATES, OPERATING AND CAPITAL</b><br>3-30   |              |

<b>7.2</b>	<b>ELIMINATING BARRIERS TO EMPLOYMENT FOR NEW CANADIANS</b>	
	Status Update	31-32
<b>7.3</b>	<b>EMERGENCY PREPAREDNESS</b>	33-34
<b>7.4</b>	<b>RESOURCE MANAGEMENT SERVICES WORKSHOP RELOCATION</b>	35-38
<b>7.5</b>	<b>OVERTIME POLICY</b>	39-43
<b>7.6</b>	<b>AWARDING OF CONTRACT FOR AUDIT SERVICES AND APPOINTMENT OF AUDITORS FOR 2004</b>	44-45
<b>8.</b>	<b>SECTION IV - ITEMS FOR THE INFORMATION OF THE BOARD</b>	
<b>8.1</b>	<b>ACCOUNTS RECEIVABLE STATUS REPORT</b>	
	September 28, 2004	46-48
<b>8.2</b>	<b>POLICE REFERENCE CHECKS</b>	49
<b>9.</b>	<b>NEW BUSINESS</b>	

NEXT MEETING OF THE BUSINESS EXCELLENCE ADVISORY BOARD #7/04,  
TO BE HELD ON FRIDAY, NOVEMBER 5, 2004  
IN THE SOUTH THEATRE, BLACK CREEK PIONEER VILLAGE

Brian Denney  
Chief Administrative Officer

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**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** James W. Dillane, Director, Finance and Business Development

**RE:** **2005 PRELIMINARY ESTIMATES, OPERATING AND CAPITAL**

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**KEY ISSUE**

Presents the 2005 Preliminary Estimates, Operating and Capital.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the 2005 Preliminary Estimates, Operating and Capital, be approved for circulation and discussion with the Toronto and Region Conservation Authority's (TRCA) funding partners;**

**AND FURTHER THAT staff and the Chair of the Business Excellence Advisory Board, as necessary, be directed to meet with TRCA's municipal and funding partners to present the estimates and provide any information the funding partners may require.**

**BACKGROUND**

Presentation of the preliminary estimates is one step in the TRCA financial management process. The Preliminary Estimates include operating expenditure requirements recommended by the Chief Administrative Officer and Management Committee to implement TRCA programs and meet obligations in 2005. Operating revenue estimates reflect known sources of revenue and anticipated growth in 2005. The operating levy to be raised from municipal funding partners is based on a guideline established early in the budget process. For 2005, this guideline is 6%. Provincial transfers (mainly Ministry of Natural Resources) are included and have been flatlined at the prior years level.

The capital estimates are based on requests of the TRCA municipal funding partners. Staff work with municipal partners to determine appropriate priorities in each municipality and levels of funding. Also, because capital project funding is leveraged and involves funding from a wide variety of sources, the total project funding cannot be finalized until January or February of the budget year.

Each municipal partner has different requirements as to submission of budget information. Staff meet regularly with municipal staff and staff of other conservation authorities in making submissions to the municipalities.

**RATIONALE**

Operating revenues are budgeted on the basis of anticipated fee increases, attendance growth, revenues from new on site programming and additional revenues from other sources. Operating revenues are estimated to be \$18,720,300, up 7.1% from 2004. The largest increase is in the area of development services fees.

On the expenditure side, there are no new major program initiatives. The budget is designed to support existing service levels with no enhancements. Total gross expenditures are estimated at \$29,373,800, an increase of 6.5% over 2004. The preliminary estimates deal with a number of pressures:

- two thirds of the budget is salary related; significant annualization costs from 2004 are included in 2005.
- a 3% cost of living adjustment is included in the 2005 estimates, subject to approval by the Authority when the budget is finalized in April, 2005.
- the lease of additional space at Downsview Park will move from \$8/sq.ft. to \$16/sq.ft. in 2005 and the full year cost must be absorbed.
- higher energy costs are included in all fleet and building budgets, although mitigated in some measure by energy saving programs.

At the October 15<sup>th</sup> Business Excellence Advisory Board meeting, staff will make a presentation on the operating estimates described in the attached document. Also, staff will provide an overview presentation on the capital budget submissions to each of the municipal funding partners. The project information is extensive and binders describing all of the projects requested of TRCA municipal partners will be available.

**Report prepared by: Jim Dillane, 416-667-6292**

**For Information contact: Jim Dillane, 416-667-6292**

**Date: February 10, 2004**

**Attachments: 1**



**2005 PRELIMINARY OPERATING BUDGET**

**As submitted to the Business Excellence Advisory Board  
October 15, 2004**

<b>Gross Expenditures (by functional Unit)</b>	<b>2004 Budget</b>	<b>2004 P. A.</b>	<b>2005 Prelim.</b>	<b>0.0% % Chg.</b>	<b>\$ Chg.</b>
	\$	\$	\$		
<b>Finance and Business Development Division</b>					
Administration	1,787,200	1,773,400	2,049,900	14.7%	262,700
Rental Properties	1,195,300	1,151,938	1,506,200	26.0%	310,900
Central Services	313,300	313,300	326,800	4.3%	13,500
Property Services	1,404,400	1,395,400	1,443,500	2.8%	39,100
Black Creek Pioneer Village	4,123,200	4,048,000	4,149,300	0.6%	26,100
Food Services	976,300	965,300	1,101,700	12.8%	125,400
Vehicle & Equipment Reserve	0	0	0	-	0
	9,799,700	9,647,338	10,577,400	61.3%	777,700
<b>Watershed Management Division</b>					
WM Divisional Management / EMS	206,500	193,200	237,700	15.1%	31,200
Development Services	1,927,000	2,012,000	2,067,500	7.3%	140,500
Watershed Strategies	1,390,900	1,390,900	1,393,300	0.2%	2,400
Resource Science	1,801,400	1,801,400	1,991,800	10.6%	190,400
Op. & Maint. of Dams, Channels and Water Con	342,800	342,800	276,400	-19.4%	(66,400)
Environmental Services	1,604,100	1,882,400	1,794,500	11.9%	190,400
Enforcement	451,700	451,700	473,500	4.8%	21,800
Conservation Areas	3,494,800	3,383,900	3,598,600	3.0%	103,800
Kortright Centre for Conservation	1,342,300	1,323,300	1,341,800	0.0%	(500)
				-	0
	12,561,500	12,781,600	13,175,100	4.9%	613,600
<b>Office of the CAO</b>					
				-	0
Conservation Field Centres Summary	2,111,800	2,112,695	2,314,100	9.6%	202,300
Corporate Management	443,500	443,500	492,300	11.0%	48,800
Corporate Secretariat	323,200	323,200	297,000	-8.1%	(26,200)
Human Resources	366,100	366,100	419,300	14.5%	53,200
Customer Services	247,400	247,400	259,600	4.9%	12,200
Communications	717,300	647,500	701,300	-2.2%	(16,000)
Marketing	0	0	0	-	0
Living City Centre Programs	1,007,600	1,025,748	1,137,700	12.9%	130,100
				-	0
	5,216,900	5,166,143	5,621,300	7.8%	404,400
				-	0
<b>Expenditure total</b>	<b>27,578,100</b>	<b>27,595,081</b>	<b>29,373,800</b>	<b>6.5%</b>	<b>1,795,700</b>

					Page 2
<b>Revenue (Consolidated)</b>	<b>2004 Budget</b>	<b>2004 P. A.</b>	<b>2005 Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
	\$	\$	\$		
<b>Funding Sources:</b>					
Program/User fees:					
Rental Properties	2,114,100	2,009,118	2,288,400	8.2%	174,300
Black Creek Pioneer Village	1,858,200	1,731,600	1,864,200	0.3%	6,000
Food Services	1,050,200	1,007,700	1,152,700	9.8%	102,500
Development Services	1,764,800	2,100,000	2,250,000	27.5%	485,200
Conservation Areas	2,824,600	2,720,400	2,887,800	2.2%	63,200
Kortright Centre for Conservation	1,098,100	1,072,400	1,061,300	-3.4%	(36,800)
Conservation Field Centres Summary	1,340,600	1,326,715	1,469,000	9.6%	128,400
All Other Program/User fees	1,164,200	1,257,500	1,302,700	11.9%	138,500
Reserves	193,000	192,200	242,100	25.4%	49,100
CFGT - Living City	800,100	800,100	1,262,700	57.8%	462,600
CFGT - Flowthrough	680,200	415,300	229,300	-66.3%	(450,900)
Other - Municipal	359,700	449,720	641,700	78.4%	282,000
Other - Provincial	542,850	600,650	487,800	-10.1%	(55,050)
Other - Federal	639,650	756,750	658,200	2.9%	18,550
Other - Donations/Fundraising	62,500	22,500	64,400	3.0%	1,900
Other - Private	1,304,900	1,389,375	1,560,000	19.5%	255,100
Reverse Internal	(317,000)	(267,000)	(702,000)	121.5%	(385,000)
Other	0	0	0	-	0
<b>Revenue total</b>	<b>17,480,700</b>	<b>17,585,028</b>	<b>18,720,300</b>	<b>7.1%</b>	<b>1,239,600</b>
<b>Net Expenditures</b>	<b>10,097,400</b>	<b>10,010,053</b>	<b>10,653,500</b>	<b>5.5%</b>	<b>556,100</b>
Provincial Transfer Payments	845,800	845,800	845,800	0.0%	0
Municipal Levy	9,251,600	9,251,600	9,807,700	6.0%	556,100
<b>Deficit / (Surplus)</b>		<b>(87,347)</b>			

