



Greenspace Acquisition Project 2021-2030

Prepared by Property and Risk Management Business Unit

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Land Acknowledgement

Toronto and Region Conservation Authority (TRCA) acknowledges that the Greenspace Acquisition Project is being undertaken within the traditional territory of the Anishinaabe, including the Mississaugas of the Credit First Nation and the Williams Treaty Nations, the Haudenosaunee, Huron-Wendat, and Métis nations. As stewards of land and water resources within the Greater Toronto Area, TRCA appreciates and recognizes the history and diversity of the land, as well as our shared values and interests, and is respectful of working in this territory.

Toronto and Region Conservation Authority Resolution

At Meeting #3/20 of the TRCA Board of Directors held on April 24, 2020 the following was adopted by Resolution #A28/20.

“That the Greenspace Acquisition Project for 2021-2030 be approved;

“THAT the Greenspace Acquisition Project for 2021-2030, as provided in this report be approved;

THAT the Minister of the Environment, Conservation and Parks be requested to approve the project pursuant to Section 24 of the Conservation Authorities Act;

THAT authorized TRCA officials be directed to take any necessary action to implement the Greenspace Acquisition Project 2021-2030;

AND FURTHER THAT staff report back to the Board of Directors on a Greenspace Securement and Management Plan in Q4 of 2020.”

Executive Summary

The Conservation Authorities Act (R.S.O. 1990, c. C.27) as amended provides conservation authorities the power to acquire by purchase, lease or otherwise and to expropriate any land that it may require for the purpose of providing programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals, in the area over which it has jurisdiction. Toronto and Region Conservation Authority (TRCA) benefits from a long history of greenspace securement, beginning with purchases in the late 1940s, and will continue to secure greenspaces to support its programs and services. TRCA has 16,250 hectares of greenspace secured throughout its watershed communities as of December 31, 2019, representing 6.5% of the total land area in TRCA's jurisdiction.

The Greenspace Acquisition Project for 2021-2030 (GAP) provides background information about and implementation tools for the securement of greenspace by TRCA. The GAP builds on previous TRCA land securement projects and incorporates the latest directions provided in TRCA's Five Year Update to Building The Living City 2013-2022 Strategic Plan and provincial land use plans. This document reviews the types of ownership and the tools used by TRCA to secure greenspace and identifies the securement criteria and factors that will be used between 2021 and 2030.

Securements are based primarily on identifying and assessing land opportunities that may arise in the real estate market. Therefore, the project is limited by the unpredictable nature of this market. TRCA also relies on gratuitous dedication of greenspace to public bodies through the planning process as a mechanism to secure greenspace. TRCA has set a securement target of 800 hectares over the 10-year duration of the GAP based on experience in recent years. Achieving the securement target will require funding from multiple sources, including capital levy from participating municipalities, land sale revenue from the Province of Ontario, donations and fundraising from non-government organizations, and project-specific securement funding from the Government of Canada and local municipalities, in addition to the gratuitous dedication of greenspace to TRCA through the land use planning process.

1 INTRODUCTION

Toronto and Region Conservation Authority (TRCA) was created to safeguard and enhance the health and well-being of watershed communities through the protection and restoration of the natural environment and the ecological services the environment provides in Canada's largest city region. TRCA's vast jurisdiction, as seen in Map 1.1, comprises the following nine watersheds, plus their collective Lake Ontario waterfront shorelines:

- Carruthers Creek
- Don River
- Duffins Creek
- Etobicoke Creek
- Highland Creek
- Humber River
- Mimico Creek
- Petticoat Creek
- Rouge River

Map 1.1: TRCA-secured property, as of November 30, 2020



The conservation, enhancement and integration of natural areas on the landscape is becoming increasingly important given the impacts of urban development and intensification and the compounding effects of climate change. More than 3.5 million people live within TRCA-managed watersheds and many others work in and visit destinations across our jurisdiction. The population within TRCA's jurisdiction is expected to grow significantly in the years to come so TRCA's greenspaces are an invaluable resource for the safety, resilience and well-being of human and natural communities in our growing region.

1.1 Greenspace Securement

The context for TRCA's work is complex and continuously evolving. A permanently secure system of publicly owned greenspace that is integrated into the city environment supports a healthy city region by contributing to clean air, clean water, a sound natural heritage system, and natural areas and open space for its people. TRCA has secured 16,250 hectares (ha) throughout its watershed communities (see Tables 1.1 and 1.2), in order to deliver projects and programs that support our legislated mandate and the organization's strategic direction.

