

An aerial photograph of a serene outdoor setting at sunset. A calm lake occupies the upper left portion of the frame, reflecting the golden light of the setting sun. The shoreline is a mix of sandy areas and lush green grass. On the grassy bank, a campsite is laid out with numerous small, white, rectangular tents or shelters arranged in rows. Several small wooden buildings are scattered throughout the site. People can be seen walking along a gravel path that winds through the campsite. The background is a dense forest of trees, and the overall atmosphere is peaceful and scenic.

# 2022 BUDGET & BUSINESS PLAN

# FOREWORD

## Submitted by:

Hassaan Basit  
President & CEO

## Prepared by:

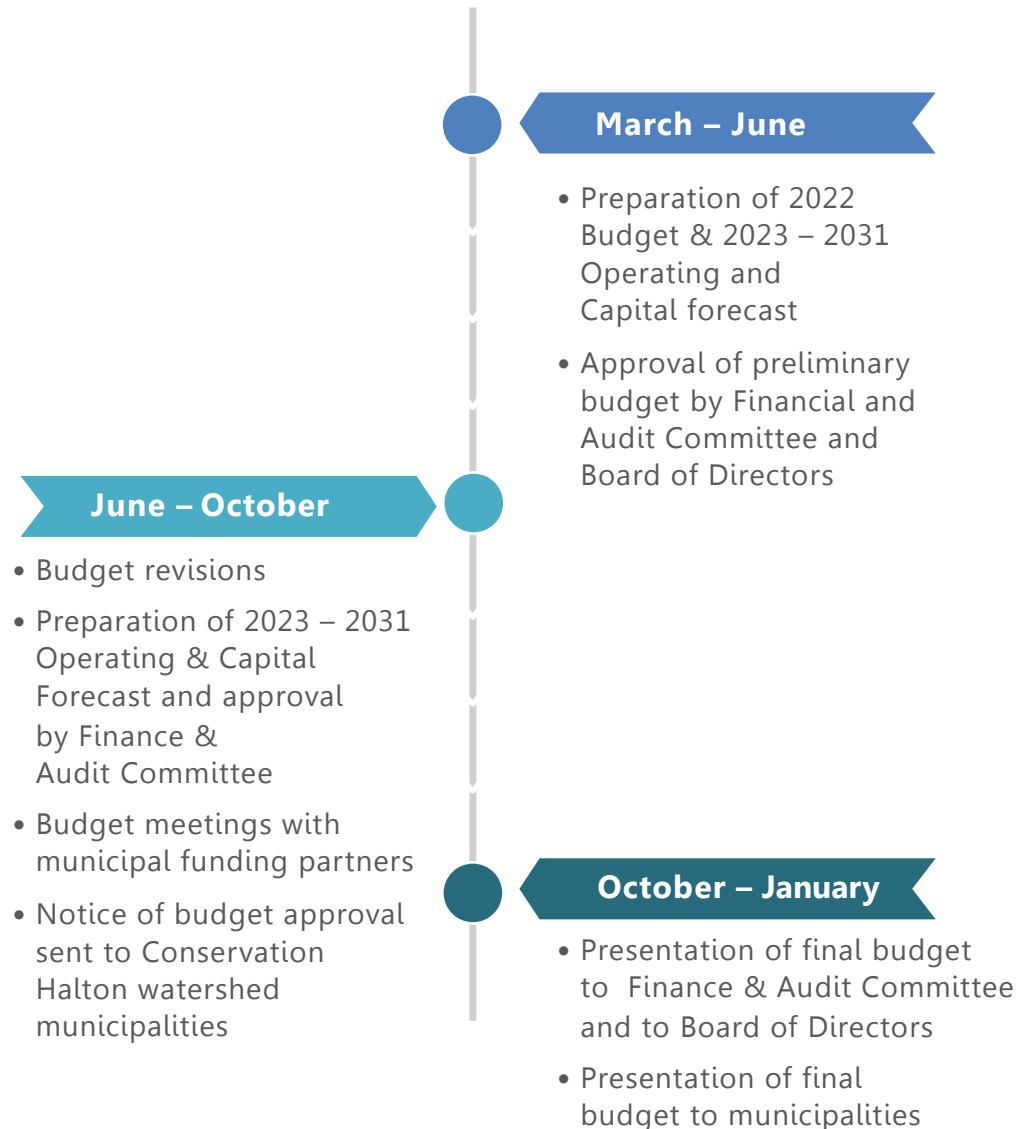
Marnie Piggot, CPA, CA  
Director, Finance

Kimberly O'Malley, CPA, CGA  
Senior Accountant & Budget Coordinator

## In Collaboration with Senior Leadership Team and Staff From:

- Corporate Services
- Corporate Compliance
- Flood Forecasting & Operations
- Planning & Watershed Management
- Project Management Office
- Operations
- Parks & Recreation

## 2022 BUDGET PREPARATION TIMELINE





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# INTRODUCTION





# WELCOME MESSAGE

The 2022 budget of \$40.2 million continues to build on our success through the completion of the strategic plan, Metamorphosis, and positions Conservation Halton to further advance our goals into the future with the launch of the new strategic plan, Momentum.

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*Through a transparent reporting process, we will monitor and share our progress towards achieving our strategic objectives*

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The proposed 2022 budget and forecast allows for sustainable growth, staffing and other costs, including significant increases in legal and insurance expenses. The budget increase has been achieved through a focus on operating efficiencies, which have had a positive impact on service levels, and other funding, such as grants, to minimize the impact on municipal partners. The 2022 budget continues to be funded primarily through self-generated revenue, and municipal funding remains at less than 28% of total funding sources.

The overall municipal funding increase of 3.5% in the 2022 budget continues to remain within Halton Region guidelines of 3.7%. The municipal funding increase for the funding municipalities ranges from 2.2% to 3.6% based on apportionment data.



**Hassaan Basit** at Terra Firma Gala



**Terra Firma Gala** September 2021

# WELCOME MESSAGE

The continuing challenges of the COVID-19 pandemic on our park programs have been successfully managed through the control of expenses and new park revenue opportunities. Conservation Halton remains in good financial condition. The pandemic has highlighted the increased need for greenspace, and we will continue to respond to this demand, and plan for the future.

The 2022 budget includes significant new capital projects that will improve park infrastructure, increase park accessibility, and enable the creation of new greenspace. Conservation Halton was successful in obtaining infrastructure grant funding for the replacement of the Crawford Lake Boardwalk, estimated to cost \$2,280,000.

Kelso Quarry Park, also known as Area 8, will open to the public in late 2021. The 2022 budget and forecast include capital infrastructure improvements at Kelso Quarry Park that are outlined in the park master plan. The Conservation Halton Foundation has launched its new capital fundraising campaign to partially fund the capital costs at our newest park.

The review of the Conservation Authority Act is currently underway by the Ministry of the Environment, Conservation and Parks (MECP), with advice from the Provincial CA Act Working Group. This review will lead to revisions in the regulations related to municipal levies and new requirements for certain categories of programs and services. These changes will impact the budget process for 2024 and beyond, although the risk to service levels remains low at this stage.

Conservation Halton is grateful for the continued support of our municipal partners, and especially that of our largest funding partner, Halton Region, and we look forward to serving our watershed residents together.

On behalf of everyone at Conservation Halton and our Board of Directors, I would like to thank all our funders, supporters, customers, and volunteers for their support over the last year. We remain committed to serving our communities!



**Hassaan Basit**  
President & CEO



**Gerry Smallegange**  
Chair, Board of Directors

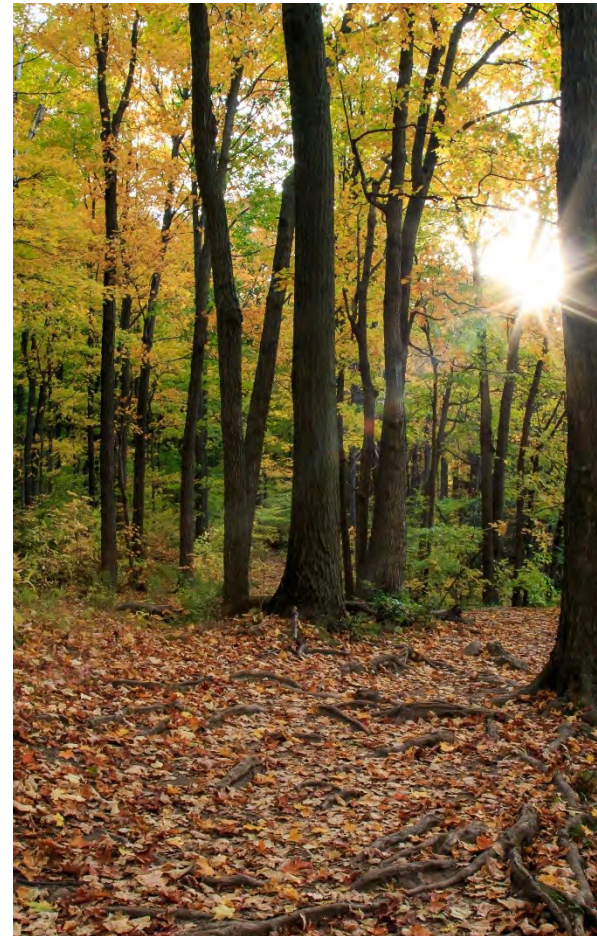


# ABOUT CONSERVATION HALTON

Conservation Halton was established more than 60 years ago to protect our communities from flooding and erosion and manage and restore natural resources of the watershed. We have grown to become so much more.

Today, it is our responsibility to prepare our communities for the impacts of climate change, support our partners in creating more sustainable communities, manage our natural areas and resources within the watershed, monitor and enhance the environmental health of our watershed and create opportunities to connect with nature through recreation and education.

Here at Conservation Halton, you will find highly skilled, competent and professional staff. Together, we are working to ensure a healthy watershed with clean streams, abundant forests and natural habitats that are in balance with our growing communities, and engage residents.



**Rattlesnake Point** in Fall

# MOMENTUM STRATEGIC PLAN SUMMARY



## NATURAL HAZARDS AND WATER

Protect people, property, drinking water sources and natural resources to support development that is in balance with the environment



## SCIENCE, CONSERVATION AND RESTORATION

Use environmental science, collaborative research and collective data to protect the integrity and strengthen the resilience of our ecosystems



## EDUCATION, EMPOWERMENT AND ENGAGEMENT

Inspire action by fostering an appreciation of our environment and heritage through leading edge educational programming and outdoor experiences with the environment



## NATURE AND PARKS

Grow our network of parks and greenspaces to promote equitable access and provide unique experiences that connect people with nature and heritage



## ORGANIZATIONAL SUSTAINABILITY

Implement organizational practices that support the social, environmental and economic dimensions of sustainability



## DIGITAL TRANSFORMATION AND INNOVATION

Integrate digital technologies, processes, and mindsets to strengthen adaptability and problem-solving capabilities



## PEOPLE AND TALENT

Attract, support and invest in the brightest and most passionate people to collectively achieve our ambition



# BOARD OF DIRECTORS

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## REGIONAL MUNICIPALITY OF HALTON

### BURLINGTON

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, ***Chair***

Mr. Jim Sweetlove

### HALTON HILLS

Councillor Moya Johnson, ***Vice-Chair***

Councillor Bryan Lewis

### MILTON

Mayor Gordon Krantz

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

### OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

## REGIONAL MUNICIPALITY OF PEEL

### MISSISSAUGA

Mr. Hamza Ansari

Mrs. Jean Williams

## CITY OF HAMILTON

Ms. Joanne DiMaio

Dr. Zobia Jawed

## TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour

# SENIOR LEADERSHIP TEAM



**President & Chief Executive Officer**

Hassaan Basit



**Director,  
Finance**

Marnie Piggot



**Chief Operating Officer**

Mark Vytvytskyy



**Director,  
Human Resources**

Plezzie Ramirez



**Director,  
Planning & Watershed  
Management**

Barb Veale

**Director,  
Communications**

Vacant



**Director,  
Corporate Compliance**

Jill Ramseyer



**Director,  
Park and Operations**

Craig Machan



**Executive Director,  
Foundation**

Garner Beckett



**Associate Director,  
Science & Partnerships**

Kim Barrett



**Associate Director,  
Planning & Regulations**

Kellie McCormack



# EXECUTIVE SUMMARY

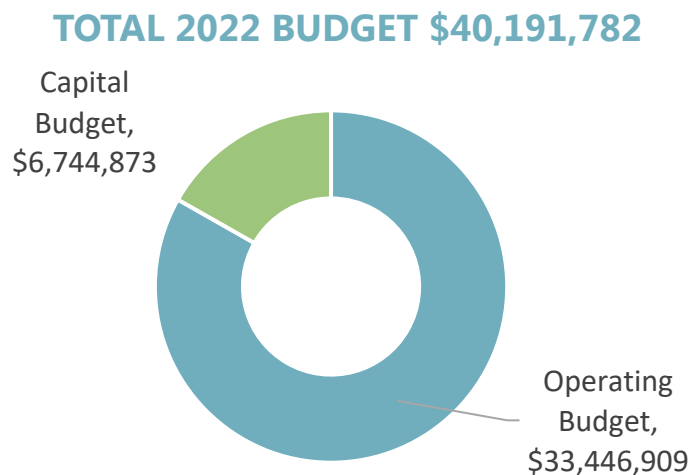


# EXECUTIVE SUMMARY

Conservation Halton's 2022 budget of \$40.2 million and 2023-2031 forecast provides the resources needed to protect, restore and manage the natural assets in the watershed, and continued improvement to programs, services, and infrastructure.

Like other public service bodies, the preparation of the budget and forecast requires thoughtful consideration to balance inflationary and growth-related pressures within funding guidelines provided by our municipal partners.