TORONTO AND REGION CONSERVATION AUTHORITY APPORTIONMENT OF 2005 PRELIMINARY BUDGET LEVIES												Page	3
GENERAL PROGRAMS & CAPITAL PROJECTS SUMMARY													
	< ----- 2005 GENERAL LEVY ----- >												
	LEVY EXCLUDING TAX ADJ.	TAX ADJUST.	PROPOSED TAX ADJUST	TOTAL GENERAL LEVY	ROUGE PARK	2004 OPERATING LEVY INCL. TAX ADJUST.	Operating Change 05/04	%	2004 GRAND TOTAL LEVY				
	\$	\$	\$	\$		\$	\$	%	\$			\$	
ADJALA-TOSORONTIO	711.00	0.00	1,400.00	2,111.00	8.00	685.00	1,426.00	###	765.00				
DURHAM	285,461.00	10,500.00	146,400.00	442,361.00	3,358.00	288,372.00	153,989.00	53.4%	1,183,730.15				
TORONTO	6,326,456.00	0.00	700.00	6,327,156.00	74,387.00	6,240,710.00	86,446.00	1.4%	12,167,435.67				
WONO	785.00	0.00	200.00	985.00	9.00	765.00	220.00	28.8%	853.17				
PEEL	1,021,951.00	66,900.00	78,300.00	1,167,151.00	12,016.00	1,062,700.00	104,451.00	9.8%	4,038,356.66				
YORK	1,704,336.00	33,800.00	129,800.00	1,867,936.00	20,040.00	1,658,368.00	209,568.00	12.6%	3,354,259.79				
LEVIES ON HAND	9,339,700.00	111,200.00	356,800.00	9,807,700.00	109,816.00	9,251,600.00	556,100.00	6.0%	20,745,400.45				
	9,339,700.00	111,200.00	356,800.00	9,807,700.00	109,816.00	9,251,600.00	556,100.00	6.0%	23,833,100.45				



## THE TORONTO AND REGION CONSERVATION AUTHORITY

## BASIS OF APPORTIONMENT - MUNICIPAL LEVY - 2005

(BASED ON 2004 FOR 2005 MODIFIED CURRENT VALUE ASSESSMENT FIGURES\*)

MUNICIPALITY	CURRENT VALUE ASSESSMENT \$(000's)	% OF MUNICIP- ALITY IN AUTHORITY	CURRENT VALUE ASSESSMENT IN WATERSHED \$(000's)	TOTAL POPULATION	POPULATION IN AUTHORITY **
<b>Township of Adjala-Tosorontio</b>	1,033,534.18	4.00	41,341.40	10,082.00	403.00
<b>Durham, Regional Municipality of</b>	19,908,776.88	*	16,590,645.90	178,269.00	149,512.00
<b>City of Toronto</b>	367,686,395.99	100.00	367,686,396.00	2,481,494.00	2,481,494.00
<b>Mono Township</b>	912,802.90	5.00	45,640.10	6,922.00	346.00
<b>Peel, Regional Municipality of</b>	138,872,932.68	*	59,394,604.60	988,948.00	435,112.00
<b>York, Regional Municipality of</b>	108,263,954.14	*	99,054,047.40	603,375.00	540,757.00
	<u>636,678,396.76</u>		<u>542,812,675.40</u>	<u>4,269,090.00</u>	<u>3,607,624.00</u>
<b>ANALYSIS OF REGIONAL MUNICIPALITIES *</b>					
<b>Durham, Regional Municipality of</b>					
<b>Ajax, Town of</b>	7,803,650.04	86.00	6,711,139.00	73,753.00	63,428.00
<b>Pickering, Town of</b>	9,973,069.43	95.00	9,474,416.00	87,139.00	82,782.00
<b>Uxbridge Township</b>	2,132,057.40	19.00	405,090.90	17,377.00	3,302.00
	<u>19,908,776.88</u>		<u>16,590,645.90</u>	<u>178,269.00</u>	<u>149,512.00</u>
<b>Peel, Regional Municipality of</b>					
<b>Brampton, City</b>	39,884,211.09	63.00	25,127,053.00	325,428.00	205,020.00
<b>Mississauga, City of</b>	91,710,205.76	33.00	30,264,367.90	612,925.00	202,265.00
<b>Caledon, Town of</b>	7,278,515.83	55.00	4,003,183.70	50,595.00	27,827.00
	<u>138,872,932.68</u>		<u>59,394,604.60</u>	<u>988,948.00</u>	<u>435,112.00</u>
<b>York, Regional Municipality of</b>					
<b>Aurora, Town of</b>	5,697,806.39	4.00	227,912.30	40,167.00	1,607.00
<b>Markham, Town of</b>	35,200,675.32	100.00	35,200,675.30	208,615.00	208,615.00
<b>Richmond Hill, Town of</b>	21,231,921.96	99.00	21,019,602.70	132,030.00	130,710.00
<b>Vaughan, Town of</b>	39,841,675.79	100.00	39,841,675.80	182,022.00	182,022.00
<b>Whitchurch-Stouffville, Town of</b>	3,358,116.91	43.00	1,443,990.30	22,008.00	9,463.00
<b>King Township</b>	2,933,757.78	45.00	1,320,191.00	18,533.00	8,340.00
	<u>108,263,954.14</u>		<u>99,054,047.40</u>	<u>603,375.00</u>	<u>540,757.00</u>

\*\* As provided by the Ministry of Municipal Affairs.

\* Based on 2001 Census data from Statistics Canada web-site

## THE TORONTO AND REGION CONSERVATION AUTHORITY

## 2005 LEVY APPORTIONMENT

MUNICIPALITY	MODIFIED CURRENT VALUE ASSESSMENT IN WATERSHED \$(000's)	2005 GENERAL LEVY PROPORTIONATE FACTOR	2004 LEVY FACTOR
ADJALA-TOSORONTIO	41,341.40	0.00762%	0.00752%
<b>DURHAM</b>			
Ajax	6,711,139.00		
Pickering	9,474,416.00		
Uxbridge	405,090.90		
	16,590,645.90	3.05642%	3.01505%
CITY OF TORONTO	367,686,396.00	67.73725%	68.45022%
MONO	45,640.10	0.00841%	0.00839%
<b>PEEL</b>			
Brampton	25,127,053.00		
Mississauga	30,264,367.90		
Caledon	4,003,183.70		
	59,394,604.60	10.94201%	10.74822%
<b>YORK</b>			
Aurora	227,912.30		
Markham	35,200,675.30		
Richmond	21,019,602.70		
Vaughan	39,841,675.80		
Whitchurch - Stouffville	1,443,990.30		
King	1,320,191.00		
	99,054,047.40	18.24829%	17.77060%
	542,812,675.40	100.00000%	100.00000%

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Finance and Business Development</b>				<b>Page 7</b>
<b>ACTIVITY:</b>	<b>Administration</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b><u>Budget</u></b>	<b><u>P. A.</u></b>	<b><u>Prelim.</u></b>	<b><u>% Chg.</u></b>	<b><u>\$ Chg.</u></b>
<b>Expenditures expressed as program tasks/components:</b>					
Financial Services	768,700	754,900	840,400	9.3%	71,700
Office Services	886,100	886,100	996,300	12.4%	110,200
Information Technology	309,600	309,600	395,200	27.6%	85,600
GIS	222,800	222,800	268,000	20.3%	45,200
Project Surcharge	(400,000)	(400,000)	(450,000)	12.5%	(50,000)
<b>Expenditure total</b>	<b>1,787,200</b>	<b>1,773,400</b>	<b>2,049,900</b>	<b>14.7%</b>	<b>262,700</b>
<b>Funding Sources:</b>					
Program/User fees	366,000	366,000	392,000	7.1%	26,000
Reserves	18,000	18,000		-100.0%	(18,000)
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial	50,000	50,000		-100.0%	(50,000)
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>434,000</b>	<b>434,000</b>	<b>392,000</b>	<b>-9.7%</b>	<b>(42,000)</b>
<b>Net Expenditures</b>	<b>1,353,200</b>	<b>1,339,400</b>	<b>1,657,900</b>	<b>22.5%</b>	<b>304,700</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Finance: Clerk converted from part-time to full-time</b>					
<b>Office Services: Records Assistant and Downsview Office costs annualized</b>					
<b>Info Technology: Annualize new Tech, Database Admin. positions</b>					
<b>GIS: Higher volume/internal charges. No Special Project Provincial revenue in 2005.</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

**DIVISION:** Finance and Business Development **Page 8**

**ACTIVITY:** Rental Properties

	<b>2004</b>	<b>2004</b>	<b>2005</b>	<b>0.0%</b>	
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
		\$			
<b>Expenditures expressed as program tasks/components:</b>					
Basic Rentals	567,100	536,943	665,500	17.4%	98,400
ORC Rentals	517,500	517,500	738,000	42.6%	220,500
Special Agreements	110,700	97,495	102,700	-7.2%	(8,000)
<b>Expenditure total</b>	<b>1,195,300</b>	<b>1,151,938</b>	<b>1,506,200</b>	<b>26.0%</b>	<b>310,900</b>
<b>Funding Sources:</b>					
Program/User fees	2,114,100	2,009,118	2,288,400	8.2%	174,300
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal	5,000	5,000		-100.0%	(5,000)
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>2,119,100</b>	<b>2,014,118</b>	<b>2,288,400</b>	<b>8.0%</b>	<b>169,300</b>
<b>Net Expenditures</b>	<b>(923,800)</b>	<b>(862,180)</b>	<b>(782,200)</b>	<b>-15.3%</b>	<b>141,600</b>