Table 1.1 TRCA greenspace by watershed, as of November 30, 2020

Watershed	Hectares	Acres	% Change since 2014
Carruthers Creek	70	173	6.1%
Don River	1,176	2,906	2.0%
Duffins Creek	3,360	8,303	0.5%
Etobicoke Creek	394	973	1.3%
Highland Creek	400	988	0.3%
Humber River	7,925	19,582	1.1%
Lake Ontario Waterfront	1,371	3,388	-0.2%
Mimico Creek	49	121	2.1%
Petticoat Creek	305	755	-0.3%
Rouge River	1,059	2,618	-65.9%*
TOTAL	16,109	39,807	

*(Lands divested to Parks Canada for the creation of the Rouge National Urban Park)

Table 1.2: TRCA greenspace by municipality, as of November 30, 2020

Municipality	Hectares	Acres	% Change since 2014
Adjala-Tosorontio	143	354	2.9%
Durham	3,964	9,796	-2.1%
Mono	54	133	0.0%
Peel	4,129	10,204	0.0%
Toronto	3,721	9,194	-23.9%*
York	4,290	10,601	-11.3%*
TOTAL	16,301	40,282	

*(Lands divested to Parks Canada for the creation of the Rouge National Urban Park)

Greenspace securement relies on various tools including the following (see Section 3 for more details):

- Regulation and planning, including provincial policy, official plans and zoning.
- Stewardship, including voluntary action, which can be encouraged by incentives and education.
- Acquisition of full or partial interest, by means such as fee simple, covenant, easement, lease or agreement.

Acquisition is often the most financially costly approach to securing greenspace and is therefore used where the public interest cannot be achieved effectively through planning, regulation or voluntary measures such as stewardship. TRCA policies and programs such as Ontario Regulation 166/06, The Living City Policies for Planning and Development in the Watersheds of the Toronto and Region Conservation Authority (TRCA, 2014) and watershed plans address regulation, planning and stewardship. Land use regulation and planning and private land stewardship are important tools for greenspace securement. However, they have their weaknesses: municipal and provincial land use regulations and plans are susceptible to policy revisions and cannot guarantee protection in perpetuity, and private land stewardship offers no certainty that owners will practice careful stewardship, or that voluntary stewardship will be continued by future owners.

1.2 Policy and Planning Context

Greenspace securement helps TRCA further the conservation, restoration, development and management of natural resources in its watersheds in order to achieve The Living City vision. TRCA's objects, powers and responsibilities are rooted in the *Conservation Authorities Act*, memorandums of understanding with the Province and partner municipalities, and in TRCA's strategic plan.

1.2.1 Province of Ontario

1.2.1.1 Conservation Authorities Act

The Province of Ontario established the *Conservation Authorities Act* in 1946. Section 20 of the Act states that the objects of an authority are: “to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals.” Conservation authorities can secure greenspace in order to provide these programs and services, as provided in Section 21(1) of the Act, which states:

For the purposes of accomplishing its objects, an authority has power,

- c) to acquire by purchase, lease or otherwise and to expropriate any land that it may require, and, subject to subsection (2), to sell, lease or otherwise dispose of land so acquired.

This power has allowed TRCA to secure thousands of hectares of greenspace throughout its watersheds in order to protect environmentally significant heritage lands, regenerate and rehabilitate degraded areas, provide relief from flood and erosion hazard, and offer publicly accessible outdoor recreation and education activities that are compatible with the greenspace.

1.2.1.2 Land Use Planning

Gratuitous dedication through the land use planning process is the primary mechanism by which TRCA secures greenspace. The responsibility for land use planning in Ontario is shared between the Province and municipalities. The Province sets the legislation, policies and direction for land use planning through the *Planning Act* and the Provincial Policy Statement. In certain parts of the Ontario such as in TRCA’s watersheds, provincial plans provide more detailed and geographically specific policies to meet certain objectives, such as managing growth and protecting agricultural lands and the natural heritage system. TRCA’s watersheds fall under the Province’s Central Pickering Development Plan, Greenbelt Plan, Growth Plan for the Greater Golden Horseshoe, Niagara Escarpment Plan, Oak Ridges Moraine Conservation Plan, and Parkway Belt West Plan.