Conservation Halton has approved Budget Principles for the preparation of its annual budget. The two primary budget categories, Watershed Management & Support Services (WMSS) and Conservation Areas, are based on the funding sources for these programs. Conservation Area recreation programs receive revenue through park program fees that generate an operating surplus, which is transferred to the Conservation Area capital reserve to fund park capital project expenditures. The 2022 budget proposes an operating surplus for the parks of \$372,118.



The 2022 budget has increased by \$3.4 million over the 2021 budget of \$36.8 million. This increase has been achieved through operating efficiencies and the obtainment of grants and other funding to minimize the impact on municipal partners. Most of the 2022 budget continues to be funded through self-generated revenues with municipal funding remaining at less than 28% of total funding sources.

Funding for Conservation Authorities is derived from a variety of sources. Conservation Halton has been proactive in using self-generated revenue to mitigate the financial impact to our funding municipalities. Conservation Halton strives to limit municipal funding increases to regional budget guidelines. The 2022 increase in municipal funding of 3.5% is within the guideline of 3.7% provided by the Region of Halton. The municipal funding increase of \$364,757 addresses requirements for operating, capital and the State of Good Repair levy for dams, channels and building assets.

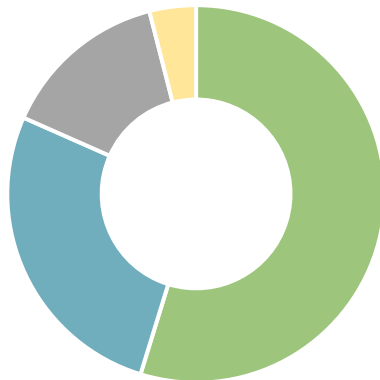
Staffing is determined by the Senior Leadership Team through a review of program service delivery needs. The 2022 budget includes 251 Full Time Equivalent (FTE) staff that are comprised of 116 FTE in Watershed Management & Support Services (WMSS) programs and 135 FTE in the Conservation Areas. While there is no overall increase in FTE staff, there is an increase of 2.8 FTE staff in the WMSS program and a decrease of 3 staff in the Conservation Areas. The increase in WMSS staff is funded primarily by program and other revenues.

In summary, the 2022 budget continues to provide important services in a growing watershed, accounts for the needs of the increasing number of visitors at our Conservation and reflects enhancements to program and service delivery objectives.



# EXECUTIVE SUMMARY

## TOTAL BUDGET FUNDING SOURCES \$40,191,782



- Program Revenue, Chargebacks & Reserves 55%
- Municipal Funding 27%
- Other Funding 14%
- Provincial Funding 4%

### Operating Budget

	2022 Budget	2021 Budget
Corporate Services	4,507,336	4,432,544
Corporate Compliance	866,507	774,777
Flood Forecasting & Operations	608,217	508,284
Planning & Watershed Management	7,267,890	6,886,134
Project Management Office	2,985,409	2,721,509
Operations	1,700,236	1,623,476
Debt Financing	620,551	619,245
Reserves	25,000	25,000
Conservation Areas	14,385,263	13,843,514
State of Good Repair Levy	480,500	478,500
	<b>33,446,909</b>	<b>31,912,983</b>

### Capital Budget

	2022 Budget	2021 Budget
Corporate Services	322,000	137,000
Other Foundation Funded Projects	100,000	100,000
Corporate Compliance	-	25,000
Flood Forecasting & Operations	790,970	1,273,000
Planning & Watershed Management	580,000	525,000
Project Management Office	200,000	714,136
Operations	939,000	987,562
Conservation Areas	3,812,903	1,143,412
	<b>6,744,873</b>	<b>4,905,110</b>

### Total Operating & Capital Budget

**\$ 40,191,782 \$ 36,818,093**



# OPERATING BUDGET





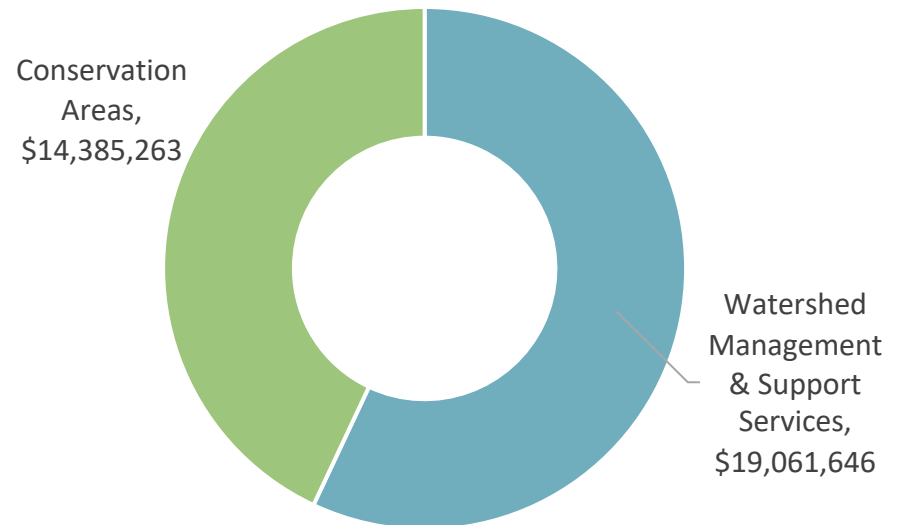
## 2022 OPERATING BUDGET

Conservation Halton works to protect, restore and manage the natural resources in its watershed and provide recreational and education opportunities to residents and visitors to the area.

Located in one of the fastest growing regions in Canada, Conservation Halton is faced with the challenge of delivering services to an increasing number of watershed residents and park visitors. In addition to addressing the impacts of growth, Conservation Halton is committed to enhancing programs and services to meet timelines and objectives outlined in the Conservation Halton strategic plan, Momentum.

The 2022 operating budget of \$33.4 million provides for an investment of \$19.1 million in Watershed Management and Support Services (WMSS) programs and an investment of \$14.4 million in the Conservation Areas.

### TOTAL OPERATING BUDGET \$33,446,909





# 2022 OPERATING BUDGET SUMMARY

The operating budget has been prepared according to the following budget categories and organization department structure, including the programs and services provided by those departments.

## CORPORATE SERVICES

Office of the President & CEO; Conservation Halton Foundation Administration; Finance; Digital Transformation; Information Technology (IT); Geographic Information Systems (GIS); Human Resources; Marketing & Communications

## CORPORATE COMPLIANCE

Procurement; Ethics & Compliance; Health & Safety; Risk & Lands

## FLOOD FORECASTING & OPERATIONS

Flood forecasting and warning program; Emergency Management; Dams and Channels operations and capital projects

## PLANNING & WATERSHED MANAGEMENT

Planning & Regulations; Flood Plain Mapping; Source Water Protection; Science & Partnerships – Monitoring Ecology; Landowner Outreach & Restoration; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects

## PROJECT MANAGEMENT OFFICE (PMO)

Administration Office Facility; Project Management; Restoration; Construction; Partnership Projects

## OPERATIONS

Forestry Operations; Forestry Tech. Team; Property Management; Security; Vehicle & Equipment WMSS Operations

## CONSERVATION AREAS

Vehicle & equipment Park Operations; Kelso/ Glen Eden; Crawford Lake / Mountsberg / Robert Edmondson; Rattlesnake Point / Hilton Falls / Mount Nemo; Education and Community Outreach

Further details of the operating budget for each department are provided in the Departmental Business Plans.

## Assumptions Used in Preparing the 2022 Operating Budget

Inflation has been assumed generally at a rate of 1.75% to 2.0% for 2022. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1% to 3%.

Staff salary bands for 2022 are proposed to increase by 1.75% for inflation. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

The operating budget provides for an investment of \$19.1 million into Watershed Management & Support Services (WMSS) programs. Conservation Halton prepares a budget that balances expenses with sources of revenue for the Watershed Management & Support Services programs. The operating budget increase of almost \$1 million is funded by program revenue, grants, reserves, municipal funding and chargebacks.

Major drivers of the WMSS operating budget increase include:

- \$710,229 increased staff salary and benefits costs;
- \$100,000 in legal expenses related to Planning & Regulation activities and
- \$50,000 in insurance expenses based on 2021 insurance premiums increases.

*WMSS operating budget expense and funding amounts are summarized in the chart.*

Watershed Management & Support Services (WMSS)	2022 Budget	2021 Budget	Increase / Decrease
<b>Operating Expenses:</b>			
Staff Salary & Benefits	\$ 13,191,614	\$ 12,481,385	\$ 710,229
Materials & Supplies	\$ 1,119,146	\$ 713,842	\$ 405,304
Purchased Services	\$ 2,885,184	\$ 3,124,481	\$ (239,297)
Financial	\$ 79,000	\$ 74,045	\$ 4,955
Internal Chargebacks	\$ 660,651	\$ 552,972	\$ 107,679
Debt Financing Charges	\$ 620,551	\$ 619,245	\$ 1,306
Transfer to Reserves - Land Securement	\$ 25,000	\$ 25,000	\$ -
Transfer to Reserves - SOGR Levy Dams & Channels	\$ 316,500	\$ 376,500	\$ (60,000)
Transfer to Reserves - SOGR Levy Buildings	\$ 164,000	\$ 102,000	\$ 62,000
<b>Total Operating Expenses - WMSS</b>	<b>\$ 19,061,646</b>	<b>\$ 18,069,470</b>	<b>\$ 992,176</b>

Watershed Management & Support Services (WMSS)	2022 Budget	2021 Budget	Increase / Decrease
<b>Funding of Operating Expenses:</b>			
Program Revenue	\$ 3,192,120	\$ 2,691,458	\$ 500,662
Ministry of Natural Resources & Forestry - Operating Grant	\$ 155,034	\$ 155,034	\$ -
Municipal Funding	\$ 9,691,673	\$ 9,340,100	\$ 351,573
Municipal Funding - State of Good Repair Levies Dams & Channels and Buildings	\$ 480,500	\$ 478,500	\$ 2,000
Other Grants & Program Funding	\$ 3,142,438	\$ 3,231,098	\$ (88,660)
Internal Chargeback Recoveries	\$ 2,206,381	\$ 2,145,780	\$ 60,601
Transfers from Reserves - WMSS Stabilization, Water Festival, Landowner Outreach & Restoration	\$ 193,500	\$ 27,500	\$ 166,000
<b>Total Operating Funding - WMSS</b>	<b>\$ 19,061,646</b>	<b>\$ 18,069,470</b>	<b>\$ 992,176</b>

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

**Staff Salary & Benefits** increases include:

- 2.75 FTE staff changes costing \$275,542 added through staff realignments and service delivery reviews, funded primarily by program revenue and other grants;
- Increased staff compensation of \$296,652 based on a 1.75% inflationary increase to the staff salary bands; and
- Benefit expense increases estimated to cost \$138,035.

### **Materials & Supplies and Purchased Services**

A large part of the changes in these categories are the result of shifts between supplies and services for the Partnership Projects planned for 2022 that are fully funded by project grants and internal chargebacks to the projects.

Purchased Services also includes increased WMSS insurance costs and Planning & Regulation legal budget based on current increased activities. The \$100,000 increase in legal budget for 2022 is funded by a transfer from the WMSS Stabilization Reserve to assess whether a long-term legal budget increase is required.

### **Internal Chargebacks**

Chargeback expenses are included in Partnership Projects, Source Protection and WMSS Operations related to staff in other departments allocating time on these programs. The chargeback amounts are increasing in total by \$100,454 based on the estimated amount of staff time to be spent on the respective projects and programs.

### **Debt Financing Charges**

Debt Financing Charges in the 2022 preliminary operating budget of \$620,551 includes \$570,551 municipal debt financing charges and \$50,000 for principal and interest payments on a property acquisition loan from the Hamilton Community Foundation (HCF). The original property loan received in 2015 of \$858,000 is anticipated to be repaid by July 2025.

Charges related to debt financing received through Halton Region are calculated based on interest rates ranging between 3.0%-3.2%. Repayment of the debt financing is over thirty years for the Kelso Dam Capital Project and twenty years for other projects. Projects that have been debt financed to date include major dam and channel capital projects and Administration Office renovations.

The total long-term debt balance is currently \$5,406,229 including debt financing received in 2021. The debt capacity ratio estimate of 4.2% for 2022 is based on estimated own source revenues, excluding Conservation Areas program revenue. Conservation Halton has approved a debt capacity ratio of 10% in its Budget Principles.



# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

### State of Good Repair Levy and Transfer to SOGR Reserves

An increase of \$2,000 in the SOGR Levy is included in the 2022 budget for Facilities. The 2022 budget also provides for a reallocation of \$60,000 from the Dams & Channels SOGR levy to the Facilities SOGR levy to meet the annual reserve level funding target in the Facilities Asset Management Plan.