**Comments:**

**Major 05 over 04 Changes (in addition to economic factors):**

**Rentals: Higher maintenance and property tax costs**

**ORC: Annualization of newly transferred costs and revenues**

**TORONTO AND REGION CONSERVATION AUTHORITY  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Finance and Business Development				<b>Page 9</b>
<b>ACTIVITY:</b>	Central Services				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Central Services	313,300	313,300	326,800	4.3%	13,500
Expenditure total	313,300	313,300	326,800	4.3%	13,500
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFG T - Living City					
CFG T - Flowthrough					
Other - Municipal					
Other - Federal					
Other - Provincial					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>					
<b>Net Expenditures</b>	<b>313,300</b>	<b>313,300</b>	<b>326,800</b>	<b>4.3%</b>	<b>13,500</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Finance and Business Development				<b>Page 10</b>
<b>ACTIVITY:</b>	Property & Taxes				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Property Services	582,000	582,000	705,600	21.2%	123,600
CLM (Taxes & Insurance)	822,400	813,400	737,900	-10.3%	(84,500)
<b>Expenditure total</b>	<b>1,404,400</b>	<b>1,395,400</b>	<b>1,443,500</b>	<b>2.8%</b>	<b>39,100</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal		60,150			
Other - Donations/Fundraising					
Other - Private	55,000	55,000	55,000		
<b>Revenue total</b>	<b>55,000</b>	<b>115,150</b>	<b>55,000</b>		
<b>Net Expenditures</b>	<b>1,349,400</b>	<b>1,280,250</b>	<b>1,388,500</b>	<b>2.9%</b>	<b>39,100</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>New Real Estate Coordinator and Senior Property Agent proposed.</b>					
<b>Property taxes lower. 04 secondment costs not repeated in 2005.</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Finance and Business Development				<b>Page 11</b>
<b>ACTIVITY:</b>	Black Creek Pioneer Village				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Culture & Tourism Grant					
Program Management	249,100	249,100	261,900	5.1%	12,800
Curatorial	270,800	270,800	282,800	4.4%	12,000
Photography					
Interpretative Programming	1,244,600	1,204,600	1,307,900	5.1%	63,300
Special Events	76,300	76,300	42,800	-43.9%	(33,500)
Heritage Education	246,000	224,000	252,200	2.5%	6,200
Building Maintenance	960,800	960,800	1,005,900	4.7%	45,100
Admissions	126,600	125,000	139,400	10.1%	12,800
Giftshop	411,600	400,000	410,800	-0.2%	(800)
Marketing and Sponsorships	537,400	537,400	445,600	-17.1%	(91,800)
<b>Expenditure total</b>	<b>4,123,200</b>	<b>4,048,000</b>	<b>4,149,300</b>	<b>0.6%</b>	<b>26,100</b>
<b>Funding Sources:</b>					
Program/User fees	1,858,200	1,731,600	1,864,200	0.3%	6,000
Reserves					
CFGT - Living City					
CFGT - Flowthrough	33,000	33,000	0	-100.0%	(33,000)
Other - Municipal					
Other - Provincial	302,000	302,000	197,000	-34.8%	(105,000)
Other - Federal					
Other - Donations/Fundraising	57,500	17,500	54,000	-6.1%	(3,500)
Other - Private					
<b>Revenue total</b>	<b>2,250,700</b>	<b>2,084,100</b>	<b>2,115,200</b>	<b>-6.0%</b>	<b>(135,500)</b>
<b>Net Expenditures</b>	<b>1,872,500</b>	<b>1,963,900</b>	<b>2,034,100</b>	<b>8.6%</b>	<b>161,600</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Special Events: 2004 test Music Festival offerings budgeted differently in 2005..</b>					
<b>Special Provincially funded SARS promotion not repeated in 2005.</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Finance and Business Development</b>				<b>Page 12</b>
<b>ACTIVITY:</b>	<b>Food Services</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Weddings: Sales Costs & Revenue	300,600	290,600	365,600	21.6%	65,000
Corporate Events: Sales Costs/Revenue	435,900	435,900	471,200	8.1%	35,300
Banquet Costs & Internal Functions	73,300	73,300	84,700	15.6%	11,400
Visitor Services	166,500	165,500	180,200	8.2%	13,700
Equipment					
<b>Expenditure total</b>	<b>976,300</b>	<b>965,300</b>	<b>1,101,700</b>	<b>12.8%</b>	<b>125,400</b>
<b>Funding Sources:</b>					
Program/User fees	1,050,200	1,007,700	1,152,700	9.8%	102,500
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>1,050,200</b>	<b>1,007,700</b>	<b>1,152,700</b>	<b>9.8%</b>	<b>102,500</b>
<b>Net Expenditures</b>	<b>(73,900)</b>	<b>(42,400)</b>	<b>(51,000)</b>	<b>-31.0%</b>	<b>22,900</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Some volume increase with associated costs projected</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 13</b>
<b>ACTIVITY:</b>	<b>WM Divisional Management / EMS</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Divisional Management	155,300	147,000	183,700	18.3%	28,400
Environmental Management Systems	51,200	46,200	54,000	5.5%	2,800
<b>Expenditure total</b>	<b>206,500</b>	<b>193,200</b>	<b>237,700</b>	<b>15.1%</b>	<b>31,200</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>					
<b>Net Expenditures</b>	<b>206,500</b>	<b>193,200</b>	<b>237,700</b>	<b>15.1%</b>	<b>31,200</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Unfilled &amp; unbudgeted Admin. Assistant restored in 2005</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 14</b>
<b>ACTIVITY:</b>	<b>Development Services</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Planning Services	655,000	635,000	733,900	12.0%	78,900
Regulation Services	612,300	592,300	612,100	0.0%	(200)
Solicitor/Realtor Enquiries	46,400	46,400	48,800	5.2%	2,400
Policy, Research and Special Projects	267,200	267,200	301,600	12.9%	34,400
Hearings	175,000	300,000	200,000	14.3%	25,000
Environmental Assessment	171,100	171,100	171,100		
<b>Expenditure total</b>	<b>1,927,000</b>	<b>2,012,000</b>	<b>2,067,500</b>	<b>7.3%</b>	<b>140,500</b>
<b>Funding Sources:</b>					
Program/User fees	1,764,800	2,100,000	2,250,000	27.5%	485,200
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal	75,000	75,000	190,000	153.3%	115,000
Other - Provincial	15,000	9,300	0	-100.0%	(15,000)
Other - Federal	40,000	34,300	0	-100.0%	(40,000)
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>1,894,800</b>	<b>2,218,600</b>	<b>2,440,000</b>	<b>28.8%</b>	<b>545,200</b>
<b>Net Expenditures</b>	<b>32,200</b>	<b>(206,600)</b>	<b>(372,500)</b>	<b>-1257%</b>	<b>(404,700)</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Planning: annualize several 2004 partial year positions</b>					
<b>Increased User Fee and special project funding projected.</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 15</b>
<b>ACTIVITY:</b>	<b>Watershed Strategies</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Don River	211,800	211,800	198,200	-6.4%	(13,600)
Humber River	279,400	279,400	281,300	0.7%	1,900
Rouge River	400,000	400,000	390,000	-2.5%	(10,000)
Highland Creek	37,800	37,800	23,100	-38.9%	(14,700)
Etobicoke - Mimico Creek	269,300	269,300	273,500	1.6%	4,200
Duffins Creek	251,600	251,600	231,500	-8.0%	(20,100)
Oak Ridges Moraine	153,500	153,500	116,000	-24.4%	(37,500)
Waterfront Strategy			59,700		59,700
For RAP MOU actuals					
Portion funded from Capital	(212,500)	(212,500)	(180,000)	-15.3%	32,500
<b>Expenditure total</b>	<b>1,390,900</b>	<b>1,390,900</b>	<b>1,393,300</b>	<b>0.2%</b>	<b>2,400</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFG T - Living City	125,000	125,000	125,000		
CFG T - Flowthrough					
Other - Municipal	65,000	65,000		-100.0%	(65,000)
Other - Provincial	41,250	41,250	42,500	3.0%	1,250
Other - Federal	41,250	41,250	42,500	3.0%	1,250
Other - Donations/Fundraising					
Other - Private	459,300	459,300	620,000	35.0%	160,700
<b>Revenue total</b>	<b>731,800</b>	<b>731,800</b>	<b>830,000</b>	<b>13.4%</b>	<b>98,200</b>
<b>Net Expenditures</b>	<b>659,100</b>	<b>659,100</b>	<b>563,300</b>	<b>-14.5%</b>	<b>(95,800)</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
Portion of existing Waterfront staff budget here in 2005 to reflect similarity of work.					
ORM: self-funded CA Coalition activity restored to average level in 2005.					
All other: misc. fine-tuning of expenditures and revenues.					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 16</b>
<b>ACTIVITY:</b>	<b>Resource Science</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Program Management	226,300	226,300	267,400	18.2%	41,100
Conservation Land Planning	97,800	97,800	102,700	5.0%	4,900
Archaeology	110,200	110,200	175,000	58.8%	64,800
Special Projects	100,000	100,000	100,000		
Natural Heritage	359,200	359,200	389,800	8.5%	30,600
Water Management	686,900	686,900	790,600	15.1%	103,700
Flood Forecasting & Warning	221,000	221,000	166,300	-24.8%	(54,700)
<b>Expenditure total</b>	<b>1,801,400</b>	<b>1,801,400</b>	<b>1,991,800</b>	<b>10.6%</b>	<b>190,400</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves			97,100		97,100
CFGT - Living City	125,000	125,000	125,000		
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial			100,000		100,000
Other - Federal					
Other - Donations/Fundraising					
Other - Private	210,200	210,200	275,000	30.8%	64,800
<b>Revenue total</b>	<b>335,200</b>	<b>335,200</b>	<b>597,100</b>	<b>78.1%</b>	<b>261,900</b>
<b>Net Expenditures</b>	<b>1,466,200</b>	<b>1,466,200</b>	<b>1,394,700</b>	<b>4.9%</b>	<b>(71,500)</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Admin: Partial Year of new Director of Urban Ecology proposed</b>					
<b>Planning: New Technician added net of 50% Archaeologist moved to ES</b>					
<b>Archaeology: self-funded program budgeted more completely</b>					
<b>Natural Heritage: partial year Planning Ecologist charged here</b>					
<b>Water Management: several 2004 positions annualized. New Provincial funding projected.</b>					
<b>Flood Warning: some outside technical services costs reduced</b>					