TRCA assists its municipal partners in implementing provincial policy and provincial plans through the land use planning process, while also administering our regulation (that can affect land use planning matters), under Section 28 of the *Conservation Authorities Act*. In these roles, TRCA and municipalities have the shared objectives, as directed by the Province, to set greenspaces aside from development to protect and restore the environment and to protect life and property from natural hazards. Typically, these greenspaces do not form part of the developable area, are zoned for environmental protection by the municipality, and are dedicated into public ownership, either to the municipality or to TRCA.

1.2.2 Toronto and Region Conservation Authority

TRCA’s greenspace securement initiatives have been in place since conservation authorities in the area were first established with the Etobicoke and Mimico Conservation Authority in 1946. Additionally, TRCA plans focusing on greenspace acquisition were developed starting in the mid-1980s, with the Hazard and Conservation Land Acquisition Project within the Municipality of Metropolitan Toronto. While various policies, plans and projects continue to be of influence (see Box 1.1), TRCA’s current greenspace acquisition program is grounded in TRCA’s vision and strategic plan.

TRCA policies, projects, plans and programs that support greenspace acquisition

- CTC Source Protection Plan
- Integrated Restoration Prioritization Project
- Integrated watershed plans
- Technical Guidelines for Flood Hazard Mapping
- Terrestrial Natural Heritage System Strategy
- The Living City Policies for Development in the Watersheds of the Toronto and Region Conservation Authority
- Trail Strategy for the Greater Toronto Region

Box 1.1 TRCA policies, projects, plans and programs that support greenspace acquisition

1.2.2.1 The Living City Vision

The quality of life on Earth is being created in rapidly expanding city regions. TRCA's vision is for a new kind of community — The Living City — where human settlement can flourish forever as part of nature's beauty and diversity. Greenspaces are often vital to TRCA's projects and programs that protect, conserve and restore natural resources and that develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with our partners. TRCA will continue the vital work of protecting the integrity and health of the rivers and creeks in the jurisdiction, developing a system of green and natural spaces that sustains local ecosystems, and advancing sustainable practices that will improve people's lives within our growing region.

1.2.2.2 Five-Year Update to Building The Living City: 2013-2022 Strategic Plan

TRCA's Building The Living City: 2013-2022 Strategic Plan (2013) was founded on the reaffirmation of the organization's commitment to the ideals on which Conservation Authorities were founded over. TRCA reflected on learnings in the first five years of this strategic plan and started to move towards longer term bolder objectives in its strategic plan update (2018). Strategic objective #3 (rethink greenspace to maximize its value) reinforces TRCA's need to sustain, improve, expand and program the system of protected greenspace in order to meet the needs of communities while protecting natural heritage. Securement of greenspaces is one of TRCA's tools that can be used to achieve this objective, and the amount of greenspace secured is a performance measure that reflects TRCA's ability to change behavior towards healthy lifestyles, and for managing risk to people and property.

1.3 Land Management

TRCA manages its properties for conservation purposes, such as flood control reservoirs and channels, riverside erosion control, shoreline protection on the Lake Ontario waterfront, habitat creation and enhancement projects, parks and trails, cultural heritage resource management, and the planting of millions of trees and shrubs. This can

take the form of conservation parks, education field centres, resource management tracts, conservation reserves, forest and wildlife area and other conservation lands. These greenspaces can then be subject to management agreements, special agreements and rentals or other limited interest acquisitions.

All greenspaces require regular and proper inspection, planning, management and monitoring to ensure that they continue to contribute to reducing risk to people and property and to improve the visitor experience that contributes to healthy lifestyles. TRCA applies different standards of care based on the operational classification associated with the type of greenspace that it owns or manages.

2 PROPERTY SELECTION

TRCA is focusing its efforts on securing greenspaces that support TRCA's vision for The Living City and delivery of TRCA's Five-Year Update to Building The Living City: 2013-2022 Strategic Plan.

2.1 Criteria for Securement

The greenspace system in the Toronto Region is extensive and its securement is influenced by provincial and municipal policies and plans, as well as those of TRCA. The valley and stream corridors, Lake Ontario waterfront, Niagara Escarpment and Oak Ridges Moraine are large scale regional natural features within the TRCA jurisdiction. The major river valleys, waterfront, Niagara Escarpment and Oak Ridges Moraine also serve as corridors where further securement will allow the completion of a regional trail network.