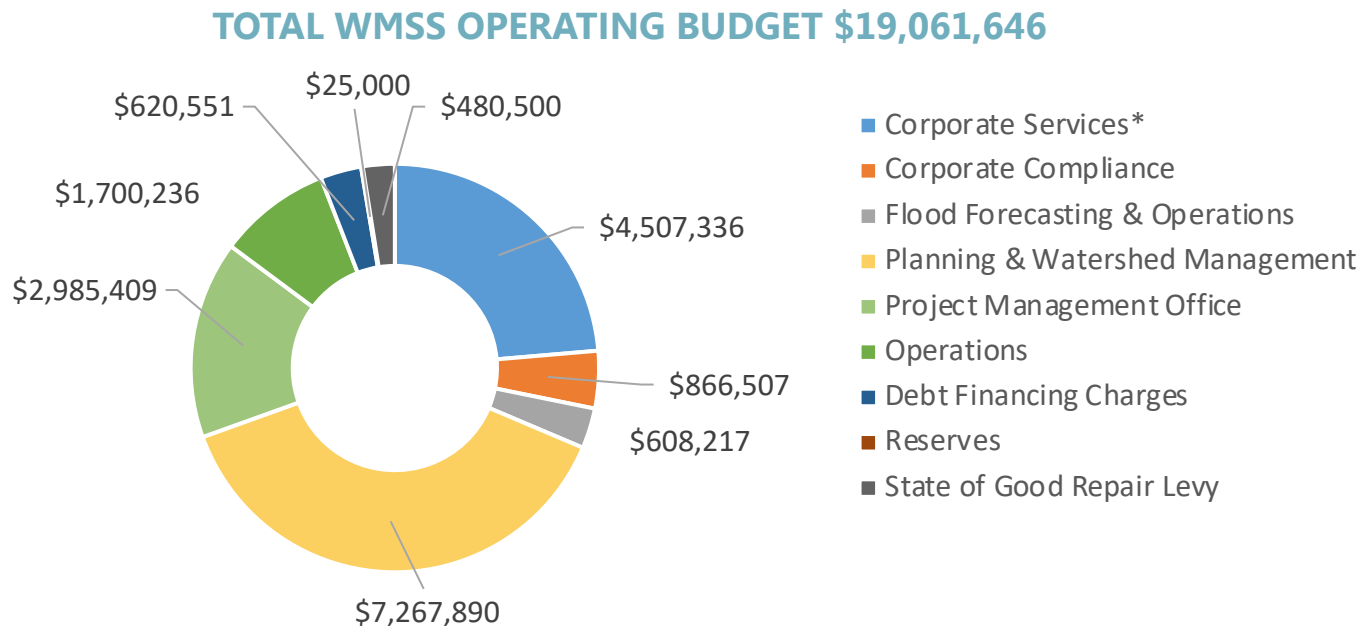
The State of Good Repair Levy amounts are transferred to the Watershed Management Capital and Building SOGR Reserve to fund future capital works.

### Program Revenue

The majority of the \$500,662 program revenue increase is related to planning and permit fees based on significantly increased recent activity and projected trends related to the Halton Region allocation program.

### Municipal Funding

Municipal operating funding for WMSS programs increase of \$353,573 is related to programs and services and to fund increases to the State of Good Repair Levies for dams, channels, and facilities.



\*includes Conservation Areas chargebacks or non-levy funded expenditures

# CONSERVATION AREAS

## 2022 OPERATING BUDGET SUMMARY

The operating budget provides for an investment of \$14.4 million into Conservation Area programs and services. Operating expenses have increased by \$541,749 as summarized in the chart.

**Staff Salary & Benefits** decrease by (\$46,244) due to reduction in 3.0 FTE positions offset by increased seasonal salaries and benefits.

**Internal Chargebacks** to the Conservation Areas for support services decrease in the 2022 operating budget by (\$29,100) related to staffing changes and time spent on park programs.

**Purchased Services** increase of \$291,545 includes insurance cost increases of \$100,000 based on 2021 premiums, and \$105,000 in services related to Digital Transformation.

**Financial** expense increase of \$175,000 is attributed to credit card fees and point of sales system fees with more online sales. These expense increases are offset by increased park program fees.

**Program fees** have been increased by \$530,100. This revenue increase is based on continued growth in park visitation and the implementation of fee increases in spring 2021, as parks revenue continues to transition to full cost recovery.

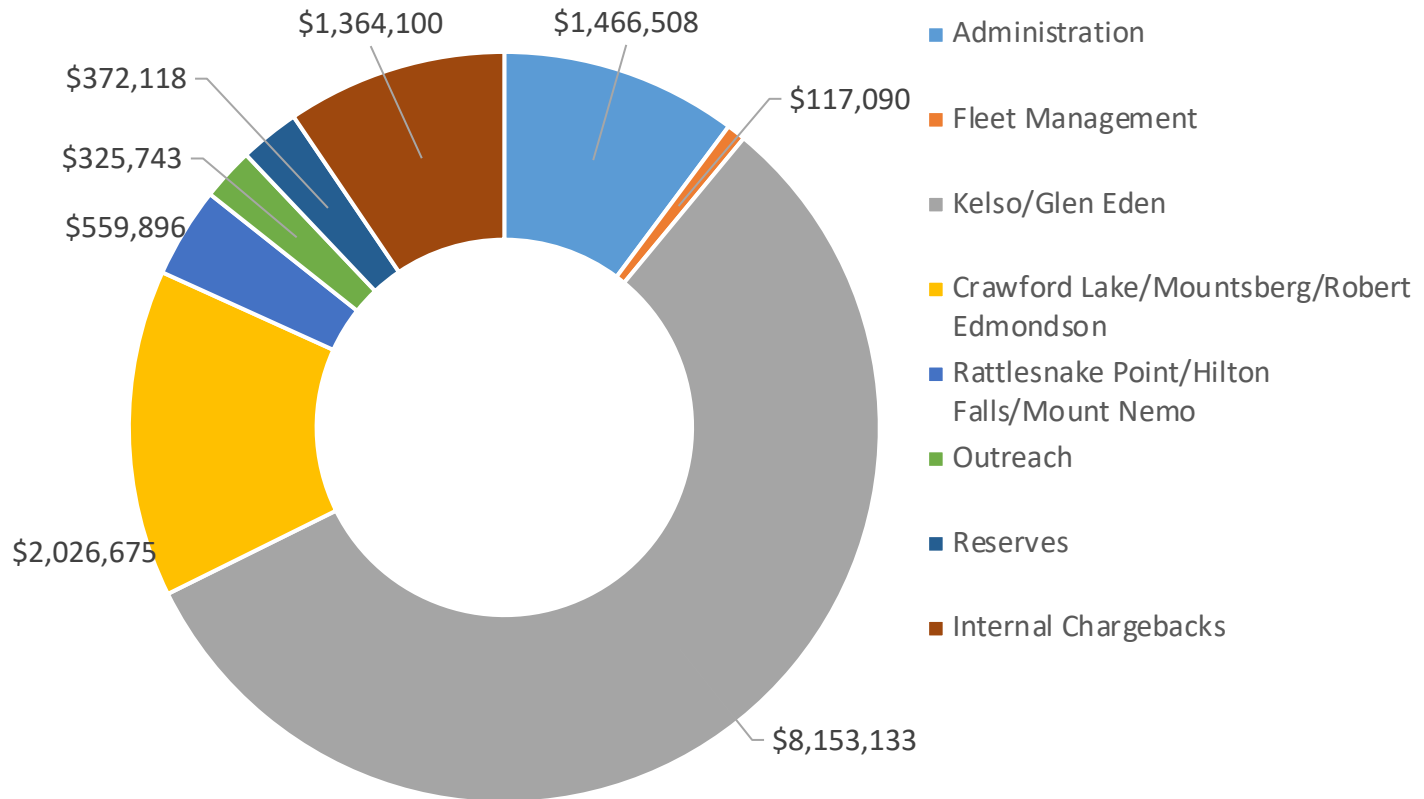
Conservation Areas	2022 Budget	2021 Budget	Increase / Decrease
<b>Operating Expenses:</b>			
Staff Salary & Benefits	\$ 8,057,964	\$ 8,104,208	\$ (46,244)
Materials & Supplies	\$ 1,874,353	\$ 1,844,639	\$ 29,714
Purchased Services	\$ 2,245,528	\$ 1,953,983	\$ 291,545
Financial	\$ 471,200	\$ 296,200	\$ 175,000
Internal Chargebacks	\$ 1,364,100	\$ 1,393,200	\$ (29,100)
Transfer to Reserve - Operating Surplus	\$ 372,118	\$ 251,284	\$ 120,834
<b>Total Operating Expenses - Conservation Areas</b>	<b>\$ 14,385,263</b>	<b>\$ 13,843,514</b>	<b>\$ 541,749</b>

Conservation Areas	2022 Budget	2021 Budget	Increase / Decrease
<b>Funding of Operating Expenses:</b>			
Program Fees	\$ 13,946,430	\$ 13,416,330	\$ 530,100
Municipal Funding - Park Education programs & Outreach	\$ 361,463	\$ 355,279	\$ 6,184
Internal Chargeback Recoveries	\$ 77,370	\$ 63,290	\$ 14,080
Transfer from Reserves	\$ -	\$ 8,615	\$ (8,615)
<b>Total Operating Funding - Conservation Areas</b>	<b>\$ 14,385,263</b>	<b>\$ 13,843,514</b>	<b>\$ 541,749</b>

# CONSERVATION AREAS

## 2022 OPERATING BUDGET SUMMARY

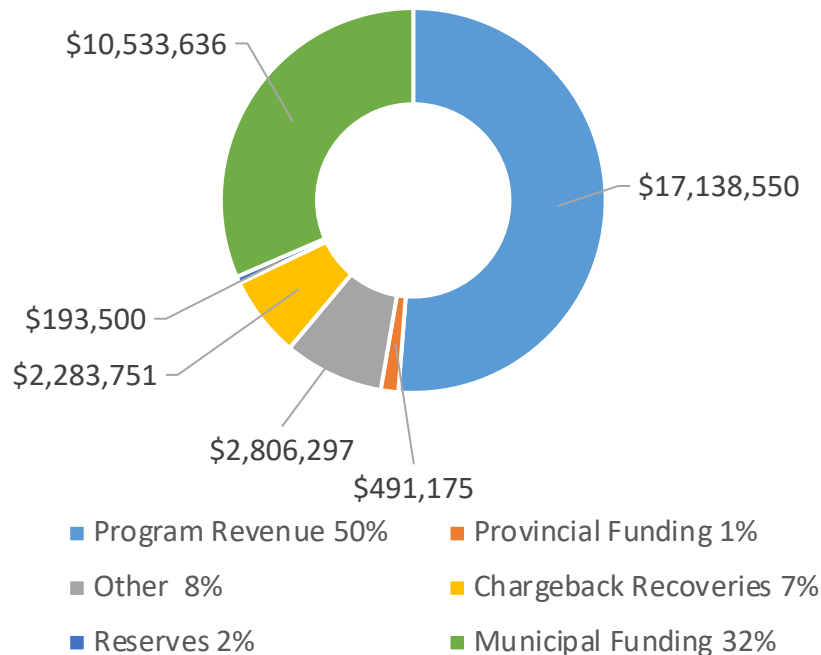
### TOTAL CONSERVATION AREAS OPERATING BUDGET \$14,385,263





# SOURCES OF OPERATING BUDGET FUNDING

## TOTAL OPERATING BUDGET FUNDING SOURCES \$33,446,909



Conservation Halton has been proactive in generating funding through various sources to mitigate the financial impact to its funding municipalities. The 2022 operating budget funding sources are consistent with prior years, with the majority of funding derived from self-generated revenues and less than one third of the operating budget funded by municipal operating funding of \$10.5 million.

Program revenue included in the operating budget is assumed to increase based on inflation, growth and increases identified through the Rates & Fees model to transition to full cost recovery. The fees model will ensure that fees are phased in to recover costs of providing services and will benchmark fees against other similar service providers to ensure equity to the consumers of the services.

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and current value assessment of the municipality within the Conservation Halton watershed, as detailed in the Municipal Funding section of the 2022 Budget & Business Plan.

# SOURCES OF OPERATING BUDGET FUNDING

## STATE OF GOOD REPAIR LEVY

The operating budget includes a request for a State of Good Repair (SOGR) Levy of \$480,500, an increase of \$2,000 over the 2021 budget amount. This increase is consistent with the 2022 forecast amount included in the 2021 budget. The 2021 State of Good Repair Levy consists of \$316,500 for dams and channels assets and \$164,000 for buildings and facility assets. The State of Good Repair Levy amounts will be transferred to the Watershed Management Capital and the Building SOGR Reserve to fund 2022 and future capital works.

Asset Management Plans have been completed for all Conservation Halton assets including Dams and Channels, Facilities and remaining capital assets, and have identified that most Conservation Halton assets are in good condition. The last Asset Management Plan noted that reserve levels for some assets, such as vehicles, are inadequate in the later years of the ten-year forecast and will be addressed in future budgets.

The Asset Management Plans provide the annual investment required to maintain these assets in a state of good repair. Based on the phase-in of the State of Good Repair levy amounts, some municipal debt financing is still required over the ten-year forecast period until the SOGR levy reaches target levels established in the Asset Management Plans. Conservation Halton staff will work towards phasing in the shortfall in future budgets to minimize the municipal funding impact.

## RESERVE FUNDING AND TRANSFERS

In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, there is a transfer of \$25,000 to the Land Securement Reserve included in the 2022 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy.

Transfers from the Stabilization, Water Festival, Landowner Outreach & Restoration reserves totaling \$193,500 are included in program funding in the 2022 budget to meet operating expense needs.

The Reserve section of the 2022 Budget & Business Plan provides the projected reserve balances at December 31, 2021 and the proposed transfers to and from reserves in the 2022 budget. A reserve continuity schedule with reserve balances to 2031 is also provided in this section.

## STAFF COMPLEMENT CHANGES

The 2022 operating budget provides for a net decrease of .2 full time equivalent (FTE) staff positions made up of 2.8 FTE increase in Watershed Management & Support Services and 3.0 FTE decrease in the Conservation Areas.

A summary of the changes is provided below.

