



TRANSFORMATION

TORONTO AND REGION CONSERVATION AUTHORITY

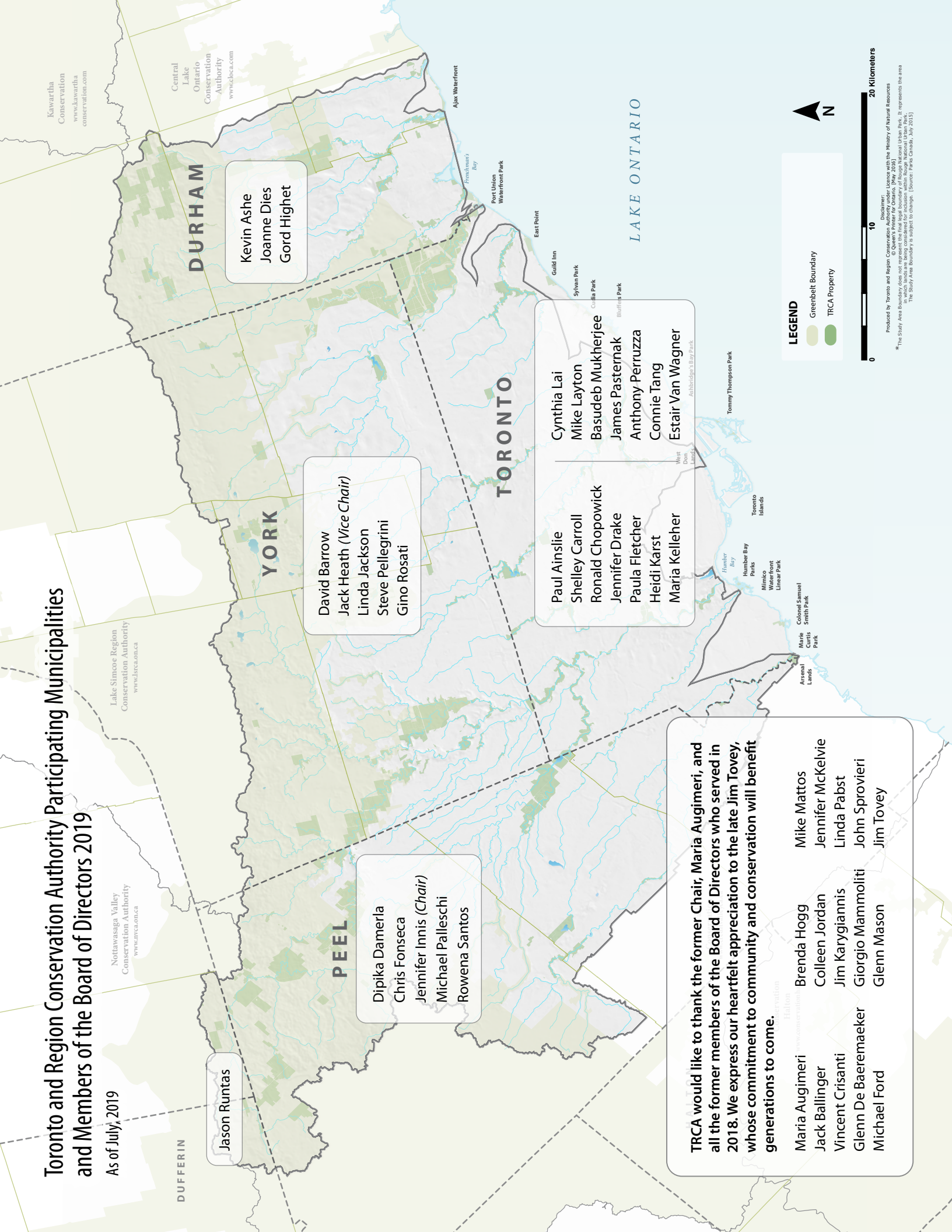
2018 ANNUAL REPORT



Toronto and Region
Conservation
Authority

Toronto and Region Conservation Authority Participating Municipalities and Members of the Board of Directors 2019

As of July, 2019



Jason Runtas

Dipika Damerla
Chris Fonseca
Jennifer Innis (*Chair*)
Michael Palleschi
Rowena Santos

David Barrow
Jack Heath (*Vice Chair*)
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Steve Pellegrini
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Mike Layton
Basudeb Mukherjee
James Pasternak
Anthony Perruzza
Connie Tang
Estair Van Wagner

TRCA would like to thank the former Chair, Maria Augimeri, and all the former members of the Board of Directors who served in 2018. We express our heartfelt appreciation to the late Jim Tovey, whose commitment to community and conservation will benefit generations to come.

Maria Augimeri	Brenda Hogg	Mike Mattos
Jack Ballinger	Colleen Jordan	Jennifer McKelvie
Vincent Crisanti	Jim Karygiannis	Linda Pabst
Glenn De Baeremaeker	Giorgio Mammoliti	John Sprovieri
Michael Ford	Glenn Mason	Jim Tovey

LEGEND

Greenbelt Boundary

TRCA Property

0 10 20 Kilometers

Disclaimer: This map was produced by the Ministry of Natural Resources and Forestry, in partnership with the City of Toronto, and is for informational purposes only. It does not represent the final legal boundary of the Region of York. The Study Area Boundary is subject to change. [Source: Parks Canada, July 2015]

Message from the Chair, Board of Directors and Chief Executive Officer

The theme of this year's Annual Report, Transformation, speaks to Toronto and Region Conservation Authority's (TRCA) need to adapt to significant matters of consequence impacting our organization and its stakeholders, such as changing legislation and regulations, the increasing frequency and intensity of severe weather events, aging infrastructure and population intensity. It also speaks to the transformative work we do that includes education, and the protection and restoration of special places across our jurisdiction.

