

FURTHER TO BUSINESS EXCELLENCE ADVISORY BOARD #2/05
To be held Friday, April 15, 2005

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LISTED ON AGENDA AS REPORT TO FOLLOW

8.3 2004 YEAR END FINANCIAL PROGRESS REPORT

85-91

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #2/05, April 15, 2005

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

RE: 2005 OPERATING AND CAPITAL BUDGET

KEY ISSUE

2005 Operating and Capital Budget, recommended for approval.

RECOMMENDATION

THE BOARD RECOMMENDS TO THE AUTHORITY THAT WHEREAS the Conservation Authorities Act (CA Act) provides that a conservation authority, in establishing its annual levy, shall have the power to determine the proportion of total benefit of any project afforded to all participating municipalities that is afforded to each of them;

THEREFORE LET IT BE RESOLVED THAT, subject to such regulations under the CA Act as may be approved by the Lieutenant-Governor-in-Council:

- (i) all participating municipalities be designated as benefiting for all projects included in the 2005 Operating Budget;**
- (ii) Toronto and Region Conservation Authority's (TRCA) share of the cost of the programs included in the 2005 Operating Budget shall be raised from all participating municipalities as part of the General Levy;**
- (iii) the 2005 General Levy be apportioned to the participating municipalities in the proportion that the modified current value assessment of the whole is under the jurisdiction of the TRCA, unless otherwise provided in the levy or a project;**
- (iv) the appropriate TRCA officials be directed to advise the participating municipalities, pursuant to the Conservation Authorities Act and the regulations made thereunder, to levy the said municipalities the amount of the General Levy set forth in the 2005 Operating Budget, and to levy the said municipalities the amount of the Capital Levy set forth in the 2005 Capital Budget and in the approved projects of the TRCA;**

THAT, subject to finalization of the participating municipalities' apportioned levy amounts, the 2005 Operating and Capital Budget, and all projects therein, be adopted;

THAT staff be authorized to amend the 2005 Operating and Capital Budget to reflect actual 2005 provincial grant allocations in order to determine the amount of matching levy governed by regulation;

THAT except where statutory or regulatory requirements provide otherwise, staff be authorized to enter into agreements with private sector or government agencies for the undertaking of projects which are of benefit to the TRCA and funded by a sponsor;

AND FURTHER THAT, as required by Ontario Regulations 139/96 and 231/97, this recommendation and the accompanying budget document, including the schedule of matching and non-matching levies, be approved by recorded vote.

RATIONALE

Approval of the operating and capital budgets each year is part of the TRCA's financial management and business planning process.

The 2005 Operating and Capital Budget is submitted for consideration of the Authority. On April 15, 2005, staff will make a presentation explaining the major issues identified as part of the 2005 budget process.

The capital budget is being finalized. The capital budget will be available at the April 15th meeting and staff will provide a presentation explaining the various projects.

Municipal Approval Status

As the Members are aware, staff prepare preliminary estimates in the summer and fall of each year for submission to TRCA's municipal funding partners. Staff meet with municipal staff as required by the budget processes followed by each major participating municipality. Presentations are made to municipal finance staff and the Committees and Councils of the funding partners as required.

In the fall of 2004, the Authority approved an operating levy increase guideline of 6%, reflecting the need to address salary and wage pressures as well as increased utility costs and other inflationary pressure. In December of 2004, the Province of Ontario approved a regulation which created a new category of conservation lands which would be eligible for exemption from property taxes. Staff has submitted to the province applications for lands to be exempt. This exemption had the effect of changing the application of the municipal levy. Overall, the levy increase is 3.1%.

The following summarizes the status of the discussions and submissions as of April 6, 2005:

City of Toronto

The capital and operating funding included in the TRCA budget has been approved by the City Council.

Regional Municipality of Peel

The capital and operating funding included in the TRCA budget has been approved by Regional Council.

Regional Municipality of York

The capital and operating funding included in the TRCA budget has been approved by Regional Council.

Regional Municipality of Durham

The capital and operating funding included in the TRCA budget has been approved by Regional Council.

Township of Adjala-Tosorontio

The Township has been advised of the TRCA's levy request. Staff has met with representatives of the township. Approval of the TRCA levy is anticipated.

Town of Mono

The Town has been advised of the TRCA's levy request. In the past, the town has not requested a meeting with TRCA staff concerning the levy.

Provincial Legislation

By regulation, the TRCA has provided 30 days written notice to its member municipalities of the date of the meeting at which the Authority will approve the municipal levy. At the April 29, 2005, Authority meeting, a recorded vote on the budget recommendation including the non-matching municipal levy is required. The weighted voting procedure prescribed by regulation will be used.

Summary

Attached is a summary of the 2005 Operating Budget by major business unit. The 2005 Capital Budget summary will be available at the meeting. The provincial funding which is matched with levy has not been confirmed but is unlikely to change in any material way.

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

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Date: April 12, 2005

Attachments: 1



2005 OPERATING BUDGET

As submitted to the Business Excellence Advisory Board
April 15, 2005.

2005 Operating Budget

Gross Expenditures (Functional Unit)	Page Reference	2004 Budget \$	2004 Actual \$	2005 Budget \$	Year over Year % Chg.	Year over Year \$ Chg.	2005 over 2004 Change Notes
Finance and Business Development Division							
Administration	Page 8	1,787,200	1,668,207	2,053,200	14.9%	266,000	Downsview office lease annualized.
Rental Properties	Page 9	1,195,300	1,221,501	1,502,900	25.7%	307,600	ORC rentals program annualized.
Central Services	Page 10	313,300	353,423	302,000	-3.6%	(11,300)	
Property Services	Page 11	1,502,200	1,359,816	1,201,700	-20.0%	(300,500)	Property taxes exempted, staff added
Black Creek Pioneer Village	Page 12	4,123,200	4,035,693	4,173,100	1.2%	49,900	
Food Services	Page 13	976,300	974,969	1,090,300	11.7%	114,000	Cost of sales relating to higher revenue.
Vehicle & Equipment Reserve	Page 26		(61,133)	66,100	-	66,100	
		9,897,500	9,552,477	10,389,300	5.0%	782,600	
Watershed Management Division							
WM Divisional Management / EMS	Page 14	206,500	130,039	231,000	11.9%	24,500	
Development Services	Page 15	1,927,000	1,893,879	2,933,800	52.2%	1,006,800	Enviro. Assessments and Policy work increased.
Watershed Strategies	Page 16	1,390,900	1,407,933	1,378,700	-0.9%	(12,200)	
Resource Science	Page 17	2,046,400	2,115,984	3,152,700	54.1%	1,106,300	Introduction of Source Water protection program
Community Services Divisional Management	Page 18			206,000	-	206,000	New expenditure classification.
Environmental Services	Page 19	1,604,100	1,873,306	1,672,700	4.3%	68,600	
Enforcement	Page 20	451,700	453,424	479,400	6.1%	27,700	
Conservation Areas	Page 21	3,494,800	3,437,652	3,597,200	2.9%	102,400	
Kortright Centre for Conservation	Page 22	1,342,300	1,335,544	1,301,300	-3.1%	(41,000)	Reassignment of some staff.
		12,463,700	12,647,760	14,952,800	20.0%	2,489,100	
Office of the CAO							
Conservation Field Centres	Page 23	2,111,800	2,044,906	2,262,100	7.1%	150,300	New programming.
Corporate Management	Page 24	443,500	413,059	410,600	-7.4%	(32,900)	Director moved to Community Services.
Corporate Secretariat	Page 24	323,200	296,114	315,000	-2.5%	(8,200)	
Human Resources	Page 24	366,100	344,441	429,900	17.4%	63,800	Volunteer program added.
Customer Services	Page 24	247,400	259,965	259,600	4.9%	12,200	
Communications	Page 24	717,300	711,474	697,500	-2.8%	(19,800)	
Marketing	Page 24	Consolidated with Communicat			-		
Community Transformation Partnerships	Page 25	1,007,600	738,589	2,005,400	99.0%	997,800	New programming
		5,216,900	4,808,547	6,380,100	22.3%	1,163,200	
Expenditure Total		27,578,100	27,008,784	31,722,200	15.0%	4,144,100	