Staffing Overview Summary				
	2021 Approved FTE	Service Adjustment	2022 Total FTE	Net Change 2022 vs 2021
<b>Watershed Management &amp; Support Services (WMSS)</b>				
Full-time	105.5	2.8	108.3	2.8
Part-time/Contract	7.8	0.0	7.8	0.0
<b>Total WMSS</b>	<b>113.3</b>	<b>2.8</b>	<b>116.1</b>	<b>2.8</b>
<b>Conservation Areas</b>				
Full-time	34.3	-3.0	31.3	-3.0
Part-time/Contract	103.4	0.0	103.4	0.0
<b>Total Conservation Areas</b>	<b>137.7</b>	<b>-3.0</b>	<b>134.7</b>	<b>-3.0</b>
<b>Total Full-time</b>	<b>139.8</b>	<b>-0.2</b>	<b>139.6</b>	<b>-0.2</b>
<b>Total Part-time/Contract</b>	<b>111.2</b>	<b>0.0</b>	<b>111.2</b>	<b>0.0</b>
<b>Total Staff FTE's</b>	<b>251.0</b>	<b>-0.2</b>	<b>250.8</b>	<b>-0.2</b>



# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

Description	%Increase (decrease) over 2021 Budget	2020 Actual	2021 Budget Expenses	2022 Budget Expenses	2022 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS) PROGRAMS</b>										
<b>1 CORPORATE SERVICES</b>										
Office of the President & CEO		681,369	665,847	711,907				22,500		689,407
Conservation Halton Foundation Administration		151,555	148,504	153,015				30,000		123,015
Finance		810,766	809,270	779,944	80,500			238,300		461,144
General Corporate Services		25,109	-	-						-
Information Technology		641,375	500,021	477,979				61,000		416,979
Geographical Information Systems (GIS)		439,150	496,844	526,918	6,500					520,418
Chief Operating Officer / Digital Transformation		178,650	355,507	299,847				58,400		241,447
Human Resources		497,007	677,743	747,866				206,700	20,000	521,166
Marketing		496,262	427,019	438,225				168,200	10,000	260,025
Communications		138,512	351,789	371,635				136,800		234,835
1.7%		4,059,755	4,432,544	4,507,336	87,000	-	-	921,900	30,000	3,468,436
<b>2 CORPORATE COMPLIANCE</b>										
Corporate Compliance		716,109	774,777	866,507				197,300		669,207
11.8%		716,109	774,777	866,507	-	-	-	197,300	-	669,207
<b>3 FLOOD FORECASTING &amp; OPERATIONS</b>										
Flood Forecasting		471,778	508,284	608,217		155,034	-	36,000		417,183
19.7%		471,778	508,284	608,217	-	155,034	-	36,000	-	417,183

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

Description	%Increase (decrease) over 2021 Budget				2022 Budget Funding Sources					
		2020 Actual	2021 Budget Expenses	2022 Budget Expenses	Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>4 PLANNING &amp; WATERSHED MANAGEMENT</b>										
<b>Planning &amp; Regulations</b>										
Planning & Regulations		3,300,433	3,885,613	4,410,991	2,890,600			39,500	100,000	1,380,891
Floodplain Mapping (prev. Engineering)		324,632	239,437	246,492	-			-		246,492
Regional Infrastructure Team		441,752	495,154	509,902			522,650			(12,748)
<b>Science &amp; Partnerships</b>										
Monitoring Ecology		452,293	636,555	630,848	7,840			21,670		601,338
Stewardship		452,111	575,773	619,394	70,680			170,177	22,500	356,037
HHRAP		262,249	338,004	289,092			300,000			(10,908)
Partnership Projects		237,350	442,134	350,030			350,030			-
<b>Watershed Planning &amp; Source Protection</b>										
Source Protection		238,272	273,464	211,141		211,141		-		-
5.5%		5,709,092	6,886,134	7,267,890	2,969,120	211,141	1,172,680	231,347	122,500	2,561,102
<b>6 PROJECT MANAGEMENT OFFICE</b>										
Administration Office Facility		176,052	197,468	199,840						199,840
Project Management		356,503	456,415	434,469			50,000	129,200		255,269
Restoration		252,181	356,569	486,395	-			356,934		129,461
Construction		241,663	249,544	282,088				51,300		230,788
Partnership Projects		461,997	1,461,513	1,582,617			1,541,617		41,000	-
9.7%		1,488,397	2,721,509	2,985,409	-	-	1,591,617	537,434	41,000	815,358

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## 2022 OPERATING BUDGET SUMMARY

Description	%Increase (decrease) over 2021 Budget	2020 Actual	2021 Budget Expenses	2022 Budget Expenses	2022 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>7 OPERATIONS</b>										
Fleet Management		147,007	160,589	160,589						160,589
Property Management		41,179	91,770	118,890	36,000	125,000				(42,110)
Security		409,947	445,307	449,070				172,400		276,670
Forestry Operations		379,398	548,347	585,421	-		42,000	10,000		533,421
Forestry Tech. Team		283,195	377,463	386,266	100,000			100,000		186,266
	4.7%	1,260,726	1,623,476	1,700,236	136,000	125,000	42,000	282,400	-	1,114,836
<b>8 DEBT FINANCING CHARGES</b>										
	0.2%	744,009	619,245	620,551						620,551
<b>TRANSFER TO RESERVES - WMSS STABILIZATION, PROPERTY MANAGEMENT, STEWARDSHIP AND RESTORATION;</b>										
<b>9 ALLOCATED SURPLUS</b>										
		1,183,900	-	-						-
<b>TRANSFER TO RESERVES - STATE OF GOOD</b>										
<b>10a REPAIR (SOG) LEVY</b>										
	0.4%	439,200	478,500	480,500						480,500
<b>TRANSFER TO RESERVE - LAND</b>										
<b>10b SECUREMENT</b>										
	0.0%	25,000	25,000	25,000						25,000
<b>TOTAL OPERATING WATERSHED MGMT &amp; SUPPORT SERVICES (WMSS)</b>	5.5%	<b>16,097,967</b>	<b>18,069,470</b>	<b>19,061,646</b>	<b>3,192,120</b>	<b>491,175</b>	<b>2,806,297</b>	<b>2,206,381</b>	<b>193,500</b>	<b>10,172,173</b>

# CONSERVATION AREAS

## 2022 OPERATING BUDGET SUMMARY

Description	%Increase (decrease) over 2021 Budget	2020 Actual	2021 Budget Expenses	2022 Budget Expenses	2022 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>CONSERVATION AREAS</b>										
<b>11 Conservation Areas</b>										
Conservation Areas Administration		1,198,921	1,094,102	1,466,508	1,165,000			71,770		
Fleet Management		108,850	105,090	117,090						
Kelso/Glen Eden		6,096,461	8,011,909	8,153,133	9,589,250					
Crawford Lake/Mountsberg/Robert Edmondson		1,739,503	2,039,720	2,026,675	1,793,000		-			240,000
Rattlesnake Point/Hilton Falls/Mount Nemo		547,519	630,735	559,896	1,200,500					
Outreach		126,510	317,474	325,743	198,680			5,600	-	121,463
Transfer Surplus to Conservation Area reserves		1,072,029	251,284	372,118						
<b>SUBTOTAL CONSERVATION AREAS - OPERATING BEFORE SUPPORT SERVICES CHARGEBACK</b>										
	4.6%	10,889,793	12,450,314	13,021,163	13,946,430	-	-	77,370	-	361,463
Support Services Chargeback	(2.1%)	926,900	1,393,200	1,364,100						
<b>TOTAL OPERATING CONSERVATION AREAS</b>										
	3.9%	11,816,693	13,843,514	14,385,263	13,946,430	-	-	77,370	-	361,463
<b>TOTAL OPERATING PROGRAMS</b>										
	4.8%	27,914,660	31,912,984	33,446,909	17,138,550	491,175	2,806,297	2,283,751	193,500	10,533,636



# CAPITAL BUDGET

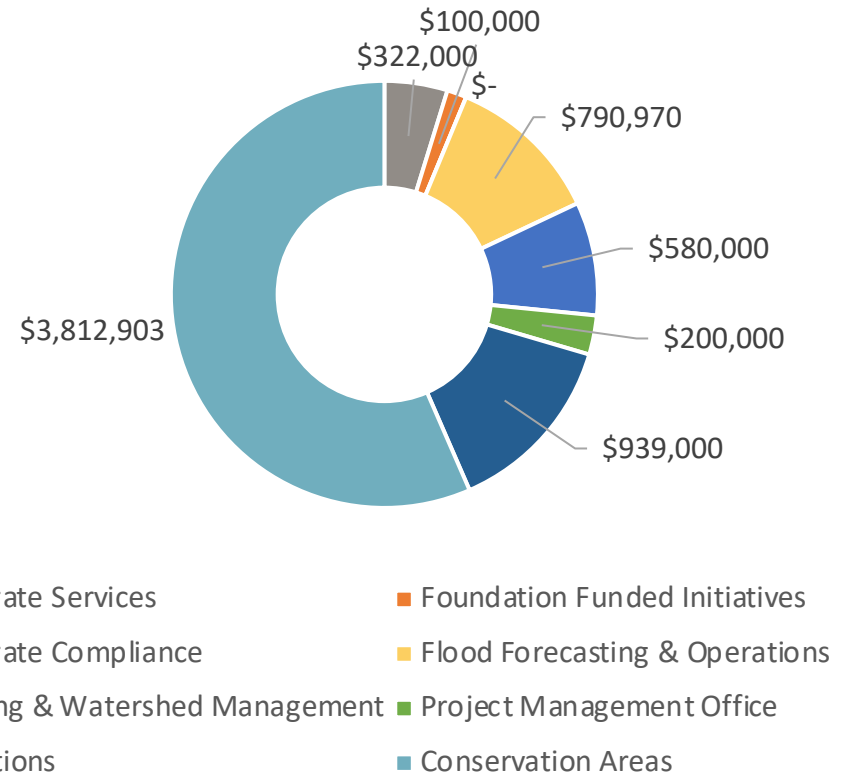


## 2022 CAPITAL BUDGET SUMMARY CHANGES

The 2022 capital budget will invest a total of \$6.7 million into infrastructure and technology to enhance programs and services in the watershed and Conservation Areas.

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

### TOTAL CAPITAL BUDGET \$6,744,873



# 2022 CAPITAL BUDGET SUMMARY

## WATERSHED MANAGEMENT & SUPPORT SERVICES

### INVESTING IN THE WATERSHED

The 2022 capital budget provides for an investment of \$2,931,970 in the Conservation Halton watershed.

*The WMSS 2022 capital budget includes:*

### CORPORATE SERVICES

The Asset Management Plan - Dams and Channels in the 2022 budget for \$40,000 is scheduled to be updated in 2022. Asset Management Plans have been completed for all Conservation Halton assets and are planned to be updated every five years.

A compensation review is planned in 2022 at an estimated cost of \$30,000. Staff compensation and market reviews are completed every five years.

Information Technology infrastructure capital costs of \$52,000 include new and replacement computer equipment and software.

Digital Transformation initiatives of \$200,000 in 2022 include the implementation of a digital file management system. Project expenses for 2022 are proposed to be funded by a transfer from the Digital Transformation Reserve.

### FLOOD FORECASTING & OPERATIONS

Dams and channels SOGR Maintenance costs of \$700,970 are based on staff assessments of capital work priorities according to consulting engineering studies, such as dam safety reviews.

These costs are assumed to be funded 50% provincially and 50% municipally through the State of Good Repair Levy reserve funding. The amount in the 2022 budget and forecast has been reduced compared to prior budget capital forecasts as a result of estimates in updated Dam Safety Reviews and Channels Study.

Flood Forecasting & Warning Program costs of \$90,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning models and tools.

### PLANNING & WATERSHED MANAGEMENT

The \$55,000 capital budget for Watershed Planning will continue to guide Conservation Halton and partner municipalities in identifying natural assets and developing sustainable, cost-effective and climate-resilient infrastructure. This project aligns with Conservation Halton's strategic plan objective to increase climate resilience by promoting natural solutions.

The Floodplain Mapping update project, with costs of \$525,000 in the 2022 budget is a multi-year capital project identified through the Strategic Plan. This project is funded through Halton Region other municipal funding. The remaining watershed areas to be updated are predominantly within the Halton Region portion of the Conservation Halton watershed, making it difficult to apportion these costs to other municipalities.



# 2022 CAPITAL BUDGET SUMMARY

## PROJECT MANAGEMENT OFFICE (PMO)

Administration Office capital works for \$100,000 support office renovations, infrastructure and landscape improvements, including recommendations in the landscape master plan. Office renovations will consider the impact of the virtual office continuing, in some form. The building improvements in the master plan are to be implemented over a phased period..

Facility State of Good Repair costs of \$100,000 includes maintenance work identified in the Facilities Asset Management Plan and Facility Condition Assessment report to maintain WMSS buildings in a state of good repair.

## OPERATIONS

Emerald Ash Borer (EAB) treatment has been included at a cost of \$820,000 funded by Region of Halton according to the amount outlined in the Business Plan approved in 2017.

Property Management capital costs of \$25,000 are related primarily to property and risk management issues on properties owned by Conservation Halton. These funds will address Conservation Halton owned properties being accessed by the public without a formal management program.

Vehicle and equipment replacements planned for 2022 of \$94,000 for WMSS programs will be funded by a transfer from the Vehicle and Equipment Reserve.

Other Foundation funded projects of \$100,000 is an estimated amount to recognize annual fundraising by the Conservation Halton Foundation for park capital projects that typically support the education program.

## CONSERVATION AREAS

### INVESTING IN OUR PARKS

The 2022 capital budget provides for an investment of \$3,812,903 into the Conservation Areas.

The Conservation Area 2022 capital budget includes: Facility, Infrastructure & Ski Hill costs of \$1,432,903, including \$213,000 in State of Good Repair work and IT infrastructure, \$950,000 for improvements in snowmaking and facilities, ski rental fleet and snow groomer replacements, and \$269,903 in vehicle and equipment replacements.

The Crawford Lake Boardwalk replacement project, with an estimated cost of \$2,280,000 is being completed through a grant from the Investing in Canada Infrastructure Program (ICIP), which will provide federal and provincial funding totaling \$1,671,924, with the balance of \$608,076 to be funded by Conservation Halton. The Conservation Halton Board approved the use of Developer Contributions collected by Halton Region to fund Conservation Halton's portion of the project. This project will include improvements to extend the lifespan of the boardwalk and meet accessibility requirements and is expected to be completed by late 2024.