**TORONTO AND REGION CONSERVATION AUTHORITY  
2005 OPERATING BUDGET - PRELIMINARY**

**DIVISION:** Watershed Management **Page 17**  
**GROUP:** Resource Science  
**ACTIVITY:** Op. & Maintenance of Dams, Channels and Water Control Structures

	<b>2004 BUDGET</b>	<b>2004 P. A.</b>	<b>2005 PRELIM.</b>	<b>% CHG.</b>	<b>\$ CHG.</b>
	\$	\$	\$		
<b>GROSS EXPENDITURES:</b>					
Technical Support	80,300	80,300	120,400	49.9%	40,100
Small Dams Operations	4,700	4,700	6,000	27.7%	1,300
Small Dams Preventative Maintenance	6,000	6,000	6,000		
Maintenance - Control Structures	42,400	42,400	40,000	-5.7%	(2,400)
Claireville Dam Operations	5,000	5,000	10,000	100.0%	5,000
Claireville Dam Preventative Maintenance	21,900	21,900	15,000	-31.5%	(6,900)
Claireville Dam Wing Wall Repair	20,000	20,000		-100.0%	(20,000)
Claireville Dam Control Room	45,000	45,000		-100.0%	(45,000)
G. Ross Lord Dam Operations	11,000	11,000	11,000		
G. Ross Lord Dam Preventative Maintenance	12,700	12,700	15,000	18.1%	2,300
G. Ross Lord Dam Gate Control	15,000	15,000		-100.0%	(15,000)
G. Ross Lord Dam Fuel Storage	50,000	50,000		-100.0%	(50,000)
Flood Control Workshop	2,000	2,000	3,000	50.0%	1,000
Flood Warning System - Oper. & Maintenance	26,800	26,800	50,000	86.6%	23,200
	<b>342,800</b>	<b>342,800</b>	<b>276,400</b>	<b>-19.4%</b>	<b>(66,400)</b>
<b>FUNDING SOURCES:</b>					
Program/User fees					
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial	65,000	65,000		-100.0%	(65,000)
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
	65,000	65,000		-100.0%	(65,000)
<b>NET EXPENDITURES</b>	<b>277,800</b>	<b>277,800</b>	<b>276,400</b>	<b>-0.5%</b>	<b>(1,400)</b>

**Comments:**

**Major 05 over 04 Changes (in addition to economic factors):  
Provincial Retrofit funding not available in 2005.**

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 18</b>
<b>ACTIVITY:</b>	<b>Environmental Services</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Program Management	272,100	422,100	499,300	83.5%	227,200
Plant Propagation	381,200	450,000	410,000	7.6%	28,800
Planting and Special Projects	533,900	593,400	777,000	45.5%	243,100
Asian Longhorned Beetle	416,900	416,900	493,200	18.3%	76,300
Internal Recoveries			(385,000)		(385,000)
<b>Expenditure total</b>	<b>1,604,100</b>	<b>1,882,400</b>	<b>1,794,500</b>	<b>11.9%</b>	<b>190,400</b>
<b>Funding Sources:</b>					
Program/User fees	798,200	891,500	910,700	14.1%	112,500
Reserves					
CFGF - Living City	200,000	200,000	200,000		
CFGF - Flowthrough	11,800	11,800	60,000	408.5%	48,200
Other - Municipal	185,400	220,400	270,700	46.0%	85,300
Other - Provincial	39,600	39,600	100,800	154.5%	61,200
Other - Federal	420,500	420,500	493,200	17.3%	72,700
Other - Donations/Fundraising					
Other - Private	300,000	400,000	315,000	5.0%	15,000
Internal Recoveries	(317,000)	(267,000)	(702,000)	121.5%	(385,000)
<b>Revenue total</b>	<b>1,638,500</b>	<b>1,916,800</b>	<b>1,648,400</b>	<b>0.6%</b>	<b>9,900</b>
<b>Net Expenditures</b>	<b>(34,400)</b>	<b>(34,400)</b>	<b>146,100</b>	<b>-524.7%</b>	<b>180,500</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Prog Management: Inland Fill and West Nile costs and revenue new to 2005 budget.</b>					
<b>Special projects: more self-funded projects anticipated</b>					
<b>Staff added to federally funded Asian Longhorn Beetle Program</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 19</b>
<b>ACTIVITY:</b>	<b>Enforcement</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Enforcement	431,700	431,700	453,500	5.0%	21,800
Legal	20,000	20,000	20,000		
<b>Expenditure total</b>	<b>451,700</b>	<b>451,700</b>	<b>473,500</b>	<b>4.8%</b>	<b>21,800</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFG T - Living City					
CFG T - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>					
<b>Net Expenditures</b>	<b>451,700</b>	<b>451,700</b>	<b>473,500</b>	<b>4.8%</b>	<b>21,800</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 20</b>
<b>ACTIVITY:</b>	<b>Conservation Areas</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>	<b>0.0%</b>	
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
General Operations	587,900	592,900	627,600	6.8%	39,700
<u>West Zone</u>					
WEST ZONE ADMIN	121,000	124,900	124,100	2.6%	3,100
Albion Hills	577,800	566,500	608,600	5.3%	30,800
Glen Haffy	222,800	207,000	218,000	-2.2%	(4,800)
Indian Line	427,400	386,600	441,900	3.4%	14,500
Boyd	209,500	209,500	224,500	7.2%	15,000
Heart Lake	268,800	272,300	280,300	4.3%	11,500
<u>East Zone</u>					
EAST ZONE ADMIN	93,900	93,700	103,000	9.7%	9,100
Bruce's Mill	332,200	312,500	326,500	-1.7%	(5,700)
Petticoat Creek	340,800	306,200	343,200	0.7%	2,400
<u>Land Management</u>					
East Zone:	138,000	137,100	122,400	-11.3%	(15,600)
West Zone:	149,700	149,700	153,500	2.5%	3,800
MAJOR MAINTENANCE	25,000	25,000	25,000		
<b>Expenditure total</b>	<b>3,494,800</b>	<b>3,383,900</b>	<b>3,598,600</b>	<b>3.0%</b>	<b>103,800</b>
<b>Funding Sources:</b>					
Authority Generated	2,824,600	2,720,400	2,887,800	2.2%	63,200
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal	5,000	5,000	5,000		
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>2,829,600</b>	<b>2,725,400</b>	<b>2,892,800</b>	<b>2.2%</b>	<b>63,200</b>
<b>Net Expenditures</b>	<b>665,200</b>	<b>658,500</b>	<b>705,800</b>	<b>6.1%</b>	<b>40,600</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (those in addition to economic factors):</b>					
<b>New partial year Customer Service and Admin. Assistant proposed.</b>					
<b>Petticoat Creek Assistant Superintendent not filled.</b>					

<b>TORONTO AND REGION CONSERVATION AUTHORITY</b>					
<b>2005 OPERATING BUDGET - PRELIMINARY</b>					
<b>DIVISION:</b>	<b>Watershed Management</b>			<b>Page</b>	<b>21</b>
<b>GROUP:</b>					
<b>ACTIVITY:</b>	<b>Kortright Centre for Conservation</b>				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
	<b>BUDGET</b>	<b>P. A.</b>	<b>PRELIM.</b>	<b>% CHG.</b>	<b>\$ CHG.</b>
	\$	\$	\$		
<b>GROSS EXPENDITURES:</b>					
ADMINISTRATION	118,500	118,500	109,700	-7.4%	(8,800)
GROUNDS	125,800	125,800	125,100	-0.6%	(700)
BUILDINGS	164,300	164,300	163,000	-0.8%	(1,300)
GENERAL PROGRAM	63,600	63,600	56,200	-11.6%	(7,400)
DAY USE	38,550	38,550	52,200	35.4%	13,650
PUBLIC PROGRAMS	37,750	37,750	57,400	52.1%	19,650
EDUCATION PROGRAMS	287,800	287,800	290,200	0.8%	2,400
CAFE	74,900	74,900	84,900	13.4%	10,000
GIFT SHOP	75,800	75,800	93,100	22.8%	17,300
PUBLIC MAPLE SYRUP	233,600	206,600	255,700	9.5%	22,100
ALL OTHER PROGRAMS	121,700	129,700	54,300	-55.4%	(67,400)
	1,342,300	1,323,300	1,341,800	0.0%	(500)
<b>FUNDING SOURCES:</b>					
<b>User fees by program Component:</b>					
ADMINISTRATION					
GROUNDS					
BUILDINGS					
GENERAL PROGRAM					
DAY USE	70,000	70,000	61,000	-12.9%	(9,000)
PUBLIC PROGRAMS	146,000	146,000	159,200	9.0%	13,200
EDUCATION PROGRAMS	390,700	367,100	397,300	1.7%	6,600
CAFE	60,300	60,300	43,000	-28.7%	(17,300)
GIFT SHOP	82,000	82,000	82,000		
PUBLIC MAPLE SYRUP	187,100	187,100	311,600	66.5%	124,500
ALL OTHER PROGRAMS	162,000	159,900	7,200	-95.6%	(154,800)
Reserves					
CFGT - Living City	100,000	100,000	100,000		
CFGT - Flowthrough	21,500	21,500	21,500		
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
	1,219,600	1,193,900	1,182,800	-3.0%	(36,800)
<b>NET EXPENDITURES</b>	<b>122,700</b>	<b>129,400</b>	<b>159,000</b>	<b>29.6%</b>	<b>36,300</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (those in addition to economic factors):</b>					
<b>Energy program Coordinator not filled, net of some seasonal staff backfilling. Lead Hand position moved to CA's.</b>					
<b>Energy Program revenue reduced to more modest target.</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Office of the CAO				<b>Page 22</b>
<b>ACTIVITY:</b>	Conservation Field Centres Summary				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Program Management	111,100	111,100	131,100	18.0%	20,000
Education Support Services	217,600	218,260	260,500	19.7%	42,900
Albion Hills	649,600	641,520	674,900	3.9%	25,300
Claremont	517,200	528,943	581,500	12.4%	64,300
Lake St. George	616,300	612,872	666,100	8.1%	49,800
<b>Expenditure total</b>	<b>2,111,800</b>	<b>2,112,695</b>	<b>2,314,100</b>	<b>9.6%</b>	<b>202,300</b>
<b>Funding Sources:</b>					
Program/User fees	1,340,600	1,326,715	1,469,000	9.6%	128,400
Reserves	60,000	60,000	45,000	-25.0%	(15,000)
CFG T - Living City	200,000	200,000	200,000		
CFG T - Flowthrough	119,000	119,000	147,800	24.2%	28,800
Other - Municipal	10,000	25,000	16,000	60.0%	6,000
Other - Provincial		1,250			
Other - Federal		1,250			
Other - Donations/Fundraising	5,000	5,000	10,400	108.0%	5,400
Other - Private					
<b>Revenue total</b>	<b>1,734,600</b>	<b>1,738,215</b>	<b>1,888,200</b>	<b>8.9%</b>	<b>153,600</b>
<b>Net Expenditures</b>	<b>377,200</b>	<b>374,480</b>	<b>425,900</b>	<b>12.9%</b>	<b>48,700</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Partial year Admin. Assistant and Sales Assistant proposed</b>					
<b>New self funded prgrams: Investigating Living City Spaces, Education Volunteers</b>					
<b>Major Maintenance needs at Claremont.</b>					
<b>Some fees increased, Lake St. George Dorm utilization increased</b>					