TRCA has established its criteria for greenspaces to be secured based on Section 20 of the *Conservation Authorities Act* as well as through working with its partner municipalities to deliver agreed upon projects in support of its vision and strategic plan.

- Flood control, flood vulnerable, erosion control and reservoir project lands, and associated access lands.
- Valley and stream corridors
- Lake Ontario waterfront
- Environmentally Significant Areas
- Life Science Areas of Natural and Scientific Interest
- Wetlands
- Kettle features
- Highly Vulnerable Aquifers
- Carolinian forest
- Important woodland/vegetation/habitat linkages
- Interior forest areas, and/or lands which contribute to the expansion of interior forest habitats
- Riparian habitat zones
- Habitat for aquatic and terrestrial species of concern and sensitive species, including those listed under *Species at Risk Act* and *Endangered Species Act*
- Lands identified for the target system in TRCA's watershed plans and TNHSS and municipal natural heritage systems
- Significant Groundwater Recharge Areas
- Landform Conservation Areas Categories 1 and 2 on the Oak Ridges Moraine

- Lands identified in the Niagara Escarpment Plan, especially Escarpment Natural Areas and Escarpment Protection Areas
- Lands that provide terrestrial and aquatic habitat restoration opportunities, including lands identified as priority for ecosystem restoration
- Links for a regional trail system
- Links to greenspace systems in neighbouring conservation authorities
- Lands that are identified by TRCA in cooperation with its member municipalities and/or the Province of Ontario as being complementary to the TRCA greenspace system
- Lands that provide access to lands secured by TRCA
- Lands that provide a buffer from surrounding land uses to the aforementioned areas.

2.2 Factors for Securement

Each candidate property will be evaluated on its suitability for securement according to the following factors:

- The significance of the lands to the greenspace system.
- The nature and immediacy of the threat to the greenspace (such as vacant lots of record in natural areas which have existing development rights).
- The degree of flood and erosion risk.
- The need for the greenspace to support TRCA projects and programs.
- The relationship of a specific property to those already in public ownership (e.g., securing greenspaces around existing TRCA properties results in large areas that are better buffered from surrounding land uses and support greater protection of people and property).
- The availability of access to the property.
- The ability to achieve an equitable geographic distribution of greenspace.
- The ability of TRCA or other agencies to conserve and maintain the greenspace.
- The availability of alternatives to securement, such as stewardship or regulation.
- The willingness of the owner to enter negotiations.
- The costs and availability of funding for both securement and long-term management.

2.3 Legislated Mandate and Purpose of Conservation Authorities

Toronto and Region Conservation Authority, by its objectives and purpose as provided by the Conservation Authorities Act R.S.O. 1990, Chapter 27 (Government of Ontario, 1990a), as amended, is authorized to secure land and interest in land.

As permitted by the Conservation Authorities Act, the GAP's aim is to secure property, whether by fee simple, leasehold, easement, covenant, or stewardship agreements in hazard, conservation and environmentally significant lands in order to protect against unwise use which would affect the lands' ability to perform its natural functions and to conserve the lands for the benefit of the people within TRCA's watersheds. Under the GAP, whenever any land or any use or right therein is secured, it is being secured with a view to furthering the objects of the authority under legislative purposes provided pursuant to the Conservation Authorities Act, applicable provincial policies & plans,

and/or integration with member municipalities planning/programming/service initiatives, including but not limited to: flood control, erosion control, bank stabilization, shoreline management works or the preservation of environmentally sensitive lands.

3 SECUREMENT TYPES AND TOOLS

Greenspace securement can be achieved by various means and through different types of securement. The following sections provide an overview of the different types of ownership and the variety of tools that TRCA uses to secure greenspaces.

3.1 Types of Ownership

There are several kinds of ownership of property rights. Each has costs and benefits so the appropriate type of ownership to ensure the protection of the features or functions of the greenspace is determined based on the quality and significance of its resources. TRCA secures full property rights through fee simple and limited interests through easements, covenants, leases or agreements (see Table 3.1).