TRCA is well suited to provide leadership to Provincial and Municipal decision makers on these matters and facilitate imperative shovel in the ground projects which advance shared public and private sector objectives. The core programs and services offered by TRCA remain as relevant as ever and we will continue these programs with the support of our partners. With that being said, the organization needs to maintain its agility to address issues as they arise and to better emphasize the value-added outcomes of its efforts.

In 2018, TRCA unveiled its five-year update of our 2013-2022 Strategic Plan which reaffirmed our dedication to the work that forms the heart of TRCA's mission: to protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners. The updated Strategic Plan also stressed the need for rigorous performance measurement to communicate the progress towards our goals.

Our 2018 Annual Report identifies the outputs from TRCA's nine service areas and links each service area with specific priorities identified in the Strategic Plan, to describe the noteworthy levels of service excellence provided throughout the organization.

As the regulatory environment has changed over TRCA's history, the important responsibilities that TRCA fulfills for its stakeholders have grown to meet their needs. We are proud of this considerable accomplishment and our track record of success on program and project delivery. Our partners and the communities we serve are continually finding new ways to incorporate TRCA into their day-to-day operations, including programs offered through outdoor education and recreation, community engagement and a suite of services related to restoration, planning, development, and infrastructure reviews.

As the needs of our communities and partners evolve, so will TRCA, ensuring that we can continue to deliver projects and programs that enhance environmental health, safety, and quality of life for citizens of the Greater Toronto Area.

With thanks,



John MacKenzie
Chief Executive Officer



Jennifer Innis
Chair, TRCA Board of Directors

Water Risk Management

TRCA applies science and engineering-based strategic management of water resources to reduce risk to life and property. Activities that TRCA undertakes include research and monitoring, development of flood forecasting technology, and hazard management of erosion sites and flood-vulnerable areas.



Water Resource Science



Flood Management





Erosion Management



SUPPORTED STRATEGIC PRIORITIES

- 2 - Manage our regional water resources for current and future generations
- 3 - Rethink greenspace to maximize its value
- 7 - Build partnerships and new business models
- 8 - Gather and share the best sustainability knowledge

Through funding provided by the National Disaster and Mitigation Program, the Flood Risk Assessment and Ranking Project quantified the potential direct and indirect flood damage impacts to over 9,000 structures within the 41 flood vulnerable clusters in TRCA's jurisdiction. The table here indicates the number of potential residents and employees within these clusters that would be at risk of flood impacts if a Hurricane Hazel-type event were to occur again. The project has provided a roadmap to TRCA and its partners of potential effects and required measures to avoid and mitigate impacts in our future work.

	 RESIDENTS	 EMPLOYEES
DURHAM	3,083	732
YORK	7,543	8,831
PEEL	6,664	11,617
TORONTO	24,275	17,162

Floodplain Data

TRCA obtained engineered floodplain data for a total of 1,611 kilometres of watercourse which provides 100% coverage in 2018. Of this data, 47% (757 kilometres) currently meets TRCA's service delivery standards of ensuring floodplain data is no more than 10 years old. TRCA has received funding from the National Disaster Mitigation Program (NDMP) to update floodplain mapping so that it is in line with our target. The majority of the updates are underway right now and will be completed by March 2020.

Increase in Fee-For-Service Work

TRCA increased fee-for-service work in water risk management by 81% to a total value of \$19.3 million to address partner municipality strategic priorities while being financially sustainable.

TRIECA Conference

TRIECA, the stormwater and erosion and sediment control conference organized by TRCA, attracted 850 attendees - a 13% increase over 2017. The trade show at TRIECA achieved 100% exhibitor capacity for the second year in a row with a total of 64 booths.

Erosion Protection

TRCA continued to leverage its knowledge and expertise for its municipal partners and the communities they serve by inspecting 4,643 erosion hazard and control sites (66% increase), protecting 31 buildings against erosion and slope instability (7% increase), stabilizing 2.7 kilometres of stream and shoreline (105% increase), and protecting 1.5 kilometres of linear municipal water and wastewater infrastructure from exposure by erosion (261% increase over 2017).

Special Policy Area Projects

As part of National Disaster and Mitigation Program funding TRCA received in 2018, two projects were completed; the Rockcliffe Special Policy Area 2D Modelling and Mapping Update, and the Pickering and Ajax Special Policy Area 2D Hydraulic Model and Dykes Assessment Study.

Source Water Protection

A total of 5,512 threats to drinking water sources were actively managed in 2018 through the implementation of the CTC Source Protection Plan.

Erosion Management Funding

TRCA's 2018 application to the Disaster Mitigation and Adaptation Fund for \$22 million of new funding over 10 years to further support the erosion management program in Toronto, Peel and York was supported by the Federal Government in its April 3, 2019 announcement.

Emergency Preparedness Public Outreach

During Emergency Preparedness Week, TRCA staff participated in municipal events reaching more than 5,000 residents and staff, sharing information about flood risks in the Greater Toronto Area and personal flood preparedness, a 96% increase in attendance over 2017.

Flood Risk Management Workshop

TRCA hosted the first Ontario Flood Risk Management Workshop in partnership with Conservation Ontario, facilitating knowledge exchange with more than 220 attendees from over 40 different organizations.

Planning and Development Review

TRCA administers and implements its legislated and delegated roles in the planning and development approval process to advance the conservation, restoration, development, and management of natural resources.



**Policy Development
and Review**



**Development Planning and
Regulation Permitting**



**Environmental Assessment
Planning and Permitting**



SUPPORTED STRATEGIC PRIORITIES

- 4** - Create complete communities that integrate nature and the built environment
- 7** - Build partnerships and new business models
- 8** - Gather and share the best sustainability knowledge

Service Standards

The service level standard of a 20-day turnaround for environmental assessment and permit reviews was met 85% of the time (of approximately 2,000 requests received in 2018) which encompassed a total of 88,200 hours of staff time.