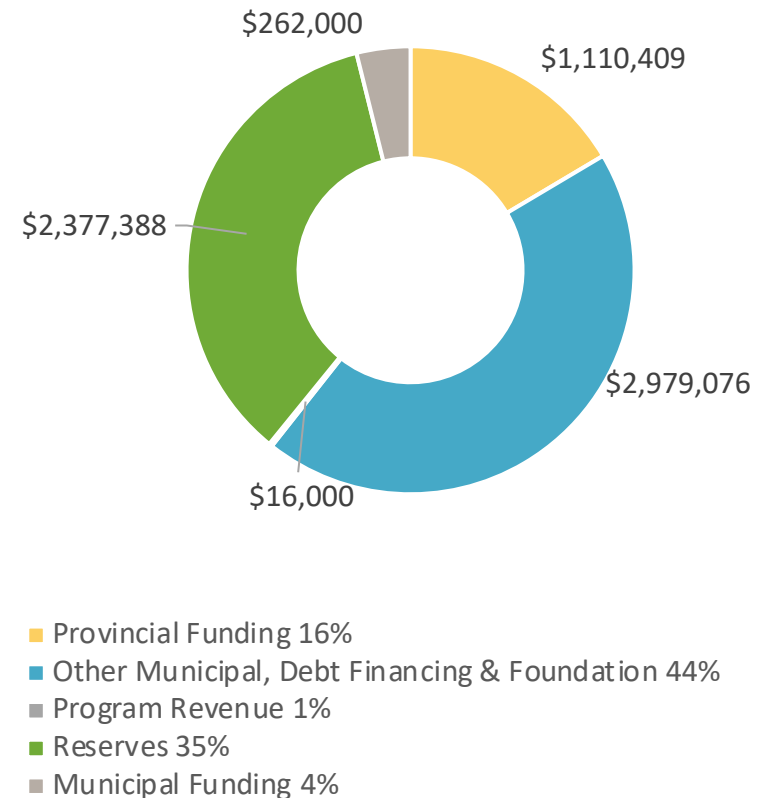
# 2022 CAPITAL BUDGET SUMMARY

## INVESTING IN OUR PARKS CON'T

Kelso Quarry Park, also known as Area 8, capital work in the 2022 budget will allow for infrastructure improvements at the new park. Increased public demand for greenspace, as a result of COVID-19 and community growth, has been a driver in advancing the enhancements to Kelso Quarry Park. The Kelso Master Plan approved in fall 2020 contains improvements at Kelso Quarry Park of approximately \$7 million, including trails, boardwalk, seasonal activities and visitor centre. The Conservation Halton Foundation launched a capital fundraising campaign in 2021, in addition to proposed funding from Developer Contributions collected by Halton Region.

Conservation Area capital projects funded partly by Developer Contributions identified in previous budgets are currently being re-assessed based on potential changes to park priorities as a result of provincial requirements and impacts of COVID-19 on park programs. These projects are on hold until further assessments can be completed.

## TOTAL CAPITAL BUDGET FUNDING SOURCES \$6,744,873



# 2022 CAPITAL BUDGET SUMMARY

Description	%Increase (decrease) over 2021 Budget	2020 Actual	2021 Budget Expenses	2022 Budget Expenses	2022 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL										
Capital - Watershed Management & Support										
12a Services (WMSS)										
Corporate Services										
Asset Management Plan		39,987	-	40,000						40,000
Compensation review		-	-	30,000						30,000
Ortho Imagery		-	15,000	-						-
IT Infrastructure		89,883	122,000	52,000						52,000
Digital Transformation		23,953	-	200,000					200,000	-
Website Upgrade		-	-	-					-	-
Corporate Compliance										
Clappison & Waterdown Woods		-	25,000	-						-
Land Acquisition		488,411	-	-						-
Flood Forecasting & Operations										
Dams & Channels SOGR Maintenance		956,221	1,203,000	700,970		350,485	-		350,485	-
Flood Forecasting & Warning Program		157,969	70,000	90,000						90,000
Planning & Watershed Management										
Watershed Planning		31,500	25,000	55,000			30,000			25,000
Flood Plain Mapping Update		220,118	500,000	525,000			525,000			-
Project Management Office										
Administration Office Renovations		-	500,000	100,000			-		100,000	-
Facilities - State of Good Repair		169,573	70,136	100,000					100,000	-
Operations Centre		-	-	-			-			-
Speyside Weir Removal		-	144,000	-					-	-
Operations WMSS										
Property Management Projects		-	-	25,000						25,000
Emerald Ash Borer		928,231	820,000	820,000	16,000		804,000			-
Vehicle and Equipment Replacement		242,475	167,562	94,000					94,000	-
Other Foundation Funded Projects		-	100,000	100,000			100,000			-
TOTAL CAPITAL WMSS	(22.1%)	3,348,322	3,761,698	2,931,970	16,000	350,485	1,459,000	-	844,485	262,000
12b Capital - Conservation Areas										
Skihill Improvements		-	500,000	950,000					950,000	-
Facility Major Maintenance & IT Infrastructure		47,000	370,000	213,000					213,000	-
Vehicle and Equipment Replacement		588,291	148,412	269,903					269,903	-
Developer Contribution Projects										
-Crawford Lake Boardwalk		-	-	2,280,000		759,924	1,520,076		-	-
-Kelso Quarry Park / Site 8		-	125,000	100,000					100,000	-
TOTAL CAPITAL CONSERVATION AREAS	233.5%	751,372	1,143,412	3,812,903	-	759,924	1,520,076	-	1,532,903	-
TOTAL CAPITAL PROJECTS	37.5%	4,099,694	4,905,110	6,744,873	16,000	1,110,409	2,979,076	-	2,377,388	262,000



# OPERATING BUDGET & **FORECAST 2023-2031**



## 2022 OPERATING BUDGET & FORECAST

The 2022 Budget and 2023-2031 Operating Forecast considers anticipated service levels, future obligations, and inflationary impacts. Key assumptions and drivers included in the operating forecast are as follows:

The addition of two new staff positions per year have been assumed in the Watershed Management & Support Services (WMSS) operating forecast to reflect future growth and maintenance of service levels. Program service level reviews are completed annually as part of the budget process.

Compensation and other expenses in the forecast have been assumed to increase annually at the estimated rate of 2%.

Watershed Management & Support Services program revenues in the forecast have been assumed to increase annually by 2%.

Chargebacks for support services provided to internal programs consider future compensation increases and the proportion of staffing allocated to these programs. The operating forecast includes on-going debt servicing costs and new debt financing for anticipated capital projects. Debt financing has been primarily received through the Region of Halton to assist with partially financing the 50% municipal portion of dams and channels capital projects. The estimated debt financing charges included in the operating forecast related to municipal debt financing have been provided by Region of Halton staff.

The operating forecast includes the impact of capital projects once the assets become operational, excluding the Conservation Area capital projects that are partly funded by Developer Contributions. The cost impacts related to the Developer Contribution works will be assessed through the development of project designs, cost estimates and regulatory requirements.

**A summary of the 2022 operating budget and 2023– 2031 forecast is as follows:**

*(See chart on proceeding page)*



# 2022 OPERATING BUDGET & FORECAST

Conservation Halton WMSS Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Salaries &amp; Benefits</b>										
Balance, beginning of year	12,481,385	13,191,614	13,629,614	14,079,614	14,542,614	15,018,614	15,507,614	16,009,614	16,525,614	17,055,614
Staffing changes (2022 2.75 FTE increase; 2 FTE 2023-2031)	275,542	153,000	156,000	159,000	162,000	165,000	168,000	171,000	174,000	177,000
Compensation Increases (2022 1.75%, 2022-30 2% inflation; 96% of range)	296,651	209,000	216,000	223,000	230,000	238,000	245,000	253,000	261,000	270,000
Increase in benefits (2022 5%; 2023-2031 2% inflation)	138,036	76,000	78,000	81,000	84,000	86,000	89,000	92,000	95,000	98,000
<b>Balance, end of year</b>	<b>13,191,614</b>	<b>13,629,614</b>	<b>14,079,614</b>	<b>14,542,614</b>	<b>15,018,614</b>	<b>15,507,614</b>	<b>16,009,614</b>	<b>16,525,614</b>	<b>17,055,614</b>	<b>17,600,614</b>
<b>Materials &amp; Supplies</b>										
Balance, beginning of year in 2020 budget	-									
Less: Restatement of Outreach to Conservation Areas	713,842									
Balance, beginning of year	713,842	1,119,146	1,130,346	1,152,946	1,176,046	1,199,546	1,223,546	1,248,046	1,273,046	1,298,546
Science & Partnerships program materials	(31,330)									
Project Management Office (PMO) program materials	450,284									
General decrease and increases (Assumed 2022-2031 2% inflation)	(13,650)	11,200	22,600	23,100	23,500	24,000	24,500	25,000	25,500	26,000
<b>Balance, end of year</b>	<b>1,119,146</b>	<b>1,130,346</b>	<b>1,152,946</b>	<b>1,176,046</b>	<b>1,199,546</b>	<b>1,223,546</b>	<b>1,248,046</b>	<b>1,273,046</b>	<b>1,298,546</b>	<b>1,324,546</b>
<b>Purchased Services</b>										
Balance, beginning of year in 2020 budget	-									
Less: Restatement of Outreach to Conservation Areas	3,124,481									
Balance, beginning of year	3,124,481	2,885,184	2,928,184	2,972,184	3,017,184	3,062,184	3,116,184	3,178,184	3,242,184	3,307,184
Corporate Services - Virtual office expenses	44,000									
Corporate Compliance - Insurance and Legal cost increases	65,000									
COO / Digital Transformation program services	105,000									
Planning & Watershed Management - Legal and consulting increase	100,000									
Science & Partnerships - HHRAP and Partnership Projects services	(142,633)									
Project Management Office (PMO) - Restoration Partnership Projects	(436,501)									
WMSS Operations program services	24,000									
General increases (Assumed 2022-2031 2% inflation)	1,837	43,000	44,000	45,000	45,000	54,000	62,000	64,000	65,000	66,000
<b>Balance, end of year</b>	<b>2,885,184</b>	<b>2,928,184</b>	<b>2,972,184</b>	<b>3,017,184</b>	<b>3,062,184</b>	<b>3,116,184</b>	<b>3,178,184</b>	<b>3,242,184</b>	<b>3,307,184</b>	<b>3,373,184</b>
<b>Financial</b>										
Balance, beginning of year	74,045	79,000	80,600	82,200	83,800	85,500	87,200	88,900	90,700	92,500
General increases (2022-2031 Assumed 2.0% inflation)	4,955	1,600	1,600	1,600	1,700	1,700	1,700	1,800	1,800	1,900
<b>Balance, end of year</b>	<b>79,000</b>	<b>80,600</b>	<b>82,200</b>	<b>83,800</b>	<b>85,500</b>	<b>87,200</b>	<b>88,900</b>	<b>90,700</b>	<b>92,500</b>	<b>94,400</b>
<b>Internal Chargebacks</b>										
Beginning of year	552,972	660,651	673,864	687,341	701,088	715,110	729,412	744,000	758,880	774,058
General increases	107,679	13,213	13,477	13,747	14,022	14,302	14,588	14,880	15,178	15,481
<b>Balance, end of year</b>	<b>660,651</b>	<b>673,864</b>	<b>687,341</b>	<b>701,088</b>	<b>715,110</b>	<b>729,412</b>	<b>744,000</b>	<b>758,880</b>	<b>774,058</b>	<b>789,539</b>