**Toronto and Region Conservation Authority  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Office of the CAO				<b>Page 23</b>
<b>ACTIVITY:</b>	CAO Programs				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Corporate Management	443,500	443,500	492,300	11.0%	48,800
Corporate Secretariat	323,200	323,200	297,000	-8.1%	(26,200)
Human Resources	366,100	366,100	419,300	14.5%	53,200
Customer Services	247,400	247,400	259,600	4.9%	12,200
Communications	717,300	647,500	701,300	-2.2%	(16,000)
Marketing					
<b>Expenditure total</b>	<b>2,097,500</b>	<b>2,027,700</b>	<b>2,169,500</b>	<b>3.4%</b>	<b>72,000</b>
<b>Funding Sources:</b>					
Program/User fees					
Reserves	115,000	114,200	100,000	-13.0%	(15,000)
CFGF - Living City					
CFGF - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>	<b>115,000</b>	<b>114,200</b>	<b>100,000</b>	<b>-13.0%</b>	<b>(15,000)</b>
<b>Net Expenditures</b>	<b>1,982,500</b>	<b>1,913,500</b>	<b>2,069,500</b>	<b>4.4%</b>	<b>87,000</b>
<b>Comments:</b>					
<b>Major 05 over 04 Changes (in addition to economic factors):</b>					
<b>Corp Management: New Admin. Assistant proposed</b>					
<b>Corp. Secretariat: Director's Liability insurance costs down</b>					
<b>H R: Volunteer Coordinator and HR clerk added net of Safety Officer vacancy</b>					
<b>Corp. Communications: some 2004 promotional initiatives not repeated in 2005.</b>					

**TORONTO AND REGION CONSERVATION AUTHORITY**

**2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	<b>Watershed Management</b>				<b>Page 24</b>
<b>ACTIVITY:</b>	<b>LCC at Kortright</b>				
	<b>2004 BUDGET</b>	<b>2004 P. A.</b>	<b>2005 PRELIM.</b>	<b>% CHG.</b>	<b>\$ CHG.</b>
	\$	\$	\$		
<b>GROSS EXPENDITURES:</b>					
Development, Management & Communications	394,800	306,732	464,000	17.53%	69,200
Mayors' Magawatt Challenge	49,700	34,600	130,200	161.97%	80,500
Greening Health Care	152,400	122,500	130,200	-14.57%	(22,200)
Home Energy Clinic	192,000	315,833	152,900	-20.36%	(39,100)
Sustainable Communities Charette	40,000	64,136	55,200	38.00%	15,200
Greening the Urban Village, CMHC Proposal	28,700	20,000		-100.00%	(28,700)
Regional Clean Air Plan, (CAP Project)	40,000	25,000		-100.00%	(40,000)
OCETA	10,000			-100.00%	(10,000)
GTA Quest	100,000	100,000		-100.00%	(100,000)
Enerlife Projects		16,530			
Sustainable Schools		20,417	205,200		205,200
	<b>1,007,600</b>	<b>1,025,748</b>	<b>1,137,700</b>	<b>12.91%</b>	<b>130,100</b>
<b>FUNDING SOURCES:</b>					
Program/User fees					
Reserves					
CFGT - Living City	50,100	50,100	512,700	923.35%	462,600
CFGT - Flowthrough	494,900	230,000		-100.00%	(494,900)
Other - Municipal	19,300	59,320	160,000	729.02%	140,700
Other - Provincial	30,000	92,250	47,500	58.33%	17,500
Other - Federal	132,900	194,300	122,500	-7.83%	(10,400)
Other - Donations/Fundraising					
Other - Private	280,400	264,875	295,000	5.21%	14,600
	<b>1,007,600</b>	<b>890,845</b>	<b>1,137,700</b>	<b>12.91%</b>	<b>130,100</b>
<b>NET EXPENDITURES</b>		<b>134,903</b>			
<b>Comments:</b>					
<b>Major 05 over 04 Changes (those in addition to economic factors):</b>					
<b>Expansion into Sustainable Schools programming (with offsetting revenue)</b>					
<b>Various fine-tuning of programs</b>					

**TORONTO AND REGION CONSERVATION AUTHORITY  
2005 OPERATING BUDGET - PRELIMINARY**

<b>DIVISION:</b>	Finance and Business Development				<b>Page 25</b>
<b>ACTIVITY:</b>	Vehicle & Equipment				
	<b>2004</b>	<b>2004</b>	<b>2005</b>		
<b>Gross Expenditures</b>	<b>Budget</b>	<b>P. A.</b>	<b>Prelim.</b>	<b>% Chg.</b>	<b>\$ Chg.</b>
<b>Expenditures expressed as program tasks/components:</b>					
Fuel, Maintenance & Repairs	396,100	396,100	422,800	7%	26,700
Vehicle Purchases - New					
Vehicle Purchases - Replacement	213,700	213,700	224,400	5%	10,700
Equipment Purchases - New	4,500	4,500	5,000	11%	500
Equipment Purchases - Replacement	110,000	110,000	115,500	5%	5,500
Equipment Disposal Proceeds	(36,100)	(36,100)	(33,000)	-9%	3,100
Internal Recoveries	(688,200)	(688,200)	(734,700)	7%	(46,500)
Food Equipment (Net of recoveries)					
- Internal Recoveries					
<b>Expenditure total</b>					
<b>Funding Sources:</b>					
Program/User fees					
Reserves					
CFGT - Living City					
CFGT - Flowthrough					
Other - Municipal					
Other - Provincial					
Other - Federal					
Other - Donations/Fundraising					
Other - Private					
<b>Revenue total</b>					
<b>Net Expenditures</b>					
<b>Comments:</b>					
<b>Major 05 over 04 Changes (those in addition to economic factors):</b>					

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** Catherine MacEwen, Manager, Human Resources and Safety

**RE: ELIMINATING BARRIERS TO EMPLOYMENT FOR NEW CANADIANS**  
Status Update

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### **KEY ISSUE**

Update on the Career Bridge initiative which began in November 2003, as well as other programs undertaken to assist in removing barriers to employment for new Canadians.

### **RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff continue and expand the internship program along with other initiatives to increase the employability of new Canadians as outlined in the staff report.**

### **BACKGROUND**

The Toronto and Region Conservation Authority (TRCA) became one of the original Career Bridge host organizations in 2003 and hired two interns for the pilot study. The quality of the two interns was very high and after the internship period ended, both found employment, one with TRCA and one with an environmental consultant.

Our participation in the Career Bridge initiative is one of several projects by TRCA to assist newcomers in finding employment in the environmental sector. The success of our Career Bridge program was just one indication of our overall success in leading the integration of newcomers into the Canadian workforce.

Other current initiatives include:

1. The Environmental Volunteer Network with over 400 volunteers who are primarily new Canadians.
2. The Environmental Job Fair for new Canadians which attracted over 450 people.
3. TRCA participation in the City of Toronto Mentoring Program for new Canadians.
4. News articles were published and interviews conducted for the Toronto Star, TRCA's website, Municipal World and others, to highlight TRCA's support for finding creative and cost effective ways to integrate new Canadians into the workplace.
5. Created a guide to finding employment in the environmental sector as well as partnered with ACCESS, a support organization for new Canadians, to augment job search skills of new Canadians.

Future directions include:

1. Increase the number of newcomer interns to 4 per year.
2. Conduct an audit of all human resources policies and procedures to ensure newcomer "friendly" employment conditions at TRCA.