Planning and Permit Applications

901 planning applications and 1,194 requests were submitted to TRCA in 2018. The review of these applications and permits by TRCA, assists landowners and government partners to protect natural heritage and reduce risks associated with flooding and erosion. This value-added service ensures that best practices for creating complete communities and protecting the environment are incorporated in new developments and existing neighbourhoods.

Infrastructure Projects

Infrastructure permit and planning reviews by TRCA resulted in clearances or approvals of 750 projects of the 829 requests received.

Provincial Policy Consultations

Ten TRCA responses to Province of Ontario policy consultations were submitted in 2018. These included responses to Ontario's Long-Term Infrastructure Plan, the Proposed Methodology for Land Needs Assessment for the Greater Golden Horseshoe, Ontario's Approach to Climate Change Adaptation and the Province's Draft Watershed Planning Guidance Document.

Online Regulated Area Searches

30% of all Planning and Development webpage views engaged the Regulated Area Search tool which allows users to determine if a property is located within TRCA's Regulated Area. These tools, also available at TRCA's Head Office, help customers to determine whether TRCA permits are required for their projects.



Watershed Studies and Strategies

TRCA contributes comprehensive, integrated watershed policy development and technical direction to its own service areas and to partner municipalities, through reporting, analysis, and strategic planning.



Watershed Planning and Reporting



Climate Science

SUPPORTED STRATEGIC PRIORITIES

- 1** - Green the Toronto region's economy
- 3** - Rethink greenspace to maximize its value
- 8** - Gather and share the best sustainability knowledge

Municipal Collaboration

TRCA worked with all of its 18 partner municipalities to address the implications of new provincial policies that require municipalities to undertake watershed planning to inform future growth and infrastructure decisions. To ensure municipal conformity to all new provincial policies, the province requires that Municipal Comprehensive Reviews (official plan reviews) be completed by 2022. TRCA worked closely with its municipal partners to develop approaches and work plans that include TRCA delivering critical watershed information to ensure growth plans effectively consider the natural environment. TRCA has consulted with all of its partner municipalities through 20 consultation sessions that included regional and local municipalities, provincial staff, and other conservation authorities to clarify and coordinate requirements.

Watershed Report Cards

Eleven Watershed Report Cards and the Living City Report Card were distributed to 52 community groups and partners at numerous events to provide a snapshot of the health of each watershed and the waterfront area in TRCA's jurisdiction.

Community and Stakeholder Engagement

Approximately 13 external stakeholder organizations and 1,800 community members were engaged through consultation sessions, events, online resources, and surveys to raise awareness of the Carruthers Creek Watershed Plan. Individuals provided feedback to update the plan's vision statement and identify preliminary issues to be considered throughout Phase Two planning.

Peel Climate Change Performance Indicators

TRCA partnered with the Region of Peel, Credit Valley Conservation, and local municipalities on the Peel Climate Change Key Performance Indicator Project, which will develop performance measures to track, monitor, and report on the impacts and effectiveness of projects given Region of Peel Climate Change Funding. The ability of all three stakeholders to measure the impact of projects using common measurements will facilitate ongoing management and effective decision-making. This project is scheduled to be completed in 2020.

The Meadoway

The W. Garfield Weston Foundation announced a pledge of up to \$25 million to support The Meadoway project, with a lead commitment of \$10 million. The City of Toronto announced accompanying support of \$6.3 million. Over the next three years, The Meadoway project will transform the hydro corridor in Scarborough into a vibrant 16 kilometre stretch of urban greenspace and meadowlands, creating one of Canada's largest linear urban parks.

Regional Watershed Alliance

The Regional Watershed Alliance marked the first full year of operation following the amalgamation of five watershed groups. Four meetings were held and five working groups created, including the TRCA Youth Council, which recruited 115 members. The Regional Watershed Alliance provided multi-stakeholder input into nine TRCA initiatives including the Regional Trail Strategy and the Carruthers Creek Watershed Plan.

Regional Biodiversity

TRCA helps to safeguard the benefits that biodiversity provides to community health and well-being through activities such as ecological monitoring, ecosystem planning and research, and habitat restoration and regeneration.



**Ecosystem Management
Research and Directions**



Biodiversity Monitoring



**Restoration and
Regeneration**



Forest Management

SUPPORTED STRATEGIC PRIORITIES

- 1** - Green the Toronto region's economy
- 2** - Manage our regional water resources for current and future generations
- 3** - Rethink greenspace to maximize its value
- 8** - Gather and share the best sustainability knowledge



Damaged Trees Salvaged

Approximately 32,000 board feet of lumber were salvaged through the hazard tree program, a 78% increase over 2017. This lumber is primarily sourced through the remediation of hazard Ash trees, damaged by the Emerald Ash Borer, which are repurposed into products such as flooring, dimensional lumber, and railroad ties.

Planting Materials Production

407,500 plant materials were produced and sourced through TRCA's nursery, resulting in the planting program exceeding its annual average targets for the fourth consecutive year.

Tree Planter of the Year

TRCA planted 109,700 trees on private lands, creating an additional 60 hectares of new canopy, and received the 2018 Planter of the Year award from Forests Ontario.

Fee-for-Service Work Increased

TRCA expanded its fee-for-service work in support of regional biodiversity by 35%, or \$553,700, through the facilitation of efficient delivery of green infrastructure and sustainability projects. One such project, through an agreement with the City of Richmond Hill, was to develop and implement a detailed woodlot creation and management plan at the David Dunlap Observatory Lands, including forest hazard management, reforestation, invasive species control and habitat enhancement.

Invasive Sea Lamprey Population

A total of 3,577 invasive Sea Lamprey were caught with traps in TRCA's jurisdiction in 2018, through a successful partnership between Fisheries and Oceans Canada and organizations including TRCA. Since 2005, the invasive Sea Lamprey population has been reduced by 90%, contributing to the increased survival rate of native fish species.