2005 Operating Budget - Final

	<u>2004 Budget</u> \$	<u>2004 Actual</u> \$	<u>2005 Budget</u> \$	<u>% Chg.</u>	<u>\$ Chg.</u>	<u>Change Notes</u>
Funding Sources:						
Program/User fees:						
Rental Properties	2,114,100	1,949,572	2,288,400	8.2%	174,300	ORC rentals programs annualized
Black Creek Pioneer Village	1,858,200	1,717,793	1,828,900	-1.6%	(29,300)	Filming budget reduced
Food Services	1,050,200	1,067,964	1,145,900	9.1%	95,700	Volume increases.
Development Services	1,740,000	2,304,998	2,229,500	28.1%	489,500	Fee budget reflective of 2004 actuals.
Environmental Services	1,098,200	1,913,729	1,183,500		85,300	
Conservation Areas	2,824,600	2,776,539	2,978,100	5.4%	153,500	User fee increases.
Kortright Centre for Conservation	1,098,100	1,058,965	1,080,900	-1.6%	(17,200)	
Conservation Field Centres Summary	1,340,600	1,312,189	1,494,400	11.5%	153,800	Fee and volume increases.
All Other Program/User fees	476,200	653,653	583,000	22.4%	106,800	
Reserves	193,000	(1,217,894)	196,700	1.9%	3,700	
CFGT - Living City	800,100	767,240	800,000	-0.0%	(100)	
CFGT - Flowthrough	680,200	671,767	237,700	-65.1%	(442,500)	Community Transformation funding sources reclassified.
Other Municipal	409,500	(114,489)	1,604,200	291.7%	1,194,700	New Dev.Services E.A. funding
Provincial	592,850	911,556	1,507,900	154.3%	915,050	New Source Water Protection program
Federal	664,650	1,105,299	1,090,600	64.1%	425,950	Community Transformation Partnership
Donations/Fundraising	462,500	461,051	465,400	0.6%	2,900	
Private	394,700	445,637	1,360,400	244.7%	965,700	Community Transformation Partnership
Adjust internal plant material charges in user fees	(317,000)	(829,841)	(735,100)	131.9%	(418,100)	Internal plant not budgeted in 04
Other						
Revenue total	17,480,700	16,955,728	21,340,400	22.1%	3,859,700	
Net Expenditures	10,097,400	10,053,057	10,381,800	2.8%	284,400	
Net Expenditures funded by:						
Provincial Transfer Payments	845,800	845,753	845,800			
Municipal Levy	9,251,600	9,249,315	9,536,000	3.1%	284,400	6% average increase less property tax credit.
Deficit / (Surplus)	0	(42,011)			(0)	

**TORONTO AND REGION CONSERVATION AUTHORITY
APPORTIONMENT OF 2005 FINAL OPERATING BUDGET LEVIES**

	< ----- 2005 GENERAL LEVY ----- >				2004 OPERATING LEVY *	Operating Change 05/04	
	LEVY EXCLUDING TAX ADJ.	TAX ADJUST.	TOTAL GENERAL LEVY	ROUGE PARK		\$	%
	\$	\$	\$		\$		
ADJALA-TOSORONTIO	712		712	8	685	27	3.9%
DURHAM	285,822	46,678	332,500	3,356	288,372	44,128	15.3%
TORONTO	6,334,470	10	6,334,480	74,376	6,240,710	93,770	1.5%
MONO	786	90	876	9	765	111	14.5%
PEEL	1,023,245	86,427	1,109,672	12,014	1,062,700	46,972	4.4%
YORK	1,706,494	51,266	1,757,760	20,037	1,658,368	99,392	6.0%
	9,351,529	184,471	9,536,000	109,800	9,251,600	284,400	3.1%
LEVIES ON HAND / SPECIAL							
	9,351,529	184,471	9,536,000	109,800	9,251,600	284,400	3.1%

* excludes Rouge Park levy

**TORONTO AND REGION CONSERVATION AUTHORITY
APPORTIONMENT OF 2005 LEVIES**

MATCHING* AND NON-MATCHING FORMAT

	----- OPERATING LEVY -----		TOTAL
	MATCHING*	NON-MATCHING	
	\$	\$	\$
ADJALA-TOSORONTIO	64	648	712
DURHAM	25,851	306,649	332,500
TORONTO	572,922	5,761,558	6,334,480
MONO	71	805	876
PEEL	92,548	1,017,124	1,109,672
YORK	154,344	1,603,416	1,757,760
	845,800	8,690,200	9,536,000

* Based on preliminary estimates of provincial funding.

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	% OF MUNICIP- ALITY IN AUTHORITY	CURRENT VALUE ASSESSMENT IN WATERSHED	TOTAL POPULATION	POPULATION IN AUTHORITY **
	\$(000's)		\$(000's)		
Township of Adjala-Tosorontio	1,033,534	4	41,341	10,082	403
Durham, Regional Municipality of	19,908,777	*	16,590,646	178,269	149,512
City of Toronto	367,686,396	100	367,686,396	2,481,494	2,481,494
Town of Mono	912,803	5	45,640	6,922	346
Peel, Regional Municipality of	138,872,933	*	59,394,605	988,948	435,112
York, Regional Municipality of	108,263,954	*	99,054,047	603,375	540,757
	<u>636,678,397</u>		<u>542,812,675</u>	<u>4,269,090</u>	<u>3,607,624</u>
ANALYSIS OF REGIONAL MUNICIPALITIES *					
Durham, Regional Municipality of					
Ajax, Town of	7,803,650	86	6,711,139	73,753	63,428
Pickering, Town of	9,973,069	95	9,474,416	87,139	82,782
Uxbridge Township	2,132,057	19	405,091	17,377	3,302
	<u>19,908,777</u>		<u>16,590,646</u>	<u>178,269</u>	<u>149,512</u>
Peel, Regional Municipality of					
Brampton, City	39,884,211	63	25,127,053	325,428	205,020
Mississauga, City of	91,710,206	33	30,264,368	612,925	202,265
Caledon, Town of	7,278,516	55	4,003,184	50,595	27,827
	<u>138,872,933</u>		<u>59,394,605</u>	<u>988,948</u>	<u>435,112</u>
York, Regional Municipality of					
Aurora, Town of	5,697,806	4	227,912	40,167	1,607
Markham, Town of	35,200,675	100	35,200,675	208,615	208,615
Richmond Hill, Town of	21,231,922	99	21,019,603	132,030	130,710
Vaughan, Town of	39,841,676	100	39,841,676	182,022	182,022
Whitchurch-Stouffville, Town of	3,358,117	43	1,443,990	22,008	9,463
King Township	2,933,758	45	1,320,191	18,533	8,340
	<u>108,263,954</u>		<u>99,054,047</u>	<u>603,375</u>	<u>540,757</u>