3. Expand the network of environmental companies and organizations participating with newcomer volunteers and internships eg. other conservation authorities, environmental consultants and government agencies.

The success of this program must work for both the intern and the employer. Currently, we have one Career Bridge intern who is in a full time position for a period of six months. In all cases, the interns have made and exceeded job expectations. However, the benefits to new Canadians are equally as important.

#### **FINANCIAL DETAILS**

Managers will be encouraged to hire new Canadians in internships and temporary positions within the current salary envelope. There is an incremental cost of this program of approximately \$4,500 for diversity training which is identified in TRCA's 2005 Preliminary Budget.

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: October 1, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** Catherine MacEwen, Manager, Human Resources and Safety

**RE: EMERGENCY PREPAREDNESS**

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**KEY ISSUE**

To establish an Emergency Operation Centre at Head Office to be in compliance with the recommendations in the Greater Toronto Conservation Authorities Flood Forecasting and Warning Standards, and to provide the centralized communications links between the field operations staff and Head Office management staff and between Head Office and members of the public.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT an Emergency Operations Centre (EOC) be established at the Toronto and Region Conservation Authority's (TRCA) Head Office at 5 Shoreham Drive;**

**THAT TRCA issue a Request for Proposal for an alternative energy generator and supportive infrastructure wiring, to purchase communication devices and emergency equipment to provide a fully functioning EOC during a general or flood emergency;**

**THAT staff be directed to update policies and procedures for emergency situations in all our facilities and ensure timely training in emergency response;**

**THAT staff be directed to investigate the feasibility of use of generators for emergency use at TRCA's education field centres and other public use facilities for potential implementation in 2006 to 2007.**

**BACKGROUND**

During the major power outage of August 2003, it was evident that a change in policies and procedures was needed to facilitate communications and decision making between the field operations staff and Head Office management staff.

The problems in communication between the field operations staff and the Head Office management staff included no centralized location to call for information on sites that would remain open, on what and where staff should report to work and under what conditions. Although there was some communications capabilities, telephone use was limited either by the need to comply with the State of Emergency directives to limit hydro use or by the network capability of the cellular telephone providers.

Since the hydro outage was experienced during the summer, the actual damage to facilities was minimal in comparison to what could have occurred during inclement weather. However, the EOC must be operational throughout the year to deal with any potential emergency ie. flooding. Therefore there is a need for greater capacity generators to maintain costly and necessary functions such as the telecommunications system, the data network and servers, and the heating and emergency lighting systems for essential staff on duty in Head Office.

In addition, the Greater Toronto Conservation Authorities Flood Forecasting and Warning Standards have been developed, indicating several procedural changes including the establishment of an Emergency Operations Centre. This EOC would provide not only the needed single point of contact for coordination with all Greater Toronto Conservation Authorities but would support the potential demands for information from other EOC's including the City of Toronto. The expected date of completion of the Emergency Operations Centre is March 2005.

The City of Toronto EOC staff have been consulted in the development of an EOC at Head Office and are supportive of its need and structure to maintain a flood warning single point of contact for TRCA's jurisdiction.

Although there have been significant improvements made by staff to improve the quality, reliability and compliance to standards for flood warning, a detailed report on flood warning and forecasting standards will be presented to the Watershed Management Advisory Board in December 2004.

#### **FINANCIAL DETAILS**

There has been an initial estimate of the costs for an EOC developed, however the request for proposal process will generate more accurate and competitive pricing. The total EOC cost is expected to be \$100,000 to \$130,000 and is identified in TRCA's 2005 Preliminary Capital Budget. This will include the generator, the supportive wiring to allow for automatically turning on of the generator without human intervention, the relocation of data and telephone access lines and the purchase of essential emergency equipment.

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: October 1, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** Adele Freeman, Acting Director, Watershed Management Division

**RE: RESOURCE MANAGEMENT SERVICES WORKSHOP RELOCATION**

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**KEY ISSUE**

Approval for the immediate issue of Consultant Terms of Reference relating to requests for proposals allowing for the selection of a design team to advance the building, site and infrastructure design elements.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT staff be authorized to call for proposals for the design of the Resource Management Services (former Conservation Services) Workshop building, site and infrastructure services;**

**THAT staff be authorized to incur expenditures in accordance with approved 2004 budget allocations relating to the selection and retention of architectural consultant(s) necessary to undertake the design and tender preparation phases of the project;**

**AND FURTHER THAT staff continue to work cooperatively with the City of Vaughan Parks and Forestry staff to negotiate an agreement for the sharing of site, infrastructure and facilities, including development and construction costs.**

**BACKGROUND**

In 1995, the Toronto and Region Conservation Authority (TRCA) Conservation Services Nursery 10-year Operating Plan identified inadequacies in the current workshop facility and ancillary buildings related to servicing Environmental Services Section/Resource Management Services program needs and growth projections for project implementation. Further program decision-making processes resulted in a hold being placed on all major maintenance and renovation to existing facilities in lieu of relocating and constructing a new facility that could service the needs of the Resource Management Services Group (former Conservation Services), for a planning horizon of 20 years. A review of the Nursery propagation and production facilities indicates that they are currently adequate, based on the propagation targets and production regimes as identified in the 2001 Business Plan for the *Indigenous Plant Propagation Program*. There is no proposal to move these functions of the Resource Management Services group at this time. There may be a need for additional landbase for enhanced production capacity at some undetermined time in the future, however, any future changes or moves would require further definition of need based on verifiable and sustained market demand for nursery products.

In early 2002, the need and rationale for relocation were presented to and supported by TRCA management staff. The proposed workshop relocation site is located on 324 hectares of pristine woodlands and wetlands along the East Humber River Valley in the City of Vaughan, in close proximity to the TRCA's Nursery, Boyd Centre office and The Living City Centre at Kortright, three key elements identified as part of The Living City Campus. The proposed building site is situated on a grassed meadow tableland located on the western crest of the valley, surrounded by open woodlands, reforested farmland, constructed habitat wetlands and meadow. The proposed location for the new facility was selected based on its proximity to current nursery propagation and production base (Thompson property) located in the East Humber River valley and its ability to be closely tied to the Environmental Services Section (ESS) base at the Boyd Centre. Further, the selected location affords the land area required to reconstruct and allow opportunity for expansion and growth, should the need arise, and is an allowable use under the landuse designations as set out in the Boyd North Management Plan.

Subsequent to receiving support and identifying a suitable location, program staff contracted with Keewatin-Aski, an engineering design and development consulting group to undertake a relocation assessment and planning study, still at the conceptual level. Keewatin-Aski was hired in January, 2002, and directed to review identified needs, site planning requirements, municipal zoning restrictions and site servicing options. In keeping with TRCA's vision for The Living City and Sustainable Communities objective, staff directed that the review entail the preparation of preliminary designs incorporating sustainable elements in any design proposals. Sustainable elements included are:

- “green roof” feasibility;
- wastewater treatment and “grey water” recycling opportunities;
- stormwater recycling opportunities;
- energy efficient design; and
- solar capability for heating augmentation.

Preliminary designs were to accommodate program requirements and staff needs based on current staffing levels. These designs also incorporated improvements to address current facility standards with respect to provincial/federal building code requirements, municipal standards for zoning restrictions and by-laws, and Occupational Health & Safety Act (OH&SA) health/hygiene requirements. The preliminary project budget is estimated at \$2 million.

The primary intent of this consulting assignment is to build on these assessments and to develop detailed designs, in consultation with TRCA staff, for the construction of a regeneration projects base of operations that is both sustainable and worthy of TRCA's current and future role in helping facilitate The Living City vision for the Toronto region. In addition, the consultant is to consider the future prospect or potential of creating additional office/work spaces within the building as part of the design of the new facility. The additional space would be used by Environmental Services Section staff for offices, storage and project implementation planning and staging.

The design process will be guided by the Leadership in Energy and Environmental Design (LEED) principles and objectives, with a view to achieving a LEED building certification at the gold/platinum level, demonstrating the TRCA's commitment to environmental sustainability. The final LEED certification would be subject to availability of resources and determined in part by site constraints.

#### **DETAILS OF WORK TO BE DONE**

Staff have prepared the Consultant Terms of Reference specific to the TRCA's needs for release to a number of engineering and architectural consulting firms. The firms will be required to submit a proposal and cost estimates to initiate a five stage design process, including:

1. Pre-design/Conceptual Development.
2. Detailed Design of Preferred Alternative.
3. Tender Preparation.
4. Pre-Construction.
5. Project Construction.

Staff will be reporting back to the Authority with updates following the completion of Phase 1 and again after Phase 3.

Initial discussions have taken place with political representatives from the City of Vaughan and Vaughan Parks and Forestry staff to review the potential synergies arising from the cooperative development of the site to meet the needs of both organizations under a lease arrangement. Both partners recognize that site and cost sharing for design and construction could realize potentially significant savings for both organizations. The City of Vaughan Parks and Forestry staff have provided their preliminary forecast of site and building requirements to house their programming and staff, which when included in the projection for the site, more than doubles the project size. Vaughan budget estimates are set at \$3 million plus design fees.

Currently, a report is pending to the City of Vaughan's Committee of the Whole, seeking direction and authorization for the design of a collaborative facility, along with approval to expend funds for the design phase and to enter into a joint use and cost sharing agreement with TRCA. The outcomes of that decision may dictate modifications to the scope of the Consultant Terms of Reference recognizing Vaughan Parks and Forestry needs and result in additional expenditures based on the higher aggregate value of the proposed joint yard and facilities design.