Fewer Ash Trees Removed

Ash tree removals decreased by 36% with a total of 5,800 trees removed in 2018. Most of the trees removed were in high use areas or identified as higher risk removals requiring additional work to ensure the health and safety of staff and visitors.

Monitoring Data

18,337,200 monitoring data records were collected, an increase of 6% over 2017, to assist in decision-making on key conservation issues. Of these records, 9% were related to biodiversity, highlighting TRCA's priority of monitoring and tracking biodiversity across the region.

Over 400,000 Trees and Shrubs Planted

Tree plantings undertaken by TRCA staff contribute to the overall forest canopy in the jurisdiction. Trees and shrubs sourced through TRCA's nursery and planted by TRCA staff are broken out by municipality below:



Greenspace Securement and Management

TRCA acquires and manages environmentally significant lands, including archaeological resources, to protect their natural and cultural heritage and conserve them for the benefit of future generations.



Greenspace Securement



Greenspace Management



Rental Properties

SUPPORTED STRATEGIC PRIORITIES

- 3** - Rethink greenspace to maximize its value
- 5** - Foster sustainable citizenship
- 6** - Tell the story of the Toronto region
- 7** - Build partnerships and new business models

Trail Strategy

TRCA completed its Regional Trail Strategy in draft which establishes a vision for 1,100 kilometres of trails, including 570 kilometres of new trails. The strategy proposed 52 projects to connect our growing communities and improve connectivity to 14 TRCA conservation destinations, including six conservation areas and three education field centres. The proposed trail network is consistent with the trail plans, official plans, or active transportation plans of TRCA's partner municipalities.

26 Hectares of Land Acquired

TRCA acquired 26 hectares of land which met 13% of the annual acquisition targets and set the stage for an additional 45 hectares to be conveyed as part of the development process in 2019, as identified in the Greenspace Acquisition Plan. Both the cost and availability of land in the Greater Toronto Area continues to be a barrier to achieving the targets within the Plan.

Trail Visitors

Using trail counters for the first time in 2018, 59,400 visitors were recorded at key locations. This highlights the value these properties provide to communities across the jurisdiction by providing opportunities for people to explore natural landscapes.

Volunteers Help Maintain Trails

435 hours of volunteer labour, combined with TRCA staff efforts at East Duffins Headwaters, contributed to trail maintenance, allowing TRCA to keep 110 kilometres of trails in a state of good repair and open for use.

First Nations and Métis Communities

TRCA's archeology staff led 16 consultations, a 45% increase over 2017, with First Nations and Métis communities across the jurisdiction. These consultation meetings contributed to TRCA's ongoing efforts to strengthen the relationship with the region's First Nations and Métis communities.

Excavated Artifacts

TRCA excavated 215% more artifacts in 2018 following its archaeological land assessments. This work allows for the continued protection and preservation of the region's cultural history.

Passive Use Properties

TRCA staff assessed 2,605 hectares of TRCA-owned greenspace that included auditing 171 kilometres, and evaluating 62 kilometres of trails for accessibility. This work allowed for well-informed decision-making in the development of five management and trail plan documents that support TRCA and partner municipalities.

Land Transfer to Parks Canada and Management Activities

TRCA transferred 191 hectares of Bob Hunter Memorial Park to Parks Canada, towards the development of the Rouge National Urban Park. Staff also undertook restoration work that included plantings, invasive species removal, and wetland habitat creation.

Tourism and Recreation

TRCA provides nature-based experiences that promote health and well-being and advance the economic development of partner municipalities through the management and enhancement of conservation parks and recreation facilities.