** As provided by the Ministry of Municipal Affairs.

* Based on 2001 Census data from Statistics Canada

THE TORONTO AND REGION CONSERVATION AUTHORITY

2005 LEVY APPORTIONMENT

MUNICIPALITY	MODIFIED CURRENT VALUE ASSESSMENT IN WATERSHED \$(000's)	2005 GENERAL LEVY PROPORTIONATE FACTOR	2004 GENERAL LEVY PROPORTIONATE FACTOR
ADJALA-TOSORONTIO	41,341	0.00762%	0.00752%
DURHAM, REGIONAL MUNICIPALITY OF			
Ajax	6,711,139		
Pickering	9,474,416		
Uxbridge	<u>405,091</u>		
	16,590,646	3.05642%	3.01505%
CITY OF TORONTO	367,686,396	67.73725%	68.45022%
TOWN OF MONO	45,640	0.00841%	0.00839%
PEEL, REGIONAL MUNICIPALITY OF			
Brampton	25,127,053		
Mississauga	30,264,368		
Caledon	<u>4,003,184</u>		
	59,394,605	10.94201%	10.74822%
YORK, REGIONAL MUNICIPALITY OF			
Aurora	227,912		
Markham	35,200,675		
Richmond	21,019,603		
Vaughan	39,841,676		
Whitchurch - Stouffville	1,443,990		
King	<u>1,320,191</u>		
	<u>99,054,047</u>	<u>18.24829%</u>	<u>17.77060%</u>
	<u>542,812,675</u>	<u>100.00000%</u>	<u>100.00000%</u>

TORONTO AND REGION CONSERVATION AUTHORITY**Full-time Equivalents of staffing in 2005 Final Budget**

	FULL-TIME		Seasonal, Part-time, Contract		TOTAL FTE's	
	2004	2005	2004	2005	2004	2005
Finance & Business Development	76.9	80.8	51.1	51.2	128.0	132.0
Watershed Management	109.5	140.9	59.3	49.4	168.8	190.4
Office of the CAO	44.5	51.4	10.1	10.3	54.6	61.7
Total operating	<u>230.9</u>	<u>273.1</u>	<u>120.5</u>	<u>111.0</u>	<u>351.4</u>	<u>384.0</u>
Capital *	<u>69.1</u>	<u>77.9</u>	<u>24.9</u>	<u>16.5</u>	<u>94.0</u>	<u>94.4</u>
TOTAL STAFFING	<u>300.0</u>	<u>351.0</u>	<u>145.4</u>	<u>127.5</u>	<u>445.4</u>	<u>478.5</u>

* 2005 capital staffing is still in progress until detailed capital budget completed.

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

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

ACTIVITY: Administration

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Financial Services	768,700	755,104	795,600	3.5%	26,900
Office Services	886,100	860,780	938,000	5.9%	51,900
Information Technology	309,600	252,803	474,800	53.4%	165,200
GIS	222,800	273,740	294,800	32.3%	72,000
Project Surcharge	(400,000)	(474,220)	(450,000)	12.5%	(50,000)
Expenditure Total	1,787,200	1,668,207	2,053,200	14.9%	266,000
Funding Sources:					
Program/User fees	366,000	388,014	408,000	11.5%	42,000
Reserves	18,000		20,000	11.1%	2,000
CFGT - Living City					
CFGT - Flowthrough					
Municipal					
Provincial	50,000	30,000	20,000	-60.0%	(30,000)
Federal					
Donations/Fundraising					
Private		4,799			
-					
-					
Revenue Total	434,000	422,813	448,000	3.2%	14,000
Net Expenditures	1,353,200	1,245,394	1,605,200	18.6%	252,000

Comments:

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

Finance: Clerk converted from part-time to full-time

Office Services: Records Assistant and Downsview office costs annualized

Info Technology: Technician, Database Admin. positions annualized

GIS: Higher volume/internal charges. No provincial revenue in 2005.

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

DIVISION: Finance and Business Development **Page 9**

ACTIVITY: Rental Properties

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Basic Rentals	567,100	590,875	662,200	16.8%	95,100
ORC Rentals	517,500	543,471	738,000	42.6%	220,500
Special Agreements	110,700	87,154	102,700	-7.2%	(8,000)
				-	
				-	
				-	
				-	
				-	
				-	
Expenditure Total	<u>1,195,300</u>	<u>1,221,501</u>	<u>1,502,900</u>	25.7%	<u>307,600</u>
Funding Sources:					
Program/User fees	2,114,100	1,949,572	2,288,400	8.2%	174,300
Reserves				-	
CFGT - Living City				-	
CFGT - Flowthrough				-	
Municipal		10,415		-	
Provincial				-	
Federal	5,000		5,000	-	
Donations/Fundraising				-	
Private				-	
-				-	
-				-	
Revenue total	<u>2,119,100</u>	<u>1,959,987</u>	<u>2,293,400</u>	8.2%	<u>174,300</u>
Net Expenditures	<u>(923,800)</u>	<u>(738,486)</u>	<u>(790,500)</u>	-14.4%	<u>133,300</u>

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**

DIVISION: Finance and Business Development **Page 11**

ACTIVITY: Property & Taxes

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Property Services	582,000	535,054	697,700	19.9%	115,700
CLM (Taxes & Insurance)	822,400	728,538	434,000	-47.2%	(388,400)
Conservation Land Planning	97,800	96,225	70,000	-28.4%	(27,800)
				-	
				-	
				-	
				-	
				-	
				-	
Expenditure Total	<u>1,502,200</u>	<u>1,359,816</u>	<u>1,201,700</u>	<u>-20.0%</u>	<u>(300,500)</u>
Funding Sources:					
Program/User fees				-	
Reserves		(875,291)		-	
CFGT - Living City	60,000	65,000	60,000		
CFGT - Flowthrough				-	
Municipal				-	
Provincial		60,151		-	
Federal				-	
Donations/Fundraising				-	
Private	55,000	134,587	85,000	54.5%	30,000
-				-	
-				-	
Revenue Total	<u>115,000</u>	<u>(615,553)</u>	<u>145,000</u>	<u>26.1%</u>	<u>30,000</u>
Net Expenditures	<u>1,387,200</u>	<u>1,975,369</u>	<u>1,056,700</u>	<u>-23.8%</u>	<u>(330,500)</u>

Comments:

Major 05 over 04 Changes (in addition to economic factors):
 New Real Estate Coordinator and Senior Property Agent budgeted.
 Property taxes lower due to exemption. 2004 secondment costs not repeated in 2005.
 Conservation Land Planning moved from Resource Science to this program for 2005 budget.