**FINANCIAL DETAILS**

The projected TRCA budget for design phases is set at 8-10% (\$160,000 - \$200,000) over and above the estimated construction budget of \$2 million. Approved 2004 funding of \$200,000 to support the initial phases of conceptual design development is available in Account 408-88. Additional funds have been identified as part of the 2005 budget process for design completion and the commencement of construction.

**Report prepared by: Dave Rogalsky, extension 5378**

**For Information contact: Nick Saccone, extension 5301**

**Dave Rogalsky, extension 5378**

**Date: September 30, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** Catherine MacEwen, Manager, Human Resources and Safety

**RE: OVERTIME POLICY**

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**KEY ISSUE**

Change in the Overtime Policy to allow for the option of overtime payment in addition to the current policy of time off in lieu.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the Overtime Policy be amended to allow for payment of overtime especially in peak work time or emergency situations for non-management staff.**

**BACKGROUND**

At Executive Committee Meeting #8/88, held on July 15, 1988, the Personnel Policy was amended to approve an overtime policy which limits the use of overtime compensation to equivalent time off or lieu time only and does not allow the payment of overtime to any staff member. The implementation of "lieu time" is in compliance with the Employment Standards Act of 2000. However, the Ontario Labour Board maintains that the employee should have the ability to chose between overtime payment and lieu time.

The Ontario Labour Board has maintained that overtime is voluntary on behalf of the employee. Although rare, our employees have indicated that they prefer to receive overtime pay rather than time off in lieu of overtime. In addition, when an increase in workload is temporary, the use of overtime pay limits the need for the hiring of temporary staff. To support the board directive and the staffing issues, it is proposed to make the payment of overtime an option, however with very limited application.

The proposed new policy is outlined in Attachment 1.

**FINANCIAL DETAILS**

The estimated cost of overtime payment is expected to increase operating budgets by \$95,000 to \$135,000. Managers are expected to offset 80% of the costs through alternative revenue sources with the exception of unforeseen emergency situations. The remaining amounts have been budgeted for in the 2005 Preliminary Operating Budget.

**Report prepared by: Catherine MacEwen, extension 5219**  
**For Information contact: Catherine MacEwen, extension 5219**  
**Date: October 01, 2004**  
**Attachments: 1**

## **Attachment 1**

### **Overtime Policy**

#### **Overtime and Time in Lieu of Overtime**

Toronto and Region Conservation Authority (TRCA) overtime pay and time in lieu is a management tool to allow the flexibility to meet business requirements and also meet the needs of employees' personal lives. Immediate supervisors are responsible for making sure that lieu time/overtime pay are kept to a minimum.

#### **Definition**

Overtime is defined as the time worked in extraordinary situations to complete work that cannot be accomplished during the regularly scheduled work timeframe. Vacation, sick time and statutory holidays not worked, are excluded from the total hours used to determine overtime payment or lieu time accumulated.

It is assumed that incidental expansion of the regular work period will not be considered overtime. For example, working at lunch time or arriving early on occasion, etc.

No overtime will be paid or lieu time accumulated for working less than 15 minutes per day.

Management and supervisory staff are expected, as part of his or her duties, to work overtime on occasion. Managers and supervisors (range 8 and above) are expected to manage their own time and are not subject to this policy. A manager or supervisor is defined as any one who has the ability to hire or dismiss an employee and is primarily involved in management responsibilities.

The Overtime Policy will allow for payment based on the following conditions:

1. The overtime is pre-authorized by the immediate supervisor and the overtime is for a short duration and the employee has 48 hours notice, or
2. The overtime is on an emergency basis, eg. there is a threat to property, human health or assets.

The employee has the right to decline overtime. To allow employees the flexibility to make personal arrangements when overtime is required, managers or supervisors will post overtime requirements, when reasonable to do so, at least 48 hours in advance and ask employees to select their hours of work during the overtime schedule, on a first come first serve basis.

## Process

### 1. Overtime Reporting of Payment and Time in Lieu

All overtime payments must be reported on the employee's timesheets. When the employee has opted for time in lieu of overtime, those hours must be tracked locally by the employee's immediate supervisor and must be kept up to date. Overtime should be managed by the employee's immediate supervisor including ensuring that lieu time is taken or payment given and reported on the employee's timesheet. For example, the supervisor must know why the overtime was accrued and that the employee is taking lieu time to diminish the accrued time. In the case where an employee has accrued time and leaves TRCA, there needs to be an equivalent payout to that exiting employee.

It is important that all timesheets be signed by the immediate supervisor of the employee or the next higher supervisor in the reporting structure. Lieu time should be taken within 3 months of the overtime worked. Only with the agreement of both employee and immediate supervisor can lieu time be taken beyond 3 months of overtime accumulated. See the Supervisor - Payroll for information on inputs for the timesheets.

### 2. Calculation of Overtime

For eligible staff, overtime pay or time in lieu of overtime is calculated at the 1.0 x the regular hourly rate up to 44 hours per work week or 1.5 x the regular hourly rate over 44 hours per work week. Eligible staff have the option of either being paid for overtime or receiving time in lieu. For management salaried staff, there is no paid overtime but time in lieu.

### 3. On Call Employees

Employees who are "on call" either by carrying a pager or cell phone or remaining at home by the phone AND must be within one hour of his or her work site, will collect a minimum of 2 hours a day in overtime, for his or her "on call" days or nonscheduled work days. For example, if an employee is on call Friday evening, Saturday and Sunday, he or she would be entitled to 6 hours. Employees who are "on call" during the regular week and are expected to be available 24 hours per day, will be entitled to a flat 8 hours of lieu time credit per month.

An "on call" employee who is called into work, will receive a minimum of 4 hours overtime or the number of hours worked, whichever is greater. For staff with a shorter work day, eg. 6 hours (Black Creek Pioneer Village staff for example) the minimum should reflect his or her ½ work day or 3 hours.

If an employee is "on call" but is not restricted in anyway from travel and can "call in" at his or her convenience, he or she will not be entitled to overtime. If the employee has the discretion not to come in as requested, then the employee will be not compensated for "on call" duties. For example, if an employee is on a list of potential employees who can come into work, but the work was not confirmed and/or the employee can refuse to come in, there will be no lieu time.

If the employee comes into work and is eventually sent home, he or she will receive a minimum of 4 hours of overtime. If an employee is asked to come in but is given 24 hours notice that the event has been cancelled, no overtime is given.

Please note: Special Cases - Some employees have agreed in advance, to come into work with less than 24 hours notice or work split shifts or occasional nonscheduled times and these arrangements may preclude this policy. For example, an employee may volunteer to work a weekend if the weather is good but it rains. There is an agreement that they will not receive overtime as the timing was at the discretion of the employee. In addition, supervisory and management employees may be expected as part of their duties to work nonscheduled hours and have the personal discretion to manage their overall time so no "on call" lieu time is recorded.

#### 4. Restrictions in Overtime

Overtime hours worked in excess of the 44 hours worked per week should only be experienced in rare and extraordinary situations/emergencies. Where both the employee and the supervisor agree in writing that averaging of overtime is appropriate, the time worked over a 4 week period can be averaged so as not to exceed the 44 hour standard. Supervisors are responsible for managing the averaging of an employees work week and reporting that on the timesheet (please check the box at the bottom of the timesheet to indicate that averaging of overtime applies).

For example, an employee worked 48 hours one week and 32 hours the next week for an average of a regularly scheduled 40 hour week. No overtime is awarded. Under NO circumstance should the overtime hours accumulated after 44 hours per week, exceed 100 hours in a calendar year. All time in lieu of overtime should be taken in the following 3 months. If the employee and employer agree in writing, the time to take time in lieu of overtime can expand to the next 12 months, but this option should be used infrequently.

Any employee who has accumulated over 100 hours must book an appointment with the Manager of HR and his or her immediate supervisor to establish a corrective action plan. In rare and special circumstance, time in lieu of overtime can be carried over to the next year, if the CAO approves and the employee does not have anymore than 35 hours accumulated.

#### 5. Statutory Holidays

Supplementary and non-management staff who work a statutory holiday will receive their regular wages plus 1.5 x their wages for that day or time in lieu of overtime at the 1.5 x level.

#### 6. Employee Travel

Employees who travel to different locations as part of their day to day activities, will not be paid overtime for travel to and from their home to their place(s) of work.

## 7. Budgeting

All overtime must be part of the manager's local budget and in the event of a transfer to another group, the original manager must reimburse the employee of all overtime incurred by that employee while under his or her supervision.

### Emergency Situations When Overtime is Authorized

1. Central Services guarantee of 24-7 servicing for rental properties;
2. Flood warning staff;
3. Other emergencies like a hydro outage, a threat to human health or to TRCA's property and assets

### Non - Emergency Situations when Overtime is Authorized.

1. Nursery staff in spring and fall planting when time worked is weather dependent, usually March to April and September to October, inclusively;
2. Black Creek Pioneer Village events in the November and December holiday period and corporate or special event 4 or 5 times a year;
3. Stewardship, Watershed Specialists and associated staff, Outreach Education and education staff, where due to public events or external meetings require extended hours primarily during the May to September timeframe, inclusively;
4. The Conservation Parks staff during public events and holidays when there is a large volume of visitors and the health and safety of those visitors requires more staff.

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** James W. Dillane, Director, Finance and Business Development

**RE: AWARDING OF CONTRACT FOR AUDIT SERVICES AND APPOINTMENT OF AUDITORS FOR 2004**

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**KEY ISSUE**

Report on the results of a proposal call process on audit services.