Conservation Parks



Waterfront Parks



Trails



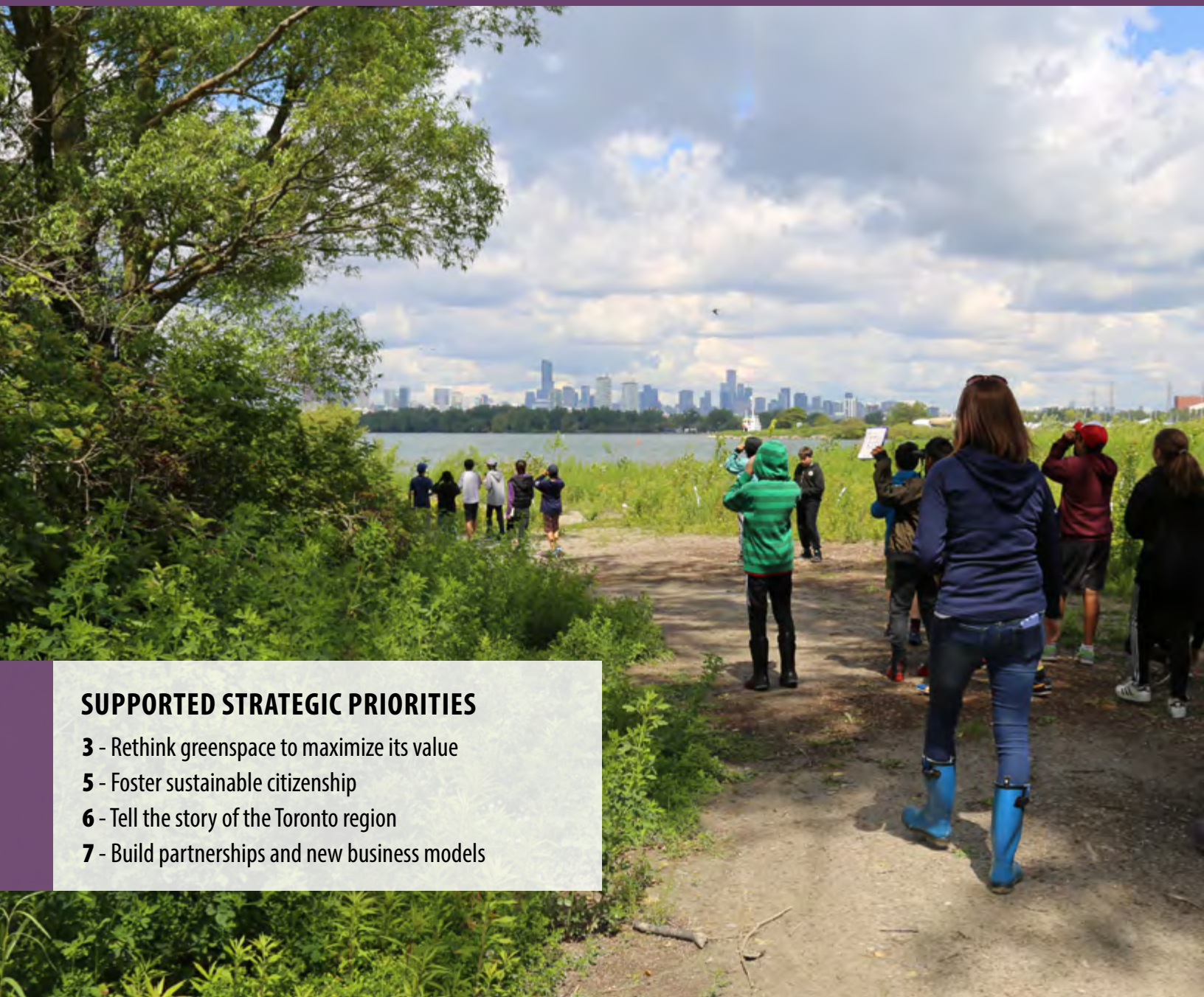
Black Creek Pioneer Village



Bathurst Glen Golf Course



Corporate Events
and Festivals



SUPPORTED STRATEGIC PRIORITIES

- 3** - Rethink greenspace to maximize its value
- 5** - Foster sustainable citizenship
- 6** - Tell the story of the Toronto region
- 7** - Build partnerships and new business models

Visitor Satisfaction

92% of reviewers gave Black Creek Pioneer Village an approval rating of 4+ out of 5 on Trip Advisor, Google and Facebook.

Ongoing Partnerships and New Business Models

TRCA generated a 12% increase in tourism and recreation revenue through ongoing partnerships and new business models such as those represented by byPeterandPauls.com and Treetop Trekking public/private partnerships.

Library Pass Program

The number of visitors using their library cards to access Black Creek Pioneer Village increased by 11% over 2017 to 4,479. The library pass program is available in Neighborhood Improvement Areas in Toronto and Vaughan.

Investment in Albion Hills

Through the Albion Hills Conservation Park Master Plan, \$373,000 was invested to enhance connections to the new three-hectare event and recreation space that was created following the decommissioning of the Albion Hills dam.

Visitors to Black Creek Pioneer Village

Black Creek Pioneer Village attracted 102,600 visitors for day use and community programming in 2018, maintaining an average annual attendance rate in the 100,000 range for a fifth consecutive year.

Total Visitors

860,326 people visited TRCA parks and recreational facilities, enjoying the kinds of outdoor natural and leisure experiences known to contribute to community-wide health and well-being.

Conservation Parks Membership

1,586 Conservation Parks membership passes were sold through the Conservation Parks partnership program with Credit Valley Conservation (CVC). This represents a 20% growth in sales over 2017 – a sign that more people are engaging with nature more often at both TRCA and CVC facilities.

Black Creek Pioneer Village Capital Improvements

\$3.5 million was invested in the preservation of heritage buildings and infrastructure at Black Creek Pioneer Village, enhancing opportunities for programming and public engagement in the history of the Toronto region.



Education and Outreach

TRCA supports environmental education in schools, builds professional capacity in sustainability, green infrastructure, planning, engineering design and construction fields, and promotes active community involvement in conservation through the delivery of both formal and informal learning programs.



School Programs



Family Programs



Newcomer Employment
and Education

SUPPORTED STRATEGIC PRIORITIES

- 3** - Rethink greenspace to maximize its value
- 4** - Create complete communities that integrate nature and the built environment
- 5** - Foster sustainable citizenship
- 7** - Build partnerships and new business models
- 8** - Gather and share the best sustainability knowledge



Community Learning

TRCA engaged in 53 community learning partnerships, hosting a total of 770 event days with the objective of building environmental awareness and facilitating citizen action to inspire positive behavioural change.

Indigenous Voices

The Nikibii Dawadinna Giigwag program for the revitalization of Bolton Camp was a participatory employment training program that integrated the voices of Indigenous youth, Elders, and Knowledge Keepers in the planning and design of green infrastructure, facilitating 670 hours of employment. The program challenged participants to brainstorm design concepts for the transformation of an existing cabin structure at Bolton Camp into a sustainable facility that will provide Indigenous youth, Elders, and others with access to future programming and ceremonial space.

Tree Planting Events

261 community tree planting events held by TRCA and its partners engaged residents to help them make a difference in their local environment.

Sustainable Technologies Workshops

The Sustainable Technologies Evaluation Program (STEP) hosted 58 workshops with 1,643 attendees on topics such as green infrastructure and sustainable development.

Outdoor Adult Education

TRCA's outdoor adult education programs attracted 3,953 participants, including 29 who enrolled in the Ontario Naturalist Certification Course (an increase from 18 participants in 2017), a comprehensive experience for amateur naturalists that combines hands-on instruction and online learning.

Girls Can Too Program

The Girls Can Too program delivered 2,386 learning hours in 2018 – a 6% increase from 2017. The program introduced a new overnight camping option, expanding the range of opportunities for participants to gain practical, hands-on experience in the construction and ecology trades.

Professional Access Into Employment (PAIE)

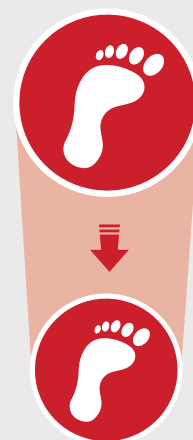
Forty-three participants completed this innovative bridge training program, which provides newcomer environmental professionals with training, mentorship, coaching, and internships to help them launch their careers in Canada. On average, participants experienced a 300% increase in salary following the program.