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

DIVISION: Finance and Business Development

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ACTIVITY: Black Creek Pioneer Village

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Program Management	249,100	240,950	233,200	-6.4%	(15,900)
Curatorial	270,800	282,090	311,000	14.8%	40,200
Photography		354		-	
Interpretative Programming	1,244,600	1,250,197	1,301,400	4.6%	56,800
Special Events	76,300	88,244	46,700	-38.8%	(29,600)
Heritage Education	246,000	235,286	246,900	0.4%	900
Building Maintenance	960,800	994,578	1,048,900	9.2%	88,100
Admissions	126,600	124,052	144,100	13.8%	17,500
Giftshop	411,600	389,499	401,200	-2.5%	(10,400)
Marketing and Sponsorships	537,400	430,442	439,700	-18.2%	(97,700)
Expenditure Total	<u>4,123,200</u>	<u>4,035,693</u>	<u>4,173,100</u>	1.2%	<u>49,900</u>
Funding Sources:					
Program/User fees	1,858,200	1,717,793	1,828,900	-1.6%	(29,300)
Reserves				-	
CFG T - Living City				-	
CFG T - Flowthrough	33,000	25,769		-100.0%	(33,000)
Municipal				-	
Provincial	302,000	275,335	197,000	-34.8%	(105,000)
Federal		5,000		-	
Donations/Fundraising	57,500	50,792	55,000	-4.3%	(2,500)
Private		23,271		-	
-				-	
-				-	
Revenue Total	<u>2,250,700</u>	<u>2,097,959</u>	<u>2,080,900</u>	-7.5%	<u>(169,800)</u>
Net Expenditures	<u>1,872,500</u>	<u>1,937,733</u>	<u>2,092,200</u>	11.7%	<u>219,700</u>

Comments:

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

Special Events: 2004 test Music Festival offerings budgeted differently in 2005

Special Provincially funded SARS promotion not repeated in 2005.

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

DIVISION: Finance and Business Development **Page 13**

ACTIVITY: Food Services

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Weddings: Sales Costs & Revenue	300,600	277,467	365,700	21.7%	65,100
Corporate Events: Sales Costs/Revenue	435,900	440,009	467,600	7.3%	31,700
Banquet Costs & Internal Functions	73,300	100,370	82,900	13.1%	9,600
Visitor Services	166,500	161,173	174,100	4.6%	7,600
Equipment		(4,050)			
Expenditure Total	<u>976,300</u>	<u>974,969</u>	<u>1,090,300</u>	11.7%	<u>114,000</u>
Funding Sources:					
Program/User fees	1,050,200	1,067,964	1,145,900	9.1%	95,700
Reserves		(4,050)			
CFGT - Living City					
CFGT - Flowthrough					
Municipal					
Provincial					
Federal					
Donations/Fundraising					
Private					
-					
-					
Revenue Total	<u>1,050,200</u>	<u>1,063,914</u>	<u>1,145,900</u>	9.1%	<u>95,700</u>
Net Expenditures	<u>(73,900)</u>	<u>(88,945)</u>	<u>(55,600)</u>	<u>-24.8%</u>	<u>18,300</u>

Comments:
Major 05 over 04 Changes (in addition to economic factors):
Volume increase with associated costs projected.

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

DIVISION: Watershed Management **Page 14**

ACTIVITY: WM Divisional Management / EMS

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Divisional Management	155,300	81,190	176,000	18.3%	28,400
Environmental Management Syster	51,200	48,849	55,000	5.5%	2,800
				-	
				-	
				-	
				-	
				-	
				-	
				-	
Expenditure Total	<u>206,500</u>	<u>130,039</u>	<u>231,000</u>	15.1%	<u>31,200</u>
Funding Sources:					
Program/User fees		8,947		-	
Reserves				-	
CFGT - Living City				-	
CFGT - Flowthrough				-	
Municipal			15,000	-	
Provincial				-	
Federal				-	
Donations/Fundraising		149		-	
Private				-	
-				-	
-				-	
Revenue Total		<u>9,097</u>	<u>15,000</u>	-	
Net Expenditures	<u>206,500</u>	<u>120,942</u>	<u>216,000</u>	15.1%	<u>31,200</u>

Comments:
 Major 05 over 04 Changes (in addition to economic factors):
 Admin. Assistant position restored in 2005
 New revenue of \$15K from RAP MOU in 2005

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

DIVISION: Watershed Management **Page 15**

ACTIVITY: Development Services

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Planning Services	655,000	803,235	680,300	3.9%	25,300
Regulation Services	612,300	726,606	594,300	-2.9%	(18,000)
Solicitor/Realtor Enquiries	46,400	46,707	48,800	5.2%	2,400
Policy, Research and Special Proje	267,200	86,059	497,100	86.0%	229,900
Hearings	175,000	231,272	225,000	28.6%	50,000
Environmental Assessment	171,100		888,300	419.2%	717,200
				-	
				-	
				-	
				-	
Expenditure Total	<u>1,927,000</u>	<u>1,893,879</u>	<u>2,933,800</u>	52.2%	<u>1,006,800</u>
Funding Sources:					
Program/User fees	1,740,000	2,304,998	2,229,500	28.1%	489,500
Reserves				-	
CFGT - Living City				-	
CFGT - Flowthrough				-	
Municipal	99,800	15,794	930,300	832.2%	830,500
Provincial	15,000	2,895	23,900	59.3%	8,900
Federal	40,000	27,763	46,900	17.3%	6,900
Donations/Fundraising				-	
Private				-	
-				-	
-				-	
Revenue Total	<u>1,894,800</u>	<u>2,351,450</u>	<u>3,230,600</u>	70.5%	<u>1,335,800</u>
Net Expenditures	<u>32,200 (457,571) (296,800) -1022% (329,000)</u>				

Comments:

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

Planning: annualize several 2004 partial year positions.

New fee structure generating considerably higher revenues.

Policy development and Environmental Assessment work considerably accelerated utilizing special additional funding.

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

DIVISION: Watershed Management **Page 16**

ACTIVITY: Watershed Strategies

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Don River	211,800	181,067	197,100	-6.9%	(14,700)
Humber River	279,400	314,775	345,800	23.8%	66,400
Rouge River	400,000	400,000	400,000		
Highland Creek	37,800	32,871	20,000	-47.1%	(17,800)
Etobicoke - Mimico Creek	269,300	327,523	315,400	17.1%	46,100
Duffins Creek	251,600	234,638	213,600	-15.1%	(38,000)
Oak Ridges Moraine	153,500	109,849	117,900	-23.2%	(35,600)
Waterfront Strategy			61,100	-	61,100
For RAP MOU actuals		0		-	
Portion funded from Capital	(212,500)	(192,790)	(292,200)	37.5%	(79,700)
				-	
Expenditure Total	<u>1,390,900</u>	<u>1,407,933</u>	<u>1,378,700</u>	-0.9%	<u>(12,200)</u>
Funding Sources:					
Program/User fees				-	
Reserves				-	
CFGT - Living City	125,000	125,000	125,000		
CFGT - Flowthrough		86,490	45,000	-	45,000
Municipal	65,000	7,373		-100.0%	(65,000)
Provincial	41,250	104,434	50,000	21.2%	8,750
Federal	41,250	73,678	50,000	21.2%	8,750
Donations/Fundraising	400,000	400,346	400,000		
Private	59,300	27,649	267,200	350.6%	207,900
-				-	
-				-	
Revenue Total	<u>731,800</u>	<u>824,971</u>	<u>937,200</u>	28.1%	<u>205,400</u>
Net Expenditures	<u>659,100</u>	<u>582,963</u>	<u>441,500</u>	-33.0%	<u>(217,600)</u>

Comments:

Major 05 over 04 Changes (in addition to economic factors):
 Portion of existing Waterfront staff budget here in 2005 to reflect similarity of work.
 Some reallocating of resources to priority areas.
 Additional revenue sources anticipated.
 ORM: self-funded CA Coalition activity restored to average level in 2005.