Table 3.1: TRCA greenspace ownership types

Ownership Type	Description	Effectiveness
Fee Simple	Purchase of the total interest in a property.	Most effective way to protect greenspaces because the owner has full property rights.
Conservation Easement	Specific or limited rights of use granted by an owner and registered on title.	Provide protection of a resource or resources on a piece of property.
Access Easement	Specific or limited rights of use granted by an owner and registered on title.	Provide for the ability to develop trail networks and public access, as well as construction and maintenance of hazard mitigation and green infrastructure works.
Covenant	Restrictions from undertaking specific activities on all or a portion of a property are registered on title.	Provides for protection of a resource or restriction of the filling of lands and/or the building of structures.
Agreement	Legal documents, such as leases and management agreements.	Effectiveness varies according to agreement type

3.2 Securement Toolbox

TRCA uses several tools for securing property rights, including the planning process, arms-length transaction, donation, exchange, municipal land, expropriation, extended tenancy, right of first refusal, joint ownership, purchase

and resale, and agreement (see Table 3.2). TRCA may utilize legislative exemptions, such as part lot exemptions under section 50(5) of the Planning Act, to enable transfers of land. These tools may be used alone or in combination.

Table 3.2: TRCA greenspace securement tools

Securement Tool	Description
Planning Process	In reviewing proposed plans for development circulated by municipalities (e.g., plans of subdivision, rezoning applications, official plan amendments and severances), TRCA determines whether the subject property contains lands subject to natural hazards and/or lands with natural features and functions that should be set aside for conveyance at a nominal cost to TRCA, or for acquisition of a limited interest by TRCA. TRCA notes such determinations in its comments to the municipal approval authority and makes recommendations for the lands to be designated and zoned for environmental protection and placed into public ownership as conditions of approval. In addition, lands for municipally requested projects can be identified and secured into public ownership through the land use planning process. Most TRCA securements are achieved through the planning process.
Fee Simple	Fee simple securements are transactions with a willing buyer and a willing seller. Most purchases under TRCA's land securement projects are made through fee simple transactions.
Donation	TRCA encourages donations of land or property rights. Under the federal Ecological Gifts Program, owners of land which is certified as ecologically sensitive by the Minister of the Environment and Climate Change can ensure that the land's biodiversity and environmental heritage are conserved in perpetuity through donation. Additional financial benefits to land donors include a favourable tax credit reducing federal tax payable, no taxable capital gains and an ability to carryforward the claiming of donation for a period of up to ten years. Corporate land donors may deduct the amount of the land donation directly from taxable income, in lieu of a tax credit available to individual land donors.
Exchange	Owners of land in a valley or stream corridor adjacent to TRCA property sometimes trade that land for parcels of land which is surplus to TRCA's requirements. While these transactions traditionally consist of the exchange of fee simple interests, they can consist of any combination of property interests. Some exchanges bring funds which can be used to secure additional conservation lands.
Municipal Land	TRCA may secure property interests in municipal lands at a nominal cost when they are located within the boundaries of approved TRCA securement projects.
Expropriation	TRCA may work with member municipalities through their initiatives to expropriate land or an interest in land where required for an approved project or member municipalities planning/programming/service initiatives.
Extended Tenancy	An owner donates or sells land but retains entitlement to use the land for a period after the transfer. Such extended use may or may not involve payment from that owner, e.g., for rental of a house on the land
Right of First Refusal	If a landowner indicates a desire to sell land sometime in the future, a legally binding agreement can be written to provide TRCA with the opportunity to match a future purchase offer on the property before it is sold.

Joint Ownership	A partnership between TRCA and one or more other organizations to co-own a property.
Purchase and Resale	Purchase of an entire property to meet the needs of a project or ecological purpose and then severing and reselling a section that is not required for the purpose.
Agreement Land	Lands owned by a public agency or non-government organization that are managed or lease by TRCA under an agreement.

4 FINANCIAL SUPPORT

There are two costs associated with the securement of greenspace – initial securement costs and long-term management costs. This section focuses on funding of initial securement.

4.1 Greenspace Securement Costs

Costs associated with the securement of greenspace include, but are not limited to, purchase price, legal, appraisal, survey and environmental audit fees, demolition and property clean up, fencing and site securement, land transfer tax and outstanding realty taxes, sales taxes, interest charges, and administration fees.

Determining the amount of funding required in a single year can be difficult as there are several factors that affect funding requirements, including:

- The number of priority properties that are available at any one time.
- The securement tool used to secure the property (e.g., the cost of securing properties through the development process is minimal while the cost of securing property zoned for high-rise residential can be in the multi-million-dollar range).
- The influence on value and price by the location of the property within TRCA's jurisdiction.