Environmental Leaders of Tomorrow (ELT)

128,771 students participated in education programs at Kortright Centre for Conservation, Black Creek Pioneer Village and TRCA's field centres. Of these, 1,504 students took part in the ELT program, which offers innovative ways for students to engage with the environment and their communities.

78%
of ELT students decreased their ecological footprint

on average, ELT students decreased their ecological footprint by **19%**



Sustainable Communities

TRCA supports municipal efforts to create greener communities through wide-ranging programs addressing issues such as eco-efficient neighbourhoods and businesses, sustainable technologies, climate adaptation and resilience, and food security.



Living City Transition
Program



Community Engagement



Social Enterprise
Development



SUPPORTED STRATEGIC PRIORITIES

- 4** - Create complete communities that integrate nature and the built environment
- 5** - Foster sustainable citizenship
- 7** - Build partnerships and new business models
- 8** - Gather and share the best sustainability knowledge
- 10** - Accelerate innovation
- 12** - Facilitate a region-wide approach to sustainability

Shaping New Communities

TRCA staff played a major role in reviewing secondary plans to ensure the protection of features and functions within the communities of Brampton, Markham, Vaughan, Caledon, Pickering and the Toronto Waterfront.

New Partnerships

The Sustainable Neighbourhood Action Program (SNAP) secured 20 new partnerships in 2018, adding to the 48 already in place to help deliver neighbourhood-based solutions for urban renewal and climate action.

International Interest

Thirty civil servants from the Netherlands toured the San Romanoway Towers Revival Project, a SNAP initiative in North York. As a direct result, 14 neighbourhoods in the Netherlands are now implementing the SNAP model to achieve both social and environmental community objectives.

Low Impact Development (LID)

The Low Impact Development (LID) Treatment Train Tool helps developers, consultants, municipalities and landowners understand and implement sustainable stormwater management planning and design practices in their watersheds. It evaluates the stormwater benefits of applying different types and configurations of LID to a site to inform land use planning and design. A new and improved version of the tool was released through the STEP program and downloaded for use over 1,300 times.

Buildings in Peel Region

TRCA worked with the Region of Peel to benchmark the energy and greenhouse gas performance of 106 buildings and prepared a greenhouse gas reduction strategy.

Knowledge Sharing

SNAP shared its key successes and lessons learned at six conferences and three tours, including the Federation of Canadian Municipalities annual conference and the Latorell Conservation Symposium.

Ontario Hospitals Engaged

TRCA's Greening Health Care program engaged 54 Ontario hospitals in 2018, and recorded year-over-year savings of more than 5,000 tonnes of greenhouse gas emissions, 122,000 GJ of energy, 205,000 m³ of water, and \$2.6 million in operating costs.

Mayors' Megawatt Challenge

The Mayors' Megawatt Challenge engaged 11 municipalities in 2018, and recorded year-over-year savings of more than 1,400 tonnes of greenhouse gas emissions, 53,000 GJ of energy, 27,000 m³ of water, and \$1.3 million in operating costs.

Technologies Evaluated

The Sustainable Technologies Evaluation Program (STEP) evaluated 12 technologies. These included a heat pump that operates on natural gas rather than electricity and engineered soil media designed to improve the quality of water from green infrastructure practices, such as bioretention. The review of these technologies has addressed key knowledge gaps and will allow our municipal and other public and private sector partners to make informed decisions and adopt the most effective and appropriate technologies to help achieve our shared goals of improved watershed health and reduced greenhouse gas emissions.

Partners in Project Green engaged 79 members and 1,903 event participants in accomplishing the following:



2,900
tonnes eCO₂
reduced



60
circular economy
exchanges



3,437.3
tonnes of waste
diverted



444
million litres of
water offset

Corporate Services

Through its Corporate Services division, TRCA provides the financial, administrative, and technical support that enables staff to efficiently and effectively deliver on service area objectives.