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

DIVISION: Watershed Management

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ACTIVITY: Resource Science

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Program Management	226,300	193,565	292,700	29.3%	66,400
Conservation Land Planning	Moved to Property & Taxes			-	
Archaeology	110,200	247,622	175,000	58.8%	64,800
Special Projects	100,000	112,353	100,000		
Natural Heritage	359,200	379,466	423,800	18.0%	64,600
Water Management	686,900	689,687	712,800	3.8%	25,900
Flood Forecasting & Warning	221,000	154,025	158,700	-28.2%	(62,300)
Op. & Maintenance of Dams, Channels and Water Control Structures	342,800	339,265	373,400	8.9%	30,600
Source Water Protection			916,300	-	916,300
				-	
				-	
Expenditure Total	<u>2,046,400</u>	<u>2,115,984</u>	<u>3,152,700</u>	54.1%	<u>1,106,300</u>
Funding Sources:					
Program/User fees	110,200	247,622	175,000	58.8%	64,800
Reserves				-	
CFGT - Living City	65,000	60,000	65,000		
CFGT - Flowthrough				-	
Municipal	25,000	5,766	152,000	508.0%	127,000
Provincial	115,000	150,160	900,000	682.6%	785,000
Federal	25,000	17,252	25,000		
Donations/Fundraising				-	
Private		361		-	
-				-	
-				-	
Revenue Total	<u>340,200</u>	<u>481,161</u>	<u>1,317,000</u>	287.1%	<u>976,800</u>
Net Expenditures	<u>1,706,200</u>	<u>1,634,823</u>	<u>1,835,700</u>	7.6%	<u>129,500</u>

Comments:

Major 05 over 04 Changes (in addition to economic factors):
 New provincially funded Source Water Protection program commenced.
 Admin: New Director of Urban Ecology position annualized.
 Planning moved to Property & Taxes budget.
 Archaeology: self-funded program budgeted more completely.
 Natural Heritage: partial year Planning Ecologist charged here.
 Water Management: several 2004 positions annualized.
 Flood Warning: some outside technical services costs reduced.

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

DIVISION: Watershed Management

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ACTIVITY: Environmental Services

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Program Management	272,100	436,167	476,900	75.3%	204,800
Plant Propagation	381,200	464,159	423,100	11.0%	41,900
Planting and Special Projects	533,900	947,350	767,700	43.8%	233,800
Asian Longhorned Beetle	416,900	496,281	423,100	1.5%	6,200
Internal Recoveries		(470,651)	(418,100)	-	(418,100)
				-	
				-	
				-	
				-	
				-	
Expenditure Total	<u>1,604,100</u>	<u>1,873,306</u>	<u>1,672,700</u>	4.3%	<u>68,600</u>
Funding Sources:					
Program/User fees	1,098,200	1,913,729	1,183,500	7.8%	85,300
Reserves		(308,300)		-	
CFGT - Living City	200,000	200,000	200,000		
CFGT - Flowthrough	11,800	52,829	11,800		
Municipal	185,400	(203,157)	304,200	64.1%	118,800
Provincial	39,600	223,122	61,500	55.3%	21,900
Federal	420,500	750,042	423,100	0.6%	2,600
Donations/Fundraising				-	
Private			50,000	-	50,000
Internal Recoveries	(317,000)	(829,841)	(735,100)	131.9%	(418,100)
-				-	
Revenue Total	<u>1,638,500</u>	<u>1,798,424</u>	<u>1,499,000</u>	-8.5%	<u>(139,500)</u>
Net Expenditures	<u>(34,400)</u>	<u>74,882</u>	<u>173,700</u>	<u>-604.9%</u>	<u>208,100</u>

Comments:

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

Prog Management: Inland Fill and West Nile costs and revenue new to 2005 budget.

Special projects: more self-funded projects anticipated

Staff added to federally funded Asian Longhorn Beetle Program

Internal recoveries: 2005 budget better reflects actuals than 2004 budget.

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

DIVISION: Watershed Management Page 21

ACTIVITY: Conservation Areas

	2004 Budget \$	2004 Actuals \$	2005 Budget \$	% Chg.	\$ Chg.
Expenditures:					
General Operations	587,900	606,722	513,600	-12.6%	(74,300)
<u>West Zone</u>					
West Zone Administration	121,000	123,634	121,400	0.3%	400
Albion Hills	577,800	598,133	630,000	9.0%	52,200
Glen Haffy	222,800	181,049	221,700	-0.5%	(1,100)
Indian Line	427,400	374,628	443,800	3.8%	16,400
Boyd	209,500	208,779	227,100	8.4%	17,600
Heart Lake	268,800	267,603	281,100	4.6%	12,300
<u>East Zone</u>					
East Zone Administration	93,900	93,812	104,900	11.7%	11,000
Bruce's Mill	332,200	337,360	361,100	8.7%	28,900
Petticoat Creek	340,800	358,434	346,400	1.6%	5,600
<u>Land Management</u>					
East Zone:	138,000	117,871	167,900	21.7%	29,900
West Zone:	149,700	147,617	153,200	2.3%	3,500
Major Maintenance	25,000	22,012	25,000		
Expenditure Total	3,494,800	3,437,652	3,597,200	2.9%	102,400
Funding Sources:					
Authority Generated	2,824,600	2,776,539	2,978,100	5.4%	153,500
Reserves		4,993	5,000		5,000
CFGT - Living City		9,445			
CFGT - Flowthrough					
Municipal	5,000			-100.0%	(5,000)
Provincial					
Federal		19,427			
Donations/Fundraising		6,535			
Private					
-					
Revenue Total	2,829,600	2,816,941	2,983,100	5.4%	153,500
Net Expenditures	665,200	620,711	614,100	-7.7%	(51,100)

Comments:

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

Revenue:

Increase General Operations Conservation Journeys revenue in line with 2004 act
Increased AH Winter program revenue to reflect actuals.
Addition of HL Enviro Picnic budget, new program to HL.
Increased HL Day Use revenue in line with 2004 actuals.
Additional BM revenue for new programming for mountain biking and day camps.
Increased BM Day use revenue in line with 2004 actuals.
Addition of PC snack bar budget.

Expenses:

Wage increases for incremental increases, COLA, reclassification and transfers.
Vehicle and equipment rate increases.
Increased AH winter expenses to reflect actuals.
Addition of HL Enviro Picnic budget.
Addition of PC snack bar budget.
Addition of Nursery staff to CA for hazard tree removal.

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

DIVISION: Watershed Management **Page** 22
GROUP:
ACTIVITY: Kortright Centre for Conservation

	2004 BUDGET	2004 Actuals	2005 BUDGET	% CHG.	\$ CHG.
	\$	\$	\$		
<u>Expenditures:</u>					
Administration	118,500	101,051	112,100	-5.4%	(6,400)
Grounds	125,800	277,832	119,800	-4.8%	(6,000)
Buildings	164,300	132,574	155,500	-5.4%	(8,800)
General Programs	63,600	70,619	51,700	-18.7%	(11,900)
Day Use	38,550	14,847	71,400	85.2%	32,850
Public Programs	37,750	42,916	34,800	-7.8%	(2,950)
Education Programs	287,800	285,907	291,800	1.4%	4,000
Cafe	74,900	87,505	85,100	13.6%	10,200
Gift Shop	75,800	83,328	92,900	22.6%	17,100
Maple Syrup Program	233,600	232,364	233,400	-0.1%	(200)
All other Programs	121,700	6,600	52,800	-56.6%	(68,900)
				-	
				-	
Expenditure Total	1,342,300	1,335,544	1,301,300	-3.1%	(41,000)
<u>Funding Sources:</u>					
User fees by program Component:					
User Fees	1,098,100	1,058,965	1,080,900	-3.4%	(36,800)
Reserves				-	
CFG T - Living City	100,000	100,000	100,000		
CFG T - Flowthrough	21,500	169,275		-100.0%	(21,500)
Municipal				-	
Provincial		2,059		-	
Federal				-	
Donations/Fundraising		2,775		-	
Private				-	
-				-	
Revenue Total	1,219,600	1,333,074	1,180,900	-3.2%	(38,700)
Net Expenditures	122,700	2,470	120,400	-1.9%	(2,300)

Comments:

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

Energy program Coordinator not filled, net of some seasonal staff backfilling. Lead Hand position moved to CA's.