**RECOMMENDATION**

**THE BOARD RECOMMENDS TO THE AUTHORITY THAT the contract for audit services be awarded to Grant Thornton LLP for a period of five years commencing with the 2004 audit, subject to performance satisfactory to the Toronto and Region Conservation Authority (TRCA);**

**AND FURTHER THAT Grant Thornton be appointed auditors of the TRCA for the year 2004 as required by section 38 of the Conservation Authorities Act.**

**BACKGROUND**

In July 2004, TRCA invited six of the national audit firms to submit proposals for audit services. The tender process was a joint effort with the Lake Simcoe Region Conservation Authority and its foundation, The Conservation Foundation of Greater Toronto and Conservation Ontario. Separate fee quotes were requested and proponents were advised that service contracts would be awarded individually for each organization, as directed by their respective boards.

Audit services for TRCA were last tendered in 1998. Staff have been very satisfied with the quality of service from the current service provider, KPMG LLP Chartered Accountants. Staff took this opportunity to reassess the market for audit services since it had not been done for a number of years.

The appointment of auditors annually is required by section 38(1) of the Conservation Authorities Act. Traditionally, auditors are appointed each year at the annual meeting, usually in February. This year staff's recommendation was delayed pending the outcome of the proposal call process.

**RATIONALE**

Proposal documents were sent to six national accounting firms: the incumbent - KPMG LLP, Ernst & Young LLP, Grant Thornton LLP, PricewaterhouseCoopers LLP, BDO Dunwoody LLP and Deloitte & Touche LLP. Complete proposals were received from KPMG and Grant Thornton. One of the audit firms declined to submit a proposal because of a conflict of interest, two firms responded that they would not submit proposals and one firm did not respond at all.

Staff analyzed both proposals submitted and evaluated each in terms of the evaluation criteria that was included in the proposal document. Both proposals were complete, meeting each of the terms and conditions specified in the proposal document. Staff met with key delivery staff of Grant Thornton to review the proposal document and confirm expected outcomes from the audit process. References were checked and responses were very positive. A meeting with KPMG was considered unnecessary because as the incumbent, KPMG staff are well known to us.

In summary, staff are satisfied that either of the two respondents are capable of providing quality service. The recommendation to go with Grant Thornton, in the end, hinged strictly on fees.

### **FINANCIAL DETAILS**

The Grant Thornton fee structure for TRCA and The Conservation Foundation of Greater Toronto combined, was significantly lower than that of KPMG. Proposed fees by Grant Thornton are summarized below:

<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
\$28,000	\$28,500	\$29,500	\$30,000	\$31,500

Taxes and incidental expenses are excluded. As provided in the proposal document TRCA has undertaken to make public only the fees of the winning bid. Staff can provide the members with the fee details of the KPMG proposal on a confidential basis at the meeting.

**Report prepared by: Rocco Sgambelluri, extension 5232**  
**For Information contact: Rocco Sgambelluri or Jim Dillane at 6292**  
**Date: October 07, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** James W. Dillane, Director, Finance and Business Development

**RE: ACCOUNTS RECEIVABLE STATUS REPORT**  
September 28, 2004

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**KEY ISSUE**

Staff report on Accounts Receivable, as of September 28, 2004.

**RECOMMENDATION**

**IT IS RECOMMENDED THAT the report on accounts receivable, as of September 28, 2004, be received.**

**RATIONALE**

The schedule below summarizes the status of receivables, including aging and classification. The schedule excludes \$15,576 in accumulated interest arrears on invoices outstanding for more than 30 days.

**ACCOUNTS RECEIVABLE AGING, BY CATEGORY**  
(Excluding Municipal Levy and MNR Grant - As at September 28, 2004)

	<b>CURRENT</b>	<b>31 TO 60 DAYS</b>	<b>61 TO 90 DAYS</b>	<b>90 PLUS DAYS</b>	<b>TOTAL</b>	<b>%</b>
SCHOOLS AND SCHOOL BOARDS	10,100	22,087	2,265	3,167	37,619	4.3%
GOVERNMENT	260,624	104,739	7,580	90,369	463,312	52.8%
CORPORATE, INDIVIDUAL AND COMMUNITY GROUPS	73,918	179,626	28,107	94,218	375,869	42.9%
TOTAL	344,642	306,452	37,952	187,754	876,800	100.0%
% OF TOTAL	39.3%	35.0%	4.3%	21.4%	100.0%	

Items in excess of \$1,000.00 included in the 90-plus-days column, are as follows:

CLIENT NAME	AMOUNT \$	ARREARS INTEREST \$	AGE (DAYS)	NOTES
Choirs Ontario	15,839.69 7,078.10	3,963.59 1,511.57	459 396	Amounts owed re: summer music camps at Albion Hills and Lake St. George Field Centres. Choirs paid 15% (\$4,044) of o\s amount in June '04 and has now put forward a proposal that would pay a final amount of \$9,437 or 35% of original debt.
City of Toronto	51,184.06	n/a	279	Contract for ravine restoration services with the City.
City of Toronto	36,796.55	n/a	210	Contract work for wetland construction. Invoice has now been approved for payment.
JKD Family	3,653.00	166.87	96	June rental of Claremont Field Centre.
Stantec Consulting	7,500.00	342.59	93	Outstanding amount for planning fees.
Weston Consulting	45,500.00	3,562.04	93 to 221	Outstanding amounts for planning fees.
Canada Green Building Council	1,344.94	82.53	121	Billing for May 20th meeting. Payment is expected.
KLM Planning	2,000.00	122.73	137	For subdivision permit. Company has indicated invoice will be paid.
Steve's Auctioneering	1,104.84	67.79	126	For corporate function at Bruce's Mill.
Bombardier	1,398.49	85.82	124	For corporate function at BCPV. Company has confirmed that payment has been approved for payment.
Robertson Gaze Associates Inc.	4,621.56	1,156.45	473	For planting materials. Company has advised that it is insolvent and cannot make payment. Account sent for collection.
<b>TOTALS</b>	178,021.23	11,061.98		

The amount due from Robertson Gaze Associates Inc. of \$4,621.56 is very doubtful. The company has indicated, in writing, that it is insolvent and has discontinued operations. This account has been sent for collection. Choirs Ontario made a payment of \$4,044. in June representing 15% of the outstanding amount. Recently, its volunteer Treasurer proposed a further payment of \$9,437 representing a further 35% of the original debt and in return it has asked that TRCA forgive the balance, an amount of \$13,461. Staff are continuing to negotiate a settlement that would allow for the possibility of collecting the unpaid balance either through future bookings or possibly through a "joint venture" concert at Black Creek Pioneer Village (BCPV) or another Toronto and Region Conservation Authority (TRCA) venue. All other amounts noted above are considered collectible.

Receivable balances, as reported on each of the previous reports to the advisory board, after 1999, are presented as follows:

<b>DATE</b>	<b>Total \$</b>	<b>90-Plus \$</b>
September 28, 2004	876,800	187,754
September 3, 2004	936,923	197,539
May 17, 2004	1,018,188	129,505
February 17, 2004	1,386,809	178,370
January 7, 2004	1,064,464	45,382
November 2, 2003	951,999	101,194
August 24, 2003	768,825	125,803
May 25, 2003	445,116	168,327
March 2, 2003	709,807	141,313
October 20, 2002	774,831	46,237
August 25, 2002	326,529	109,560
May 26, 2002	658,514	201,158
January 31, 2002	585,736	64,259
December 30, 2001	1,078,071	38,666
October 23, 2001	350,385	106,343
August 27, 2001	371,985	17,153
May 25, 2001	1,132,443	44,810
March 26, 2001	621,560	167,094
December 30, 2000	1,014,021	67,981
September 06, 2000	596,536	47,728
March 19, 2000	869,266	100,758
February 15, 2000	1,007,850	42,952

**Report prepared by: Rocco Sgambelluri, extension 5232**  
**For Information contact: Rocco Sgambelluri, extension 5232**  
**Date: October 5, 2004**

**TO:** Chair and Members of the Business Excellence Advisory Board  
Meeting #5/04, October 15, 2004

**FROM:** Catherine MacEwen, Manager, Human Resources and Safety

**RE: POLICE REFERENCE CHECKS**

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### **KEY ISSUE**

The Ontario Education Act has changed in 2004 to allow for annual personal declarations by Teachers instead of an annual reference check for all staff that work with children under the age of 16 years of age after an initially successful Police Reference Check.

### **RECOMMENDATION**

**IT IS RECOMMENDED THAT the update on changes to the Police Reference Check process utilized by the Toronto and Region Conservation Authority (TRCA) to be in compliance with Ontario Regulation 322/03 be received.**

### **BACKGROUND**

For TRCA to be in compliance with the provisions of Ontario Regulation 322/03 under the Ontario Education Act, all staff and volunteers who work with children 16 years of age or under are required to have a Police Reference Check as a condition of employment. As a result, at Executive Committee Meeting #5/01, held on July 6, 2001, Resolution #B82/01 was approved as follows:

*THAT staff be authorized to proceed with Police Reference Checks for all employees and volunteers working on behalf of the TRCA with "a vulnerable and at risk group", children under the age of 19 years, at an estimated cost of \$15,000 annually.*

### **RATIONALE**

The frequency of the police checks was recently changed in the Ontario Education Act from annually to an initial reference check followed by an annual offence declaration by any adult who works with children. As a result, TRCA has developed the Employee Annual Offence Declaration form in a format comparable to those used by Ontario School Boards for teachers and others in the classroom, and has advised all managers of this change and the requirement to have these declarations signed annually. Human Resources staff will monitor this on an annual basis to ensure continued compliance with this requirement.

### **FINANCIAL DETAILS**

The Police Reference Check cost savings by using the declaration form rather than annual Police Reference Checks is approximately \$5,000 annually.

**Report prepared by: Catherine MacEwen, extension 5219**

**For Information contact: Catherine MacEwen, extension 5219**

**Date: October 01, 2004**