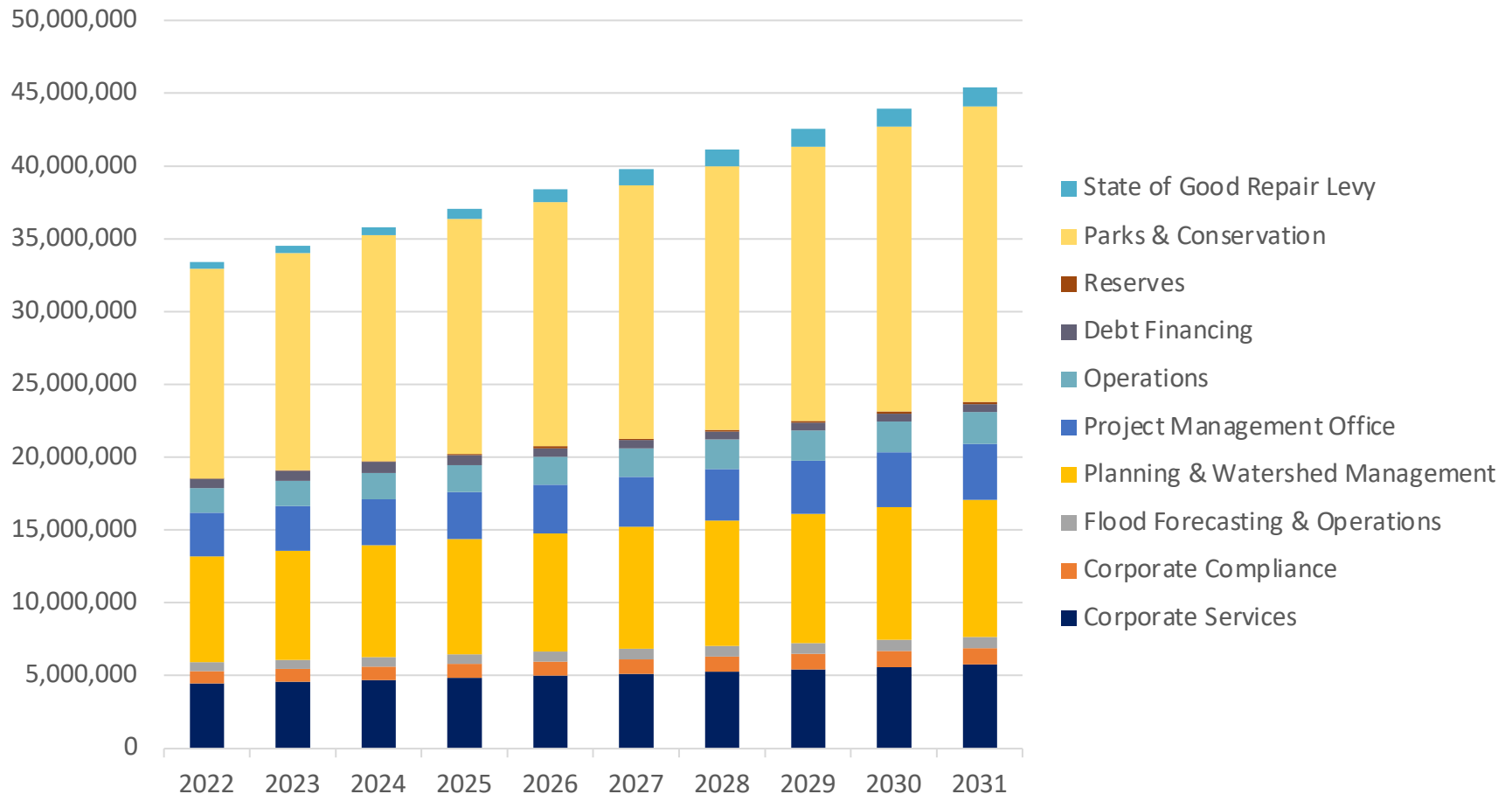
# 2022 OPERATING BUDGET & FORECAST

Conservation Halton WMSS Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Debt Financing Charges (Hamilton Community Fdn &amp; Halton Region)</b>										
Balance, beginning of year	619,245	620,551	577,116	643,857	636,408	530,977	501,857	491,592	481,847	472,102
Decrease in debt financing charges - Ham. Comm. Foundation	-	-	-	(25,000)	(25,000)	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	1,306	(43,435)	66,741	17,551	(80,431)	(29,120)	(10,265)	(9,745)	(9,745)	(9,745)
<b>Total Debt Financing Charges</b>	<b>620,551</b>	<b>577,116</b>	<b>643,857</b>	<b>636,408</b>	<b>530,977</b>	<b>501,857</b>	<b>491,592</b>	<b>481,847</b>	<b>472,102</b>	<b>462,357</b>
Transfer to Reserves - State of Good Repair Levy (Dams and Channels)	316,500	327,100	350,600	466,800	645,900	856,500	873,600	891,100	908,900	927,100
Transfer to Reserves - State of Good Repair Levy (Buildings)	164,000	167,300	170,600	174,000	177,500	181,100	184,700	188,400	192,200	196,000
Transfer to Reserves - Land Securement	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfers to Reserves - Motor Pool	-	-	-	50,000	125,000	75,000	100,000	100,000	125,000	125,000
<b>Total Operating Expenses - WMSS</b>	<b>19,061,646</b>	<b>19,539,124</b>	<b>20,164,342</b>	<b>20,872,940</b>	<b>21,585,331</b>	<b>22,303,413</b>	<b>22,943,636</b>	<b>23,576,771</b>	<b>24,251,104</b>	<b>24,917,740</b>
<b>Funding of Operating Expenditures</b>										
Program Revenue	3,192,120	3,351,700	3,519,300	3,589,700	3,661,500	3,844,600	3,921,500	3,999,900	4,079,900	4,161,500
Ministry of Natural Resources & Forestry - Operating Grant	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034
Municipal Funding - Operating (Total incl. Education)	10,053,136	10,408,282	10,739,574	11,186,493	11,540,856	11,756,063	12,190,968	12,738,544	13,201,682	13,652,788
Municipal State of Good Repair Levies - Dams & Channels and Buildings	480,500	494,400	521,200	640,800	823,400	1,037,600	1,058,300	1,079,500	1,101,100	1,123,100
Other Grants & Program Funding	3,142,438	3,202,800	3,264,400	3,327,300	3,391,400	3,456,800	3,523,500	3,591,500	3,660,900	3,731,600
Internal Chargeback Recoveries	1,844,918	1,896,908	1,934,834	1,973,613	2,013,141	2,053,316	2,094,334	2,012,293	2,052,488	2,093,718
Transfers from Reserves - WMSS Stabilization, Water Festival, Stewardship and Restoration	193,500	30,000	30,000	-	-	-	-	-	-	-
<b>Total Operating Funding - WMSS</b>	<b>19,061,646</b>	<b>19,539,124</b>	<b>20,164,342</b>	<b>20,872,940</b>	<b>21,585,331</b>	<b>22,303,413</b>	<b>22,943,636</b>	<b>23,576,771</b>	<b>24,251,104</b>	<b>24,917,740</b>

# 2022 OPERATING BUDGET & FORECAST

Conservation Halton Conservation Areas Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Salaries & Benefits	8,057,964	8,219,123	8,383,506	8,551,176	8,722,199	9,027,476	9,343,438	9,670,458	10,008,924	10,359,237
Materials & Supplies	1,874,353	1,911,840	1,950,077	1,989,078	2,028,860	2,099,870	2,173,366	2,249,433	2,328,163	2,409,649
Purchased Services	2,245,528	2,290,439	2,336,247	2,382,972	2,430,632	2,515,704	2,603,753	2,694,885	2,789,206	2,886,828
Financial	471,200	480,624	490,236	500,041	510,042	527,894	546,370	565,493	585,285	605,770
Internal Chargebacks	1,364,100	1,391,400	1,419,200	1,447,600	1,476,600	1,506,100	1,536,200	1,566,900	1,598,200	1,630,200
Transfer to Reserve - Operating Surplus	372,118	651,180	946,859	1,259,848	1,590,973	1,735,818	1,889,264	2,051,772	2,223,824	2,405,827
<b>Total Operating Expenses - Conservation Areas</b>	<b>14,385,263</b>	<b>14,944,606</b>	<b>15,526,126</b>	<b>16,130,716</b>	<b>16,759,306</b>	<b>17,412,862</b>	<b>18,092,391</b>	<b>18,798,941</b>	<b>19,533,602</b>	<b>20,297,510</b>
<b>Operating Funding - Conservation Areas</b>										
Program Fees	13,946,430	14,496,996	15,069,564	15,665,023	16,284,299	16,928,355	17,598,194	18,294,860	19,019,439	19,773,064
Municipal Funding - Park Education programs & Outreach	361,463	368,692	376,066	383,587	391,259	399,084	407,066	415,207	423,512	431,982
Internal Chargeback Recoveries	77,370	78,917	80,496	82,106	83,748	85,423	87,131	88,874	90,651	92,464
<b>Total Operating Funding - Conservation Areas</b>	<b>14,385,263</b>	<b>14,944,606</b>	<b>15,526,126</b>	<b>16,130,716</b>	<b>16,759,306</b>	<b>17,412,862</b>	<b>18,092,391</b>	<b>18,798,941</b>	<b>19,533,602</b>	<b>20,297,510</b>

## 2022 OPERATING BUDGET & FORECAST





# CAPITAL BUDGET & **FORECAST 2023-2031**



# 2022 CAPITAL BUDGET & FORECAST

Conservation Halton provides services that are essential to the safety and well-being of the residents in its watershed. These services rely on well-planned and maintained infrastructure. Through capital budgeting, Conservation Halton can plan for future priorities, and the impact on operating programs and expenses, while ensuring long term fiscal sustainability.

Development of the 2022 capital budget and the 2023-2031 forecast includes Momentum strategic plan initiatives, Asset Management Plan capital priorities, Emerald Ash Borer business plans, Floodplain Mapping projects, and Park Master Plan initiatives. The capital budget, as proposed, will ensure assets are maintained in a State of Good Repair and address the impact of growth in the region on Conservation Halton infrastructure.

A significant portion of the Watershed Management & Support Services capital budget are related to dams, channels and facility capital projects. These capital projects are funded by transfers from the respective reserves, partly funded through State of Good Repair Levies based on a long-term financing strategy.

Conservation Areas capital projects in the 2022 budget and forecast are funded by the park capital reserve, capital infrastructure grants and other funding. Capital projects include on-going ski hill, facility, and infrastructure improvement projects to maintain assets in a State of Good Repair, and information technology enhancements. New Conservation Area capital projects will include infrastructure improvements to the Crawford Lake Boardwalk to extend its lifespan and meet accessibility requirements, and the

expansion of park greenspace with the opening of Kelso Quarry Park. Conservation Areas projects in the capital forecast continue to include three projects totaling approximately \$24 million based on business cases previously provided to the Board of Directors. The capital projects are related to recreation centres and water distribution and sewer collection systems, partly funded by developer contributions received by Halton Region. These projects will be re-assessed with a new lens in light of the impacts of COVID-19 on park operations and visitor demands. This re-assessment will ensure Conservation Halton is making wise capital investments that are financially sustainable and leverages available infrastructure grant funding.

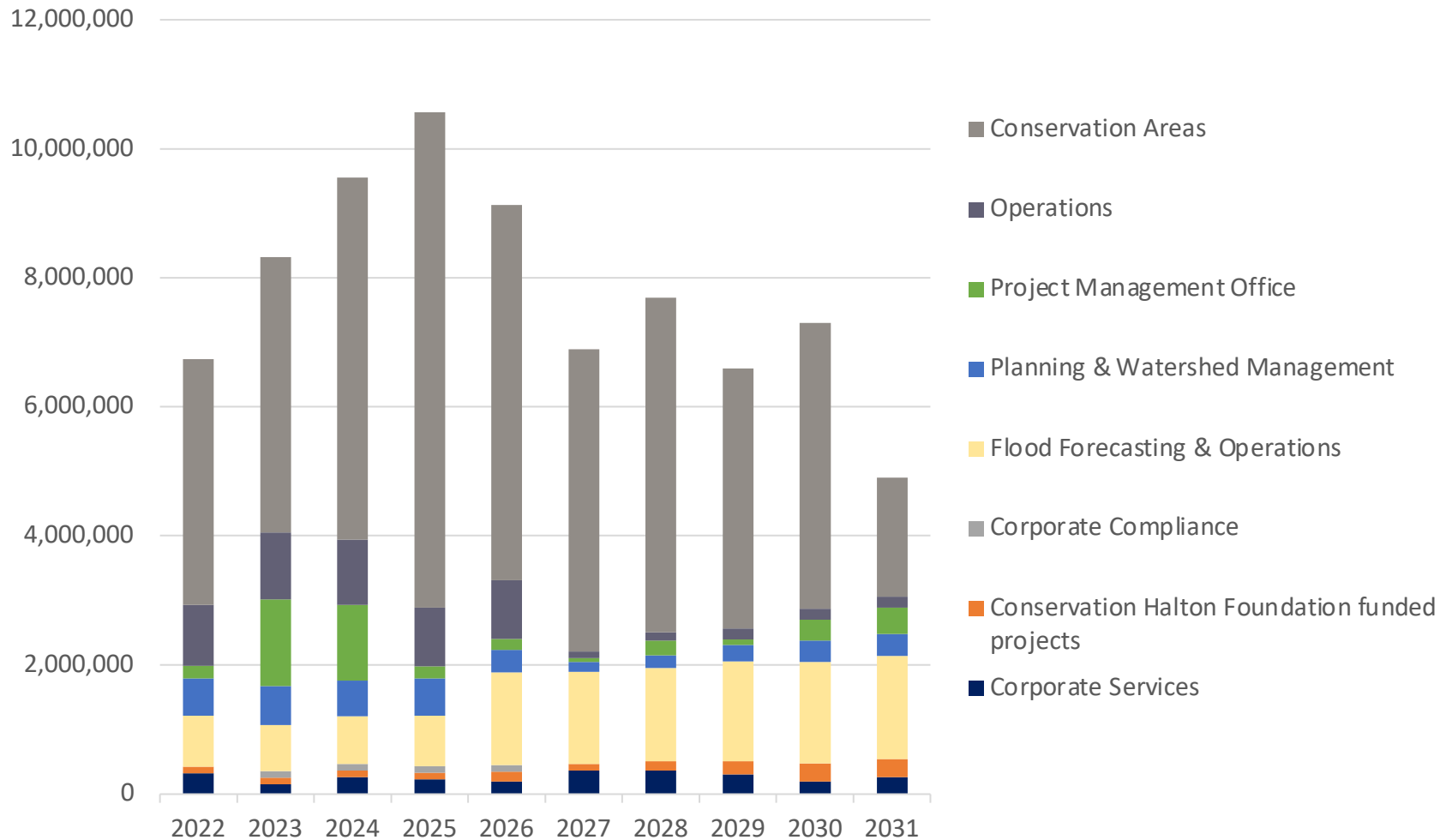
Strategic plan initiatives included in the capital forecast will enable Conservation Halton to continue to invest in innovation and technologies to further modernize operations, streamline service delivery and improve resource management.