Energy Program revenue reduced to more modest target.

Delete Foundation Endowment Interest Revenue.

Reduced Foundation Transfer to actual.

Labourer position transferred to East Zone.

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

DIVISION: Office of the CAO **Page 23**

ACTIVITY: Conservation Field Centres

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Program Management	111,100	111,826	134,000	20.6%	22,900
Education Support Services	217,600	213,206	252,700	16.1%	35,100
Albion Hills	649,600	595,854	670,300	3.2%	20,700
Claremont	517,200	512,201	600,300	16.1%	83,100
Lake St. George	616,300	611,820	604,800	-1.9%	(11,500)
				-	
				-	
				-	
				-	
				-	
Expenditure Total	<u>2,111,800</u>	<u>2,044,906</u>	<u>2,262,100</u>	7.1%	<u>150,300</u>
Funding Sources:					
Program/User fees	1,340,600	1,312,189	1,494,400	11.5%	153,800
Reserves	60,000	25,886	(2,000)	-103.3%	(62,000)
CFG T - Living City	200,000	200,000	250,000	25.0%	50,000
CFG T - Flowthrough	119,000	107,539	116,500	-2.1%	(2,500)
Municipal	10,000	25,000	16,000	60.0%	6,000
Provincial		1,250		-	
Federal		7,808		-	
Donations/Fundraising	5,000	150	10,400	108.0%	5,400
Private				-	
-				-	
-				-	
Revenue Total	<u>1,734,600</u>	<u>1,679,822</u>	<u>1,885,300</u>	8.7%	<u>150,700</u>
Net Expenditures	<u>377,200</u>	<u>365,084</u>	<u>376,800</u>	-0.1%	<u>(400)</u>

Comments:

Major 05 over 04 Changes (in addition to economic factors):
 Partial year Admin. Assistant and Sales Assistant proposed
 New self funded prgrams: Investigating Living City Spaces, Education Volunteers
 Major Maintenance needs at Claremont.
 Some fees increased, Lake St. George Dormitory utilization increased

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

DIVISION: Office of the CAO

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ACTIVITY: CAO Programs

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Corporate Management	443,500	413,059	410,600	-7.4%	(32,900)
Corporate Secretariat	323,200	296,114	315,000	-2.5%	(8,200)
Human Resources	366,100	344,441	429,900	17.4%	63,800
Customer Services	247,400	259,965	259,600	4.9%	12,200
Communications	717,300	711,474	697,500	-2.8%	(19,800)
Marketing	Consolidated with Communications			-	-
				-	-
				-	-
				-	-
				-	-
Expenditure Total	<u>2,097,500</u>	<u>2,025,053</u>	<u>2,112,600</u>	0.7%	<u>15,100</u>
Funding Sources:					
Program/User fees		9,069		-	-
Reserves	115,000		107,600	-6.4%	(7,400)
CFGT - Living City				-	-
CFGT - Flowthrough		33,000		-	-
Municipal				-	-
Provincial		30,000		-	-
Federal		25,000		-	-
Donations/Fundraising				-	-
Private		127,288		-	-
-				-	-
-				-	-
Revenue Total	<u>115,000</u>	<u>224,357</u>	<u>107,600</u>	-6.4%	<u>(7,400)</u>
Net Expenditures	<u>1,982,500</u>	<u>1,800,696</u>	<u>2,005,000</u>	1.1%	<u>22,500</u>

Comments:

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

Corp Management: partial year new Director moved to Community Services budget.

Human Resources: Volunteer Coordinator and HR clerk added net of Safety Officer vacancy

Corp. Communications: some 2004 promotional initiatives not repeated in 2005.

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

DIVISION: Office of the CAO

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ACTIVITY: Community Transformation Partnerships (LCC at Kortright)

	<u>2004</u> <u>BUDGET</u> \$	<u>2004</u> <u>Actuals</u> \$	<u>2005</u> <u>BUDGET</u> \$	<u>% CHG.</u>	<u>\$ CHG.</u>
Expenditures:					
Development, Management & Communication	394,800	153,577	645,400	63.5%	250,600
Mayors' Megawatt Challenge	49,700	23,600	180,400	263.0%	130,700
Mayors' Green Building Challenge			49,100	-	49,100
Greening Health Care	152,400	55,670	219,800	44.2%	67,400
Home Energy Clinic	192,000		293,000	52.6%	101,000
Sustainable Communities Charette	40,000		68,800	72.0%	28,800
Greening the Urban Village, CMHC Proposal	28,700		5,100	-82.2%	(23,600)
Regional Clean Air Plan, (CAP Project)	40,000			-100.0%	(40,000)
OCETA	10,000		171,900	1619.0%	161,900
GTA Quest	100,000		150,000	50.0%	50,000
Enerlife Projects		5,294		-	
Sustainable Schools			73,400	-	73,400
All Others		500,448	148,500	-	148,500
Expenditure Total	<u>1,007,600</u>	<u>738,589</u>	<u>2,005,400</u>	<u>99.0%</u>	<u>997,800</u>
Funding Sources:					
Program/User fees				-	
Reserves				-	
CFGT - Living City	50,100	17,240		-100.0%	(50,100)
CFGT - Flowthrough	494,900	187,420	64,400	-87.0%	(430,500)
Municipal	19,300	24,320	186,700	867.4%	167,400
Provincial	30,000	32,150	255,500	751.7%	225,500
Federal	132,900	179,329	540,600	306.8%	407,700
Donations/Fundraising		303		-	
Private	280,400	127,682	958,200	241.7%	677,800
-				-	
-				-	
Revenue Total	<u>1,007,600</u>	<u>568,444</u>	<u>2,005,400</u>	<u>99.0%</u>	<u>997,800</u>
			<u>706,870</u>		
Net Expenditures		<u>170,145</u>		<u>-</u>	

Comments:

Major 05 over 04 Changes (those in addition to economic factors):
Expansion into Sustainable Schools programming (with offsetting revenue)
Various fine-tuning of programs

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

DIVISION: Finance and Business Development **Page 26**

ACTIVITY: Vehicle & Equipment

	<u>2004 Budget</u>	<u>2004 Actuals</u>	<u>2005 Budget</u>	<u>% Chg.</u>	<u>\$ Chg.</u>
Expenditures:					
Fuel, Maintenance & Repairs	396,100	443,588	423,800	7.0%	27,700
Vehicle Purchases - New				-	
Vehicle Purchases - Replacement	213,700	152,751	224,400	5.0%	10,700
Equipment Purchases - New	4,500	9,334	5,000	11.1%	500
Equipment Purchases - Replacement	110,000	124,543	181,600	65.1%	71,600
Equipment Disposal Proceeds	(36,100)	(47,529)	(33,000)	-8.6%	3,100
Internal Recoveries	(688,200)	(743,820)	(735,700)	6.9%	(47,500)
				-	
				-	
				-	
				-	
Expenditure Total		<u>(61,133)</u>	<u>66,100</u>	-	<u>66,100</u>
Funding Sources:					
Program/User fees				-	
Reserves		(61,133)	66,100	-	66,100
CFGT - Living City				-	
CFGT - Flowthrough				-	
Municipal				-	
Provincial				-	
Federal				-	
Donations/Fundraising				-	
Private				-	
-				-	
-				-	
Revenue Total		<u>(61,133)</u>	<u>66,100</u>	-	<u>66,100</u>
Net Expenditures		<u>0</u>			

Comments:

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

Normal rate of replacements plus replacement of boat used for fish program (electroshocking for which the leaking problem has become beyond repair.