**Corporate Management
and Governance**



Financial Management



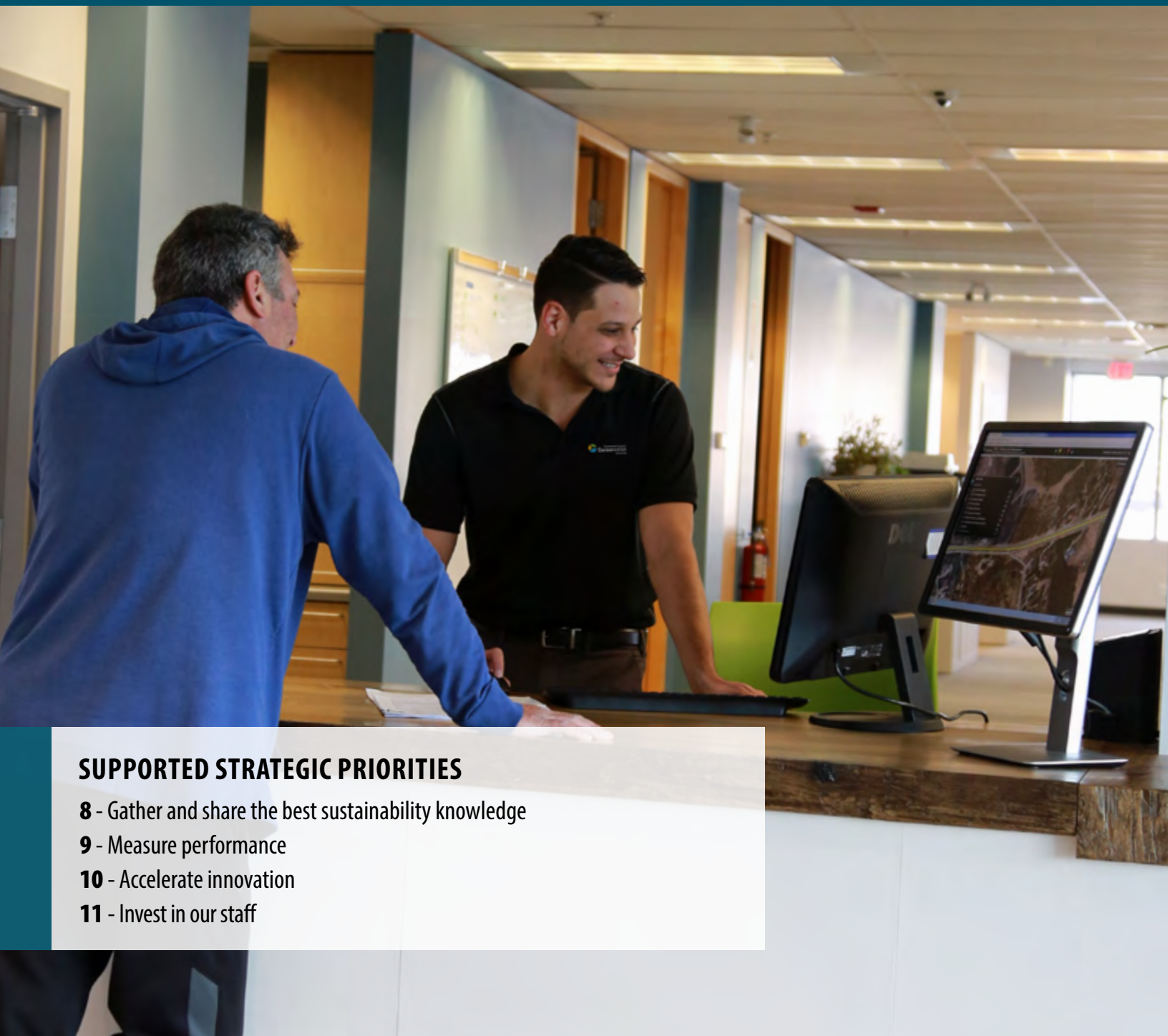
Human Resources



Corporate Communications



**Information Infrastructure
and Management**



SUPPORTED STRATEGIC PRIORITIES

- 8** - Gather and share the best sustainability knowledge
- 9** - Measure performance
- 10** - Accelerate innovation
- 11** - Invest in our staff

Strategic Plan Update

TRCA completed the five-year update of its Strategic Plan in 2018. The updated plan is more outcome-oriented, with the inclusion of 62 metrics, and places greater emphasis on TRCA's mandated roles and responsibilities. It includes projected accomplishments and key performance measures that will clearly demonstrate progress in delivering projects and programs, and will communicate how these contribute to the realization of strategic priorities.

TRCA Websites

TRCA websites were visited a total of 2.9 million times by 1.7 individual site visitors.

Service Delivery

TRCA met its service delivery standards in 94% of its responses to Freedom of Information requests as part of its legislated responsibilities under the Municipal Freedom of Information and Protection of Privacy Act. Service delivery response time is 30 days.

Key Systems Modernized

TRCA launched several initiatives in 2018 that furthered the advancement of the organization and enhanced operational capabilities through the modernization of key systems. These included upgrading the payroll system to Ceridian Dayforce, and migrating 1,190 staff email accounts to Microsoft Office 365 for early 2019.

475 Staff Positions Reviewed

475 full-time TRCA positions were reviewed as part of a comprehensive pay equity and compensation review project. Through the undertaking of a market survey benchmark analysis and a pay equity analysis, each position was reviewed, assigned a value, and ranked to ensure compensation is equitable and commensurate with the employment market.



Toronto Islands Flood Characterization and Risk Assessment Project

In the spring of 2017, water levels in Lake Ontario rose higher than had been measured since record keeping began. The effect of the high water levels and associated flooding was significant on the Toronto Islands, affecting residents, businesses and schools, and causing significant shoreline erosion and damage. In collaboration with the City of Toronto, TRCA undertook the Toronto Islands Flood Characterization and Risk Assessment Project in 2018. The project is assisting TRCA and City of Toronto in responding to and planning for future flood conditions, and provides improved understanding of flood scenarios, community and infrastructure risks, and direction on future flood mitigation investments. Future flood mitigation work will build on the mitigation infrastructure installed in 2018, which has helped minimize flooding impacts during the record-breaking 2019 Lake Ontario high water level event. Approved by TRCA's Board of Directors in June 2019, this initiative will inform the City of Toronto's investment towards implementation of its findings and recommendations.

Toronto Region Ravine Erosion Management and Hazard Mitigation Project

In recent years, severe storms in the Toronto region have caused significant erosion, damaging residential and commercial properties, recreational trails, roads, water mains, and sanitary sewer lines, making these sites even more vulnerable to future severe weather events. In early 2019, the Government of Canada announced it will provide \$22.31 million to the Toronto Region Ravine Erosion Management and Hazard Mitigation Project, through its Disaster Mitigation and Adaptation Fund. With additional funding from the City of Toronto, the Region of Peel and York Region, this project will address erosion at 111 locations over the next 10 years. TRCA staff have identified additional sites that require preventative work to avoid costly risks. TRCA will continue to seek support from senior levels of government to address these sites while conducting restorative and preventative work where funding exists to do so.

The Meadoway

Encompassing more than 200 hectares and spanning 16 linear kilometres, The Meadoway will transform the existing hydro corridor between the Don River ravine and Rouge National Urban Park into a revitalized greenspace with restored meadow habitat and a multi-use trail. In 2019, a Municipal Class "Schedule C" Environmental Assessment (Class EA) will be completed, as well as ongoing meadow restoration,

community education and stewardship programming. The Meadoway Class EA will facilitate the planning, design, and implementation of the multi-use trail and potential bridge crossings. Three public information centre events will be held throughout 2019, with the completion of the Environmental Study Report anticipated in late 2019.