Initiatives included in the 2022 budget and 2023 – 2031 capital forecast include the continuation of:

- Modernizing flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across all systems
- Mitigating impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship
- Expanding sustainable outdoor recreation experiences

**A summary of the 2022 capital budget and 2023 – 2031 capital forecast by department is as follows:**

## 2022 OPERATING BUDGET & FORECAST





# 2022 OPERATING BUDGET & FORECAST

Conservation Halton WMSS Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Flood Forecasting &amp; Operations</b>										
Flood Forecasting	90,000	80,000	75,000	70,000	70,000	40,000	40,000	40,000	40,000	32,500
Scotch Block Major Maintenance	25,000	53,000	169,000	91,000	-	-	115,000	-	-	-
Hilton Falls Major Maintenance	130,000	-	228,000	-	-	-	-	118,000	-	-
Morrison-Wedgewood major maintenance	-	-	-	51,000	668,000	400,000	587,000	599,000	477,000	623,000
Kelso Dam Major Maintenance	275,970	240,000	-	-	-	-	-	118,000	-	-
Mountsberg Major Maintenance	80,000	112,000	-	-	-	-	-	-	-	-
Dams and Channels Maintenance Projects	190,000	234,000	270,000	530,000	705,000	927,000	704,000	671,000	1,056,000	941,000
Dam Public Safety Projects	-	-	-	43,000	-	58,000	-	-	-	-
	790,970	719,000	742,000	785,000	1,443,000	1,425,000	1,446,000	1,546,000	1,573,000	1,596,500
<b>Corporate Services</b>										
Asset Management Plan Consulting	40,000	25,000	25,000	-	-	-	75,000	25,000	-	-
Program Rates & Fees Review	-	-	30,000	30,000	-	-	-	60,000	-	-
Engagement Survey	-	31,000	-	15,000	-	-	35,000	-	-	-
Compensation Review	30,000	-	-	-	-	35,000	-	-	-	-
GIS Data Acquisition	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Website Upgrade	-	-	-	-	-	100,000	-	-	-	-
Digital Document Management System	200,000	-	-	-	-	-	-	-	-	-
IT Infrastructure - Digital Transformation	-	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
IT Infrastructure - upgrades - WMSS	52,000	98,000	97,000	72,000	82,000	117,000	144,000	107,000	82,000	152,000
	322,000	154,000	267,000	232,000	197,000	367,000	369,000	307,000	197,000	267,000
<b>Corporate Compliance</b>										
Giant's Rib GeoPark	-	100,000	100,000	100,000	100,000	-	-	-	-	-
	-	100,000	100,000	100,000	100,000	-	-	-	-	-
<b>Planning &amp; Watershed Management</b>										
Watershed Planning	55,000	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000	59,000
Flood Plain Mapping (Updates; 2027 & on ongoing maintenance)	525,000	550,000	500,000	525,000	240,000	100,000	102,000	104,000	106,000	108,000
Watershed Implementation Plan	-	-	-	-	50,000	-	40,000	100,000	175,000	175,000
	580,000	601,000	552,000	578,000	344,000	155,000	198,000	261,000	339,000	342,000



# 2022 OPERATING BUDGET & FORECAST

Conservation Halton WMSS Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
<b>Conservation Halton Foundation funded projects</b>										
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Project Management Office</b>										
Administration Office & Other Facility Renovations	200,000	316,505	157,011	184,468	170,595	60,633	225,179	84,936	316,413	406,574
Speyside Weir Removal	-	30,000	12,000	5,000	-	-	-	-	-	-
Operations Centre	-	1,000,000	1,000,000	-	-	-	-	-	-	-
	200,000	1,346,505	1,169,011	189,468	170,595	60,633	225,179	84,936	316,413	406,574
<b>Operations</b>										
Vehicle & Equipment Replacement	94,000	174,500	158,500	82,500	87,500	98,000	78,000	143,000	126,000	125,000
Emerald Ash Borer (EAB) Management	820,000	834,000	834,000	794,000	794,000	-	-	-	-	-
Property Management Projects	25,000	25,000	25,000	25,000	25,000	-	50,000	25,000	50,000	50,000
	939,000	1,033,500	1,017,500	901,500	906,500	98,000	128,000	168,000	176,000	175,000
<b>Total Capital Expenditures - WMSS</b>	<b>2,931,970</b>	<b>4,054,005</b>	<b>3,947,511</b>	<b>2,885,968</b>	<b>3,261,095</b>	<b>2,205,633</b>	<b>2,466,179</b>	<b>2,466,936</b>	<b>2,701,413</b>	<b>2,887,074</b>
<b>Capital - Funding</b>										
Provincial Grants	350,485	319,500	333,500	357,500	686,500	692,500	703,000	753,000	766,500	782,000
Municipal Funding	262,000	284,000	392,000	352,000	367,000	482,000	626,000	601,000	593,000	657,500
Municipal Funding Other - EAB	804,000	834,000	834,000	794,000	794,000	-	-	-	-	-
Municipal Funding Other - Flood Plain Mapping	525,000	550,000	500,000	525,000	240,000	-	-	-	-	-
Other Funding Grants and Program Funding	146,000	226,000	227,000	228,000	229,000	130,000	131,000	132,000	133,000	134,000
Transfer from Reserves	844,485	640,505	561,011	629,468	944,595	901,133	1,006,179	980,936	1,208,913	1,313,574
Municipal Debt Financing	-	1,200,000	1,100,000	-	-	-	-	-	-	-
<b>Total Capital Funding - WMSS</b>	<b>2,931,970</b>	<b>4,054,005</b>	<b>3,947,511</b>	<b>2,885,968</b>	<b>3,261,095</b>	<b>2,205,633</b>	<b>2,466,179</b>	<b>2,466,936</b>	<b>2,701,413</b>	<b>2,887,074</b>

# 2022 OPERATING BUDGET & FORECAST

Conservation Halton Conservation Areas Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Salaries & Benefits	8,057,964	8,219,123	8,383,506	8,551,176	8,722,199	9,027,476	9,343,438	9,670,458	10,008,924	10,359,237
Materials & Supplies	1,874,353	1,911,840	1,950,077	1,989,078	2,028,860	2,099,870	2,173,366	2,249,433	2,328,163	2,409,649
Purchased Services	2,245,528	2,290,439	2,336,247	2,382,972	2,430,632	2,515,704	2,603,753	2,694,885	2,789,206	2,886,828
Financial	471,200	480,624	490,236	500,041	510,042	527,894	546,370	565,493	585,285	605,770
Internal Chargebacks	1,364,100	1,391,400	1,419,200	1,447,600	1,476,600	1,506,100	1,536,200	1,566,900	1,598,200	1,630,200
Transfer to Reserve - Operating Surplus	372,118	651,180	946,859	1,259,848	1,590,973	1,735,818	1,889,264	2,051,772	2,223,824	2,405,827
<b>Total Operating Expenses - Conservation Areas</b>	<b>14,385,263</b>	<b>14,944,606</b>	<b>15,526,126</b>	<b>16,130,716</b>	<b>16,759,306</b>	<b>17,412,862</b>	<b>18,092,391</b>	<b>18,798,941</b>	<b>19,533,602</b>	<b>20,297,510</b>
<b>Operating Funding - Conservation Areas</b>										
Program Fees	13,946,430	14,496,996	15,069,564	15,665,023	16,284,299	16,928,355	17,598,194	18,294,860	19,019,439	19,773,064
Municipal Funding - Park Education programs & Outreach	361,463	368,692	376,066	383,587	391,259	399,084	407,066	415,207	423,512	431,982
Internal Chargeback Recoveries	77,370	78,917	80,496	82,106	83,748	85,423	87,131	88,874	90,651	92,464
<b>Total Operating Funding - Conservation Areas</b>	<b>14,385,263</b>	<b>14,944,606</b>	<b>15,526,126</b>	<b>16,130,716</b>	<b>16,759,306</b>	<b>17,412,862</b>	<b>18,092,391</b>	<b>18,798,941</b>	<b>19,533,602</b>	<b>20,297,510</b>

# MUNICIPAL FUNDING



## 2022 MUNICIPAL FUNDING

Municipal funding is increasing by 3.5% for the 2022 budget for a total amount of \$10,795,636. This increase is within the Region of Halton guideline of 3.7%. A key service target in

Conservation Halton's Strategic Plan is to limit operating and capital municipal funding increases to at or below regional budget guidelines.

Budget Category	2022 Budget	2022 Municipal Funding	2021 Municipal Funding	Municipal Funding % Increase
Operating (excl. SOGR levy)	\$32,966,409	\$10,053,136	\$9,695,379	3.7%
Capital	6,744,873	262,000	257,000	1.9%
	39,711,282	10,315,136	9,952,379	3.6%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	480,500	480,500	478,500	0.4%
<b>Total</b>	<b>\$40,191,782</b>	<b>\$10,795,636</b>	<b>\$10,430,879</b>	<b>3.5%</b>

## 2022 MUNICIPAL APPORTIONMENT

**Apportionment refers to the proportion of funding allocated to the municipalities within the Conservation Halton watershed as outlined in Ontario Regulation 670/00. The municipal apportionment percentages are provided annually to Conservation Authorities by the Ontario Ministry of the Environment, Conservation and Parks.**

Municipal funding of \$10,795,636 in the 2022 budget is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch.

Under the legislation, Conservation Authorities apportion costs to the participating municipalities based on the benefit derived by each participating municipality, which is determined by calculating the ratio that each participating municipality's

current value assessment, modified for the area of the municipality that lies within the watershed, to the total modified current value assessment in the Conservation Authority's watershed.

Based on updated current value assessment data and apportionment percentages received from the Province, the apportioned municipal funding amounts are as follows:

<b>Municipality:</b>	<b>Apportionment % 2022</b>	<b>Municipal Funding 2022</b>	<b>Apportionment % 2021</b>	<b>Municipal Funding 2021</b>	<b>% Increase</b>
Region of Halton	87.8985%	\$9,489,202	87.8421%	\$9,162,704	3.6%
City of Hamilton	7.1904%	776,249	7.1875%	749,719	3.5%
Region of Peel	4.6944%	506,791	4.7534%	495,821	2.2%
Township of Puslinch	0.2167%	23,394	0.2170%	22,635	3.4%
	<b>100.0000%</b>	<b>\$10,795,636</b>	<b>100.0000%</b>	<b>\$10,430,879</b>	



## 2022 MUNICIPAL FUNDING FORECAST

The State of Good Repair long-term financing strategy developed in the 2019 budget proposed a municipal funding increase in the budget and operating forecast between 4 – 4.5% annually.

The annual increases will ensure funds are available to meet both current and future program and organization needs.

	BUDGET	FORECAST			
Municipal Funding	2022	2023	2024	2025	2026
Operating	\$ 10,053,136	\$ 10,408,282	\$ 10,739,574	\$ 11,186,493	\$ 11,540,856
Capital	\$ 262,000	\$ 284,000	\$ 392,000	\$ 352,000	\$ 367,000
<b>Municipal Funding - Total excluding SOGR Levy</b>	<b>\$ 10,315,136</b>	<b>\$ 10,692,282</b>	<b>\$ 11,131,574</b>	<b>\$ 11,538,493</b>	<b>\$ 11,907,856</b>
State of Good Repair (SOGR) Levy	\$ 480,500	\$ 494,400	\$ 521,200	\$ 640,800	\$ 823,400
<b>Municipal Funding - Total including SOGR Levy</b>	<b>\$ 10,795,636</b>	<b>\$ 11,186,682</b>	<b>\$ 11,652,774</b>	<b>\$ 12,179,293</b>	<b>\$ 12,731,256</b>
<b>%Change</b>	<b>3.5%</b>	<b>3.6%</b>	<b>4.2%</b>	<b>4.5%</b>	<b>4.5%</b>

# RESERVES



# RESERVES

	Reserves Projected Balance Dec. 31, 2021	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2022
<b>Conservation Halton Reserves</b>							
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	625,967				(94,000)		531,967
Building	153,470				(100,000)		53,470
Building - State of Good Repair	299,757			164,000	(100,000)		363,757
Watershed Management Capital - Municipal Funds and Self Generated Funds	1,028,080			316,500	(350,485)		994,095
Watershed Management & Support Services Stabilization	1,789,212					(120,000)	1,669,212
Capital Projects - Debt Financing Charges	425,564						425,564
Digital Transformation	254,900				(200,000)		54,900
Legal - Planning & Watershed Management	258,891						258,891
Legal - Corporate	200,000						200,000
Water Festival	170,296				-	(10,000)	160,296
Land Securement	85,437	25,000					110,437
Property Management	901,116						901,116
Landowner Outreach & Restoration	259,011				-	(63,500)	195,511
<b>Conservation Areas</b>							
Capital	2,402,091		372,118		(1,532,903)		1,241,306
Stabilization	1,000,568						1,000,568
<b>Total Reserves</b>	<b>9,854,360</b>	<b>25,000</b>	<b>372,118</b>	<b>480,500</b>	<b>(2,377,388)</b>	<b>(193,500)</b>	<b>8,161,090</b>