TO: Chair and Members of the Business Excellence Advisory Board
Meeting #2/05, April 15, 2005

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

RE: 2004 YEAR END FINANCIAL PROGRESS REPORT

KEY ISSUE

Provides information on the Toronto and Region Conservation Authority's (TRCA) financial performance to December 31, 2004, in relation to the 2004 approved budget.

RECOMMENDATION

IT IS RECOMMENDED THAT the Financial Progress Report dated December 31, 2004, be received.

BACKGROUND

As part of TRCA's financial management process, staff provide to the Business Excellence Advisory Board on a regular basis financial progress reports which compare actual financial performance to the annual budget.

RATIONALE

Attached is a high level summary of actual variances from budget as of December 31, 2004. The 2004 draft Audited Financial Statements are included on the agenda as a separate communication.

Operating Variances:

The 2004 actual operating results, as compared to the 2004 budget, produced a modest surplus of \$42,011. On page one of the attachment are variances in terms of net expenditures. Of note are the following:

- Black Creek Pioneer Village had a revenue shortfall of about \$140,000 primarily due to less visitation and fewer film shoots than budgeted. This was offset partially by expenditure reductions of \$87,500 and additional food services revenue of about \$15,000 but still resulted in a net shortfall of about \$50,000.
- Environmental Services was overspent by \$269,000 due to special projects which were fully funded by revenues; a number of positions were gapped.
- Conservation Areas campgrounds and Kortright Centre for Conservation (KCC) had reduced revenues due to weather and for KCC the energy program, but were able to reduce expenditures to ensure net results were substantially on budget.
- Finance and Business Development and Watershed Management administration costs were under budget due to gapping.
- Development Services deferred some expenditures, about \$33,000, and revenues exceeded budget by about \$565,000 as the new planning fee schedule has been fully implemented.
- Higher than anticipated maintenance costs for rental properties and lower rental revenues due to vacancies and a poor summer at Wild Water Kingdom were partially offset by successful property tax appeals and gapping in Property section.
- Recoveries exceeded expenditures for the vehicle and equipment program.

While the operating surplus was modest, 2004 was a very successful year financially enabling about \$1.25 million to be transferred to reserves. Members will recall that staff were directed to increase reserve contributions to achieve a target of \$2.5 million. Action taken in 2004 raises operating contingency reserves to about \$1.8 million from \$900,000 in 2003.

Capital Variances:

The 2004 capital budget called for a surplus of \$100,000 to reduce the cumulative land acquisition deficit. The actual capital results were at the break even level. Significant variances are as follows:

- Waterfront land acquisition was budgeted for \$3 million but the major transaction did not occur; the balance of land securement totalling \$1 million was achieved primarily because of \$650,000 in donations under the ecological gifts of lands program.
- Infrastructure projects were generally underspent; BCPV event pavilion expenditures delayed into 2005, drinking water system upgrades and campground improvements at Albion Hills, as well as nursery building were deferred to 2005.
- A significant number of environmental project initiatives within larger projects were deferred including Toronto Remedial Action Plan projects and Peel natural heritage projects.
- Groundwater studies were carried into 2005
- Water Management Projects in Peel and York were unspent at year end because of stormwater works retrofit delays.
- Erosion control projects particularly the Highland Creek weir project deferred by mutual agreement with the City of Toronto.
- Humber Bay Shores (Etobicoke Motel Strip) delayed due to on-going litigation.
- Toronto Waterfront Revitalization Corporation projects were carried forward to 2005 due to delays in finalization of delivery agreements.

The attached report provides a summary of the capital project spending for the year.

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

For Information contact: Jim Dillane, 416-667-6292, Rocco Sgambelluri, extension 5232

Date: April 05, 2004

Attachments: 2

TORONTO AND REGION CONSERVATION AUTHORITY

2004 Operating Budget Variances

Gross Expenditures (by functional Unit)		2004 Budget	2004 Actual	Diff. Actuals	Variance Notes
		\$	\$	\$	
Finance and Business Development Division					
Administration	8	1,787,200	1,668,207	(118,993)	Gapping of positions, mostly in IT, and additional overhead recoveries from projects
Rental Properties	9	1,195,300	1,221,501	26,201	Higher than budgeted maintenance needed for rental properties
Central Services	10	313,300	353,423	40,123	Planned program recoveries for services under budget
Property Services	11	1,502,200	1,359,816	(142,384)	Tax costs below budget due to successful appeals, some gapping
Black Creek Pioneer Village	12	4,123,200	4,035,693	(87,508)	Marketing expenditures constrained
Food Services	13	976,300	974,969	(1,331)	
Vehicle & Equipment Reserve	26		(61,133)	(61,133)	Some purchases deferred.
		<u>9,897,500</u>	<u>9,552,477</u>	<u>(345,023)</u>	
Watershed Management Division					
WM Divisional Management / EMS	14	206,500	130,039	(76,461)	Gapping of Director's position
Development Services	15	1,927,000	1,893,879	(33,121)	OMB Hearings and operations up but some policy work deferred
Watershed Strategies	16	1,390,900	1,407,933	17,033	
Resource Science	17	2,046,400	2,115,984	69,584	Additional special projects
Community Services Divisional Management	18				
Environmental Services	19	1,604,100	1,873,306	269,206	Additional special projects
Enforcement	20	451,700	453,424	1,724	
Conservation Areas	21	3,494,800	3,437,652	(57,148)	Glen Haffy, Indian Line costs constrained
Kortright Centre for Conservation	22	1,342,300	1,335,544	(6,756)	
		<u>12,463,700</u>	<u>12,647,760</u>	<u>184,060</u>	
Office of the CAO					
Conservation Field Centres	23	2,111,800	2,044,906	(66,894)	Program development funding not secured
Corporate Management	24	443,500	413,059	(30,441)	Gapping of Director position
Corporate Secretariat	24	323,200	296,114	(27,086)	Legal costs below budget.
Human Resources	24	366,100	344,441	(21,659)	Employment recruitment costs less than estimate.
Customer Services	24	247,400	259,965	12,565	
Communications	24	717,300	711,474	(5,827)	
Marketing	24	Consolidated with Communications			
Community Transformation Partnerships	25	1,007,600	738,589	(269,011)	Budgeted funding not obtained.
		<u>5,216,900</u>	<u>4,808,547</u>	<u>(408,353)</u>	
Expenditure Total		<u>27,578,100</u>	<u>27,008,784</u>	<u>(569,316)</u>	