Construction of the new TRCA Administrative Head Office

Following a groundbreaking ceremony in June 2019, construction of the new TRCA head office will commence shortly, with an anticipated completion date of 2021. This project will set the standard for sustainable, commercial building design, and will showcase appropriate development within our watersheds. The 8,100 square metre, four-storey, mass timber office building will accommodate more than 400 staff members and will meet several environmental standards, including the Toronto Green Standard Tier II certification, the Leadership in Energy and Environmental Design (LEED) Platinum Certification and the WELL Silver certification. The building will also be part of the Canadian Green Building Council's Zero Carbon Building Immersion Program as a pilot study.

Conservation Authorities Act Amendment

The Government of Ontario has amended the Conservation Authorities Act, associated regulations, and several pieces of related legislation. Following the public commenting period in spring 2019 and the anticipated implementation of legislative and regulatory changes, TRCA will collaborate with stakeholders, including municipal partners, other conservation authorities, Indigenous communities, and the building and land development industry, to assess and adapt to the new legislation and regulations. TRCA will continue working with all stakeholders to address the critical natural resource management challenges facing our rapidly growing region.

Ashbridges Bay Treatment Plant Landform Project

Ashbridges Bay, located on Toronto's eastern Lake Ontario waterfront, is a vibrant community with a host of land and water-based recreational opportunities for residents and visitors. The purpose of the Ashbridges Bay Treatment Plant landform project is to address navigation risks at the harbour entrance of Coatsworth Cut due to sedimentation, manage shoreline erosion, and provide enhancements to aquatic habitat. The Environmental Assessment and detailed design phases for the project have been completed, with preparatory site works in progress through spring 2019. Construction of a breakwater at Ashbridges Bay Park and a landform construction along the northeast shore of Tommy Thompson Park are expected to begin in summer 2019.

East Don and Humber River Trail Project (Part of the Regional Trail Strategy)

The City of Toronto and TRCA are constructing a new multi-use trail that will connect the existing East Don Trail, The Meadoway and the Don Trail System. Following an extensive public consultation and Environmental Assessment planning process, the final trail designs for phases one and two of the project have been completed. Construction began in late 2018 and will continue throughout 2019, with completion anticipated in 2020. As part of a broader ravine management plan to improve access and ensure ecosystem protection, the East Don Trail project will provide opportunities for people to enjoy the natural environment and access an off-road, non-motorized transportation route.

Scarborough Waterfront Project

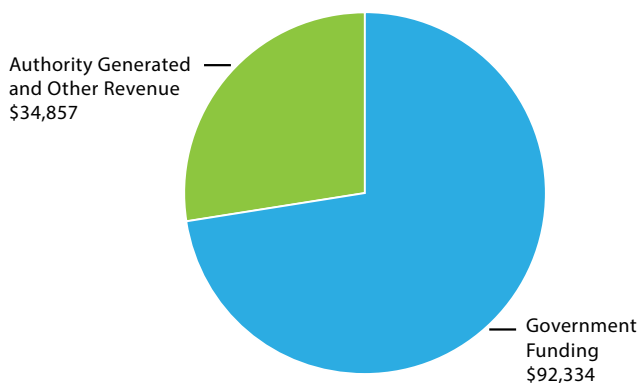
The Scarborough Waterfront Project is an Individual Environmental Assessment (EA) that aims to create a system of publicly accessible greenspaces along the Lake Ontario shoreline between Bluffer's Park and East Point Park in Toronto. The project will respect and protect the significant natural and cultural features of Scarborough Bluffs, enhance the terrestrial and aquatic habitat, and provide a safe and enjoyable waterfront experience for all. TRCA submitted the Final EA Report to the Ministry of Environment, Conservation and Parks for review in 2018. Final review and a decision on the project by the Minister is anticipated by late summer 2019. Should the project receive Ministry approval, detailed design of the west segment is expected to begin later in 2019.

Toronto and Region Conservation Authority Senior Leadership Team 2019



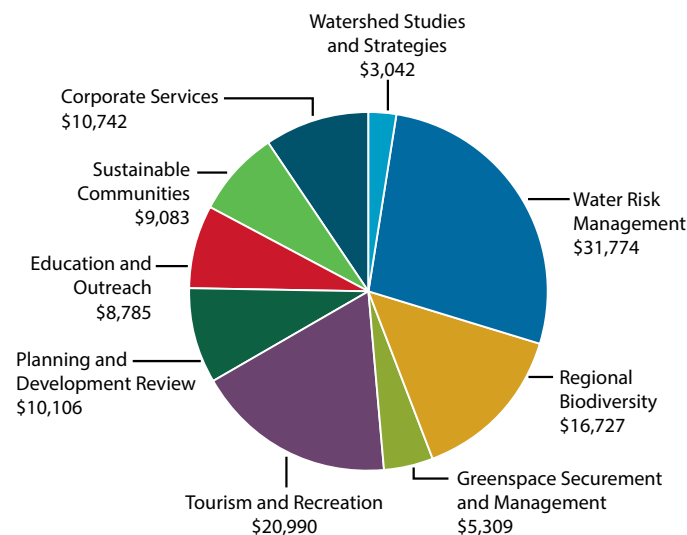
Toronto and Region Conservation Authority – Statement of Operations for the Year Ended December 31, 2018

REVENUE (in thousands of dollars)



TOTAL = \$127,191

EXPENDITURES (in thousands of dollars)



TOTAL = \$116,558

TRCA's amortization of tangible capital assets, which amounted to \$8,085 in 2018, is reflected above. However, not reflected above are TRCA's acquisitions and contributions of tangible capital assets, which amounted to \$17,813 in 2018. Please refer to TRCA's audited financial statements which are available online.



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