4.2 Funding Sources

To address the challenge of determining funding requirements, the funding is split into two components. The first component is base funding to cover the costs related to obtaining property rights through securement tools such as the planning process, donations, easements and land exchanges. These costs include items such as those noted in Section 4.1: Greenspace Securement Costs, except for purchase price, and other basic costs associated with securement. This base funding is included as part of TRCA's annual capital levy request and would be secured from TRCA's participating municipal partners.

The second component of the funding for the greenspace acquisition is secured on a property-by-property basis. Funding for purchases come from one or more of the following funding sources: federal, provincial, regional and municipal governments, foundations, private and corporate donations, and non-government organizations. TRCA's greenspace securement funding sources are listed in Table 4.1.

Table 4.1: Greenspace securement funding options

Source	Contribution
Participating Municipalities	Capital levy
	Securement funding programs
First Nations and Métis	Traditional knowledge
Federal Government	Securement funding programs
Provincial Government	Land disposition revenue & Securement funding programs
Local Municipalities	Securement funding programs
Non-government Organizations	Securement funding programs
	Donations
	Fundraising
	Knowledge and information
Section 39 Funds	Funds derived from recovered grant revenues from sale of surplus lands, previously provided out of the money appropriated therefor by the Legislature, that meet the provincial requirements (both under provincial policy and the Planning Act).

5 CONCLUSIONS

The extensive ravine network and greenspace system of the Toronto region, which provides linkages through communities and nature experiences within minutes of Toronto's downtown and Urban Growth Centres throughout the jurisdiction, is key to the region's appeal and prosperity. Evidence from around the world increasingly demonstrates a clear connection between greenspace and the health and well-being of communities. As the population of the region continues to grow rapidly, TRCA needs to sustain, improve, expand, and program the system of protected greenspace in order to meet the needs of communities while protecting natural heritage. This will help TRCA address the opportunities and challenges of incorporating legislative and policy updates, mitigating risks associated with population growth intensification, severe weather events and aging infrastructure, making existing and new communities more livable, and creating more capacity through collective impact.

TRCA securement provides strong and more permanent protection of land as greenspace than land use designations that may be subject to change through the *Planning Act*. As such, TRCA will continue to secure greenspace with the tools identified in Section 3.2: Securement Toolbox.

5.1 Priorities

TRCA will continue to focus its securement efforts on securing greenspaces required for the projects and programs that will help TRCA manage risk to people and property and change behavior towards healthy lifestyles, as identified in TRCA's updated strategic plan. This will include:

- Securing greenspaces to extend and complete the natural system and public ownership along the river valleys and Lake Ontario shoreline.
- Securing continuous greenspace corridors to allow for a regional trail system and enhance biodiversity.
- Securing greenspace adjacent to or in proximity to existing TRCA properties, to support the natural system and public benefit.
- Securing lots of record that are in the flood plain or in hydrologically important areas.
- Securing areas for source water protection, as they are identified.

TRCA would benefit from a Greenspace Securement Master Plan wherein a strategic vision for a TRCA greenspace system that supports TRCA's strategic plan is established and the lands, resources and other activities required to deliver this vision are identified, evaluated and prioritized based on the criteria established in the master plan. It is recommended that such a master plan be developed by the end of 2022 so that it aligns with TRCA's next strategic plan. This master plan would also establish performance metrics and targets based on the prioritized securement strategy.

5.2 Performance

Performance speaks to how well something is being accomplished. The amount of greenspace secured is identified as a performance measure in TRCA's [Five-Year Update to Building The Living City: 2013-2022 Strategic Plan](#) to reflect TRCA's ability to change behavior towards healthy lifestyles and to manage risk to people and property. As we move forward with the delivery of the Greenspace Acquisition Project, TRCA will track its progress by reporting on performance measures aligned with TRCA's strategic plan to facilitate consistent reporting across corporate strategic initiatives (see Table 5.1). Baselines and targets will be used to demonstrate TRCA progress towards completing objectives and to report on our collective impact.

Securements are based primarily on identify and assessing land opportunities that may arise in the real estate market. Therefore, this project is limited by the unpredictable nature of this market. TRCA has set a securement target of 800 hectares over the 10-year duration of the GAP based on experience in recent years. This will require funding from multiple sources, including capital levy from participating municipalities, land sale revenue from the Province of Ontario, donations and fundraising from non-government organizations, and project-specific securement funding from the Government of Canada and local municipalities.