Toronto and Region Conservation Authority

2004 Operating Budget Variances

	2004 Budget	2004 Actual	Diff. Actuals	Notes
	\$	\$	\$	
Funding Sources:				
Program/User fees:				
Rental Properties	2,114,100	1,949,572	(164,528)	WWK % rent below target and some residential vacancies.
Black Creek Pioneer Village	1,858,200	1,717,793	(140,407)	General attendance and education programs below target
Food Services	1,050,200	1,067,964	17,764	
Development Services	1,740,000	2,304,998	564,998	New fee structure very successful.
Environmental Services	1,098,200	1,913,729	815,529	Planting and Sp. Projects higher than budget.
Conservation Areas	2,824,600	2,776,539	(48,061)	Weather & filming below expectation.
Kortright Centre for Conservation	1,098,100	1,058,965	(39,135)	Energy program revenue below targets.
Conservation Field Centres Summary	1,340,600	1,312,189	(28,411)	
All Other Program/User fees	476,200	653,653	177,453	Higher interest earnings & other.
Reserves	193,000	(1,217,894)	(1,410,894)	Surplus transferred to reserves
CFGT - Living City	800,100	767,240	(32,860)	
CFGT - Flowthrough	680,200	671,767	(8,433)	
Other Municipal	409,500	(114,489)	(523,989)	Revenue reclassification.
Provincial	592,850	911,556	318,706	Sales Tax recoveries and Special projects.
Federal	664,650	1,105,299	440,649	ALHB program & sp. projects
Donations/Fundraising	462,500	461,051	(1,449)	
Private	394,700	445,637	50,937	
Reverse internal plant material charges included under user fees	(317,000)	(829,841)	(512,841)	Revenue reclassification.
Other				
Revenue total	17,480,700	16,955,728	(524,972)	
Net Expenditures	10,097,400	10,053,057	(44,343)	
Net Expenditures funded by:				
Provincial Transfer Payments	845,800	845,753	(47)	
Municipal Levy	9,251,600	9,249,315	(2,285)	
Deficit / (Surplus)		(42,011)	(42,011)	

Toronto and Region Conservation Authority

2004 Capital Variances

	2004 BUDGET	2004 Actuals	Diff. Actuals	Variance Notes
	\$	\$	\$	
Gross Expenditures:				
MONITORING AND REPORTING	942,300	1,019,385	77,085	Additional Special projects
<u>WATERSHED PLANNING</u>				
Peel Water Management	1,320,600	719,761	(600,839)	Rural water quality, Watershed planning/ integration, Stormwater retrofit delays
York Water Management	698,900	451,907	(246,993)	Stormwater retrofits delayed
Durham Water Management	389,900	149,573	(240,327)	Water Budget planning/integration and Stormwater retrofits delayed
Water Cost Centres	1,633,200	1,246,120	(387,080)	Aquatic and other studies moving slower
Costs covered by Water management Programs	(1,633,200)	(1,188,740)	444,460	Lower expenditures so less used.
Floodplain Mapping	849,500	590,146	(259,354)	Delay on Etobicoke, Highland mapping projects
York/Peel/Durham/Toronto Groundwater	647,600	464,259	(183,341)	Work carried into 2005
Terrestrial Natural Heritage	263,000	268,205	5,205	
<u>REGENERATION</u>				
Toronto Remedial Action Plan Project	2,535,900	1,790,747	(745,153)	Stormwater Works Retrofits and various items delayed
(RAP activity also shown under other projects)	(589,200)	(495,990)	93,210	Highland floodmap delayed
Peel Natural Heritage Project	892,400	493,447	(398,953)	Pond dredging and other items delayed
York Natural Heritage Project	715,900	519,380	(196,520)	Tudor Valley & Milne Park work not finished
Durham Natural Heritage Project	125,000	120,850	(4,150)	
Valley and Shoreline Regeneration Projects	2,308,500	1,664,893	(643,607)	Highland Weirs delayed pending DFO/MNR approvals
City of Toronto Waterfront Project	1,654,500	1,926,277	271,777	Accelerated work at Humber Bay, Cell 1 Capping
Region Of Durham Waterfront Project	167,600	307,069	139,469	OPG
Waterfront Revitalization Corporation Projects	5,465,000	2,766,425	(2,698,575)	TWRC agreement finalized late, work carried into 2005
Humber Bay Shores Waterfront Park	1,023,400	295,989	(727,411)	Expropriation hearings not finished
Lakefill Quality Program	128,300	78,282	(50,018)	Program winding down
Brickworks regeneration				

Toronto and Region Conservation Authority

2004 Capital Variances

	2004 BUDGET	2004 Actuals	Diff. Actuals	Variance Notes
	\$	\$	\$	
<u>SUSTAINABLE COMMUNITIES</u>				
Stewardship	283,900	379,258	95,358	Sp.Project funding for extra work
Education	81,000	97,509	16,509	Sp.Project funding for extra work
<u>FLOOD PROTECTION</u>				
Lower Don Env. Assessment	700,000	698,355	(1,645)	
<u>INFRASTRUCTURE</u>				
Public Use Infrastructure	351,600	259,155	(92,445)	Some work deferred until 2005
Other Facilities Retrofits	583,600	247,993	(335,607)	Albion Campground work carried into 2005
Drinking Water System Upgrades	370,000	136,171	(233,829)	Albion Hills work deferred to 2005
Living City Centre Design and Build	200,000	195,100	(4,900)	
Nursery Relocation Project	200,000	1,962	(198,038)	New concept under development
BCPV Retrofit and Attraction Development	1,750,000	787,426	(962,574)	Work started late in year, continues in 2005
Information Technology Project	315,000	319,947	4,947	
Administrative Office	475,000	424,067	(50,933)	Constrained because 2003 higher than budget
<u>REGIONAL OPEN SPACE</u>				
Waterfront Open Space	3,000,000	31,690	(2,968,310)	Land acquisition activity highly variable.
Acquisition - Greenspace Strategy	500,000	1,048,664	548,664	"
Natural Areas Protection	500,000	3,248	(496,752)	"
Expenditure total	<u>28,849,200</u>	<u>17,818,533</u>	<u>(11,030,667)</u>	

Toronto and Region Conservation Authority

2004 Capital Variances

	2004 BUDGET	2004 Actuals	Diff. Actuals	Variance Notes
	\$	\$	\$	
Funding Sources:				
Program/User fees	128,300	58,691	(69,609)	Lakefill program winding down.
Reserves	128,000	(36,930)	(164,930)	Nursery relocation deferred
CFGT - Living City				
CFGT - Flowthrough	102,900	182,596	79,696	Various Durham Waterfront items
Other - Municipal	3,061,800	907,729	(2,154,071)	Land Acq. funding not obtained
Other - Provincial	1,359,300	686,607	(672,693)	Motel Strip delayed, Land Acq. funding not obtained
Other - Federal	643,800	291,775	(352,025)	RAP MOU and other items in Natural Heritages delayed
Other - Donations/Fundraising	500,000	749,463	249,463	
Other - Private	6,409,800	3,907,242	(2,502,558)	TWRC funds: Port Union/Mimico/Don
Lease Revenue	133,600	189,702	56,102	More used for Living City Centre pending resolution of other partner funding.
Land Sale Proceeds	240,700	147,867	(92,833)	
Transfers between Projects	(589,200)	(495,990)	93,210	
Revenue total	12,119,000	6,588,752	(5,530,248)	
Net Expenditures	16,730,200	11,229,780	(5,500,420)	
Provincial Transfer Payments				
Municipal Levy	16,830,200	11,226,490	(5,603,710)	Lower utilization due to delays
(Surplus) / Deficit	(100,000)	3,291	103,291	