Table 5.1: Greenspace securement performance measures

Output/Metric	Performance Measure	Key Performance Indicators	Baseline	Target
# of hectares currently held within the jurisdiction	% of total hectares acquired based on target (Greenspace Acquisition Project or Greenspace Securement Master Plan)	Healthy Lifestyle People and Property	16,250 hectares (as of December 3, 2019)	17,050 of hectares at the end of this project
# of hectares acquired annually	% of total hectares acquired based on target (Greenspace Acquisition Project or Greenspace Securement Master Plan)	Healthy Lifestyle People and Property	172 hectares/year (based on 2008-2018 acquisitions)	80 hectares/year

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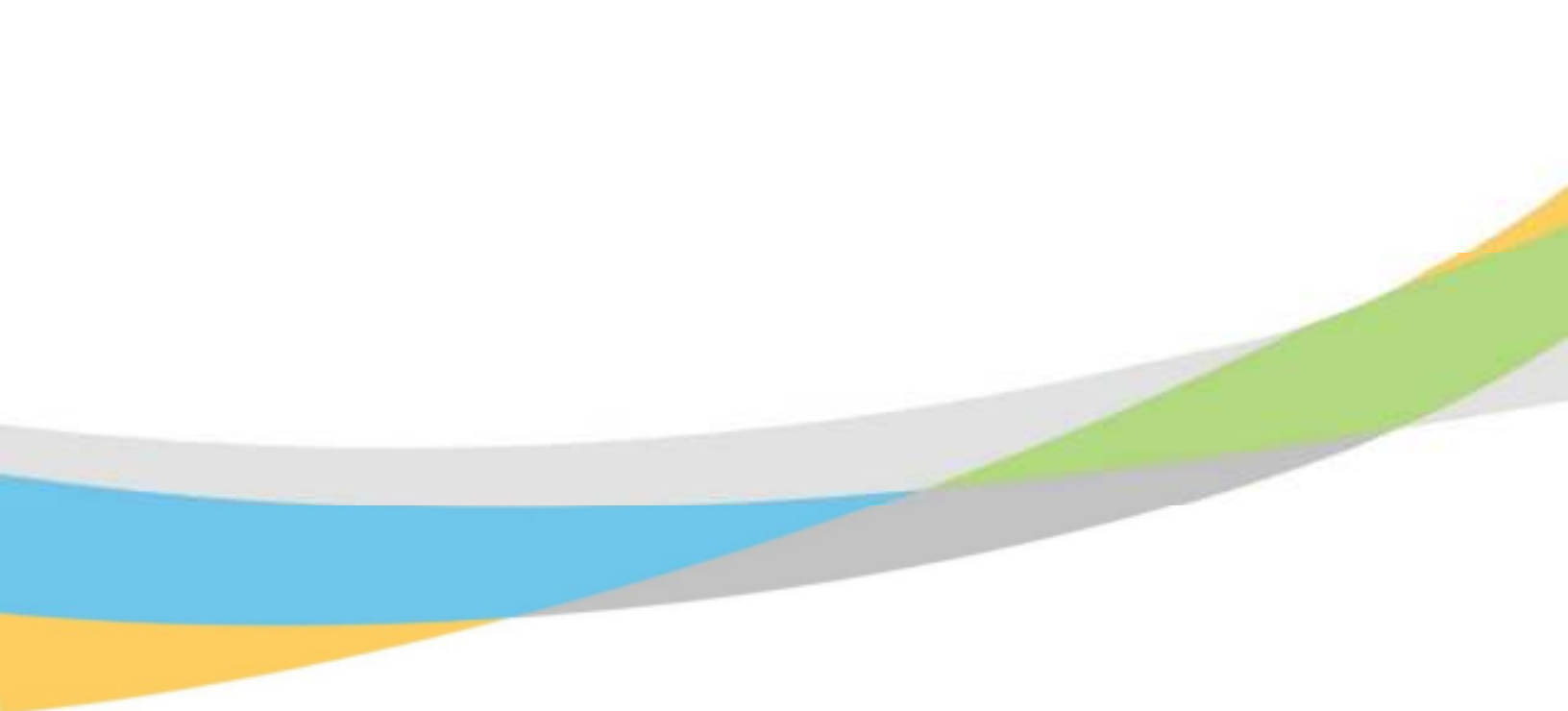
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