# RESERVE CONTINUITY

Conservation Halton	Projected 2021	RESERVE CONTINUITY										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Watershed Management & Support Services Reserves												
Vehicle and Equipment, beginning	\$ 723,967	\$ 625,967	\$ 531,967	\$ 357,467	\$ 198,967	\$ 166,467	\$ 203,967	\$ 180,967	\$ 202,967	\$ 159,967	\$ 158,967	\$ 158,967
Transfer to Reserve - Reserve funding (municipal)	-	-	-	-	50,000	125,000	75,000	100,000	100,000	125,000	125,000	125,000
Transfer from Reserve - Capital expenditures	(98,000)	(94,000)	(174,500)	(158,500)	(82,500)	(87,500)	(98,000)	(78,000)	(143,000)	(126,000)	(125,000)	(125,000)
Vehicle and Equipment	\$ 625,967	\$ 531,967	\$ 357,467	\$ 198,967	\$ 166,467	\$ 203,967	\$ 180,967	\$ 202,967	\$ 159,967	\$ 158,967	\$ 158,967	\$ 158,967
Building, beg. of year	\$ 373,137	\$ 153,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470
Transfer from Reserve - Capital expenditures	(219,667)	(100,000)	-	-	-	-	-	-	-	-	-	-
Building	\$ 153,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470	\$ 53,470
Building - State of Good Repair, beginning of year	\$ 315,611	\$ 299,757	\$ 363,757	\$ 414,552	\$ 528,141	\$ 517,673	\$ 524,578	\$ 645,045	\$ 604,566	\$ 708,030	\$ 583,817	\$ 583,817
Transfer to Reserve - SOGR Levy	102,000	164,000	167,300	170,600	174,000	177,500	181,100	184,700	188,400	192,200	196,000	196,000
Transfer from Reserve - Capital expenditures	(117,854)	(100,000)	(116,505)	(57,011)	(184,468)	(170,595)	(60,633)	(225,179)	(84,936)	(316,413)	(406,574)	(406,574)
Building - State of Good Repair	\$ 299,757	\$ 363,757	\$ 414,552	\$ 528,141	\$ 517,673	\$ 524,578	\$ 645,045	\$ 604,566	\$ 708,030	\$ 583,817	\$ 583,817	\$ 373,243
Watershed Mgmt Cap.-Municipal & Self Generated	1,200,892	\$ 1,028,080	\$ 994,095	\$ 1,001,695	\$ 1,018,795	\$ 1,128,095	\$ 1,087,495	\$ 1,251,495	\$ 1,422,095	\$ 1,560,195	\$ 1,702,595	\$ 1,702,595
Transfer to Reserves - SOGR Levy	376,500	316,500	327,100	350,600	466,800	645,900	856,500	873,600	891,100	908,900	927,100	927,100
Transfer from Reserves - Capital expenditures	(549,312)	(350,485)	(319,500)	(333,500)	(357,500)	(686,500)	(692,500)	(703,000)	(753,000)	(766,500)	(782,000)	(782,000)
Watershed Management Capital - Municipal	\$ 1,028,080	\$ 994,095	\$ 1,001,695	\$ 1,018,795	\$ 1,128,095	\$ 1,087,495	\$ 1,251,495	\$ 1,422,095	\$ 1,560,195	\$ 1,702,595	\$ 1,847,695	\$ 1,847,695
Watershed Mgmt & Support Services Stabilization	1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212
Transfer from Reserve	-	(120,000)	-	-	-	-	-	-	-	-	-	-
Watershed Mgmt & Support Serv.	\$ 1,789,212	\$ 1,669,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212	\$ 1,789,212
Capital Projects - Debt Financing Charges	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564	\$ 425,564



# RESERVE CONTINUITY

Conservation Halton	Projected 2021	RESERVE CONTINUITY										
		2022 Preliminary	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Digital Transformation, beginning of year	254,900	\$ 254,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900	\$ 54,900
Transfer from Reserve	-	(200,000)	-	-	-	-	-	-	-	-	-	-
<b>Digital Transformation</b>	<b>\$ 254,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>	<b>\$ 54,900</b>
<b>Legal - Planning &amp; Watershed Management</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>	<b>\$ 258,891</b>
<b>Legal - Corporate</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
Water Festival	188,911	\$ 170,296	\$ 160,296	\$ 145,296	\$ 130,296	\$ 130,296	\$ 130,296	\$ 130,296	\$ 130,296	\$ 130,296	\$ 130,296	\$ 130,296
Transfer from Reserve	(18,615)	(10,000)	(15,000)	(15,000)	-	-	-	-	-	-	-	-
<b>Water Festival</b>	<b>\$ 170,296</b>	<b>\$ 160,296</b>	<b>\$ 145,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>	<b>\$ 130,296</b>
Land Securement	60,437	\$ 85,437	\$ 110,437	\$ 135,437	\$ 160,437	\$ 185,437	\$ 210,437	\$ 235,437	\$ 260,437	\$ 285,437	\$ 310,437	\$ 310,437
Transfer to Reserve - Reserve funding (municipal)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Land Securement</b>	<b>\$ 85,437</b>	<b>\$ 110,437</b>	<b>\$ 135,437</b>	<b>\$ 160,437</b>	<b>\$ 185,437</b>	<b>\$ 210,437</b>	<b>\$ 235,437</b>	<b>\$ 260,437</b>	<b>\$ 285,437</b>	<b>\$ 310,437</b>	<b>\$ 310,437</b>	<b>\$ 310,437</b>
<b>Property Management</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>	<b>\$ 901,116</b>
Landowner Outreach & Restoration	420,511	\$ 259,011	\$ 195,511	\$ 180,511	\$ 165,511	\$ 165,511	\$ 165,511	\$ 165,511	\$ 165,511	\$ 165,511	\$ 165,511	\$ 165,511
Transfer to (from) Reserve	(161,500)	(63,500)	(15,000)	(15,000)	-	-	-	-	-	-	-	-
<b>Land Ownership &amp; Restoration</b>	<b>\$ 259,011</b>	<b>\$ 195,511</b>	<b>\$ 180,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>	<b>\$ 165,511</b>
<b>Conservation Areas Stabilization</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>
Capital	3,294,219	2,402,091	1,241,306	1,032,486	729,845	746,694	2,001,666	2,328,931	2,032,695	3,055,967	1,855,790	1,855,790
Transfer to Reserve - Operating Surplus	251,284	372,118	651,180	946,859	1,259,848	1,590,973	1,735,818	1,889,264	2,051,772	2,223,824	2,405,827	2,405,827
Transfer from Reserve - Capital expenditures	(1,143,412)	(1,532,903)	(860,000)	(1,249,500)	(1,243,000)	(336,000)	(1,408,553)	(2,185,500)	(1,028,500)	(3,424,000)	(1,073,000)	(1,073,000)
<b>Capital</b>	<b>\$ 2,402,091</b>	<b>\$ 1,241,306</b>	<b>\$ 1,032,486</b>	<b>\$ 729,845</b>	<b>\$ 746,694</b>	<b>\$ 2,001,666</b>	<b>\$ 2,328,931</b>	<b>\$ 2,032,695</b>	<b>\$ 3,055,967</b>	<b>\$ 1,855,790</b>	<b>\$ 3,188,617</b>	<b>\$ 3,188,617</b>
<b>TOTAL RESERVES</b>	<b>\$ 9,854,360</b>	<b>\$ 8,161,090</b>	<b>\$ 7,951,164</b>	<b>\$ 7,615,713</b>	<b>\$ 7,723,893</b>	<b>\$ 9,007,671</b>	<b>\$ 9,621,403</b>	<b>\$ 9,502,288</b>	<b>\$ 10,749,123</b>	<b>\$ 9,591,134</b>	<b>\$ 10,883,486</b>	<b>\$ 10,883,486</b>

# DEPARTMENTAL BUSINESS PLANS





# CORPORATE SERVICES

## DEPARTMENTAL BUSINESS PLAN

**Corporate Services budget category includes the Office of the President & CEO, Human Resources, Conservation Halton Foundation Administration, Finance, Information Technology (IT), Geographic information systems (GIS), Chief Operating Officer/Digital Transformation, Marketing and Communications.**

Partnerships and collaborations are developed with municipalities, government agencies, professional associations, education institutions, Indigenous communities and others through the Office of the President & CEO. Corporate Services programs are leading the organization in its focus on financial sustainability through the provision of clear financial data and analysis to support informed, strategic and operational decision-making for budget development and long-term planning. Digital Transformation within Conservation Halton will support better information management. Corporate Services programs are also responsible for implementing business practices that ensure economic, social and environmental sustainability.

### STRATEGIC PLAN DELIVERABLES:



**Ancient Cedars** at Mount Nemo

# CORPORATE SERVICES

## OFFICE OF THE PRESIDENT & CEO

The Office of the President & CEO is responsible for developing and implementing the strategic plan, building Conservation Halton's image and brand, refining communication with stakeholders, and ensuring timely and quality services are being provided. The President & CEO's priorities are focused on the transformation of Conservation Halton's operations to provide innovative and cost-efficient environmental programs and services to watershed residents, clients, partners and municipalities.

## CONSERVATION HALTON FOUNDATION ADMINISTRATION

The Conservation Halton Foundation is a separate, legally incorporated charitable organization. The mission of the Foundation is to raise funds for Conservation Halton projects and programs that protect and enhance the natural environment. Conservation Halton staff assist with the administration of the Foundation's program operations and fundraising activities.

## HUMAN RESOURCES

Human Resources staff are responsible for maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. Staff also ensure that all employment legislation is adhered to and that programs are in place to drive employee engagement, development and wellness.

## FINANCE

Finance provides financial stewardship and management in support of the strategic goals of the organization. The department is responsible for the preparation and administration of the annual budget, financial reporting, safeguarding of financial resources, financial planning, investments and cash flow management, capital asset management, accounts payable and receivable, and financial policy development and implementation. The Finance department works as a strategic partner with all departments at Conservation Halton to provide financial support and advice.

## INFORMATION TECHNOLOGY

Information Technology staff at Conservation Halton provide desktop support services, technical consultation for the various business units, technical infrastructure management, application and support services, and purchasing and procurement of technology.

## MARKETING AND COMMUNICATIONS

Marketing is comprised of marketing, communications, events, digital media and creative services professionals. This function partners with each department at Conservation Halton to ensure that the public is aware, educated and engaged with our products, programs and services, as well as policies and procedure, and is responsible for maintaining a positive public perception and maintaining the brand identity of Conservation Halton brand.



## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Conservation Halton's Geographic Information Systems program is responsible for the deployment, management and administration of Conservation Halton's Geographic Information System and related spatial and tabular data holdings in accordance with Conservation Halton's policy and procedures. This program oversees the creation, deployment and support of Geographic Information Systems solutions, analysis and mapping to support all of Conservation Halton departments and initiatives identified through the strategic plan. In addition, the Geographic Information Systems program provides support to partnering municipalities and the public through data and information needs, particularly with respect to regulatory mapping, land use planning, flood forecasting and warning, environmental monitoring, terrestrial and aquatic ecology, stewardship, parks operations, and other related business activities.

## 2022 INITIATIVES

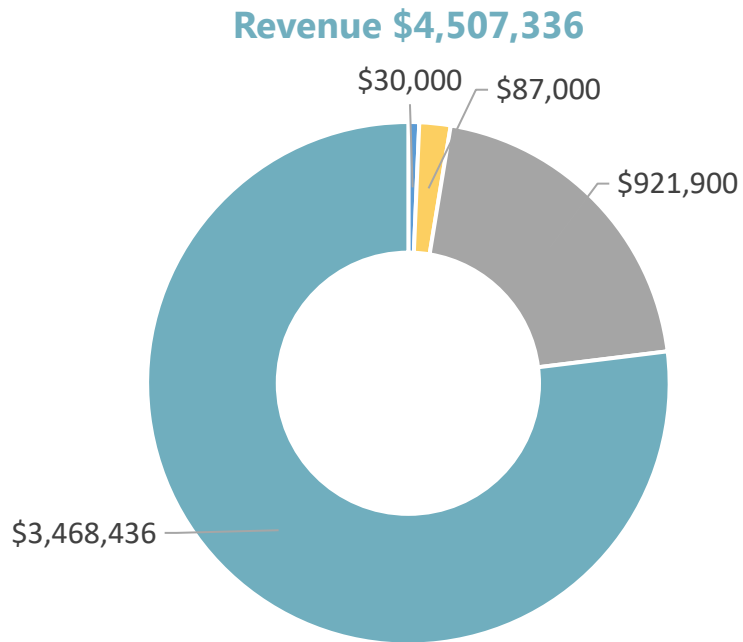
### FINANCIAL SYSTEMS COMPREHENSIVE REVIEW

Finance staff will continue to review financial software systems to evaluate and implement software upgrades in collaboration with the Digital Transformation team, which will provide further automation and integration, with software systems used by Finance and client departments such as payroll, point of sales, project management and asset inventory management.

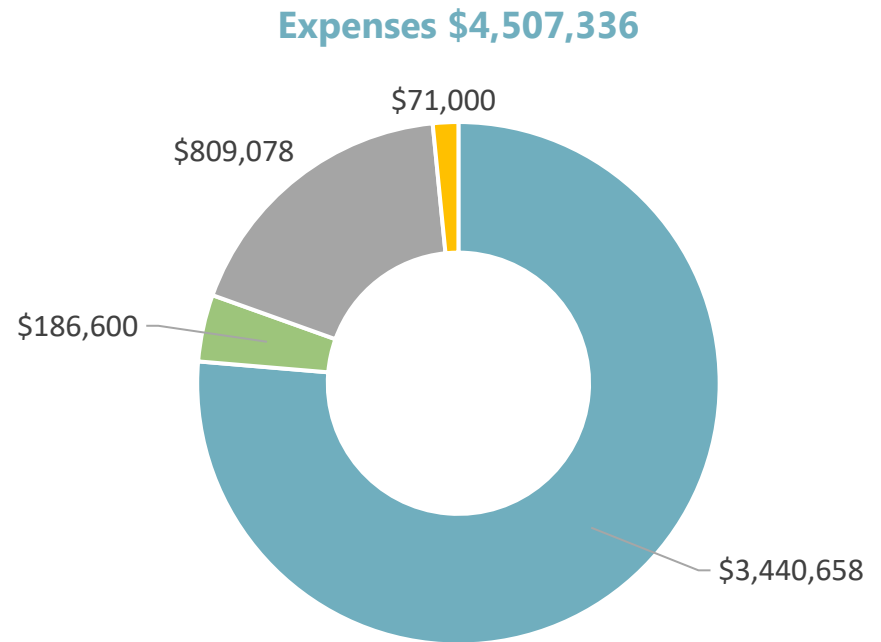
### DIGITAL TRANSFORMATION

A technology assessment was completed by staff and consultants to enable digital transformation to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Technology transformation themes were identified with opportunities for improvement recommended. Implementation of these opportunities will continue to be a strategic priority in 2022.

# CORPORATE SERVICES



- Transfer from Reserves
- Program Revenue
- Chargeback Recoveries
- Municipal Funding



- Salaries & Benefits
- Materials & Supplies
- Purchased Services
- Financial & Rent expense

# CORPORATE SERVICES

Description	2022 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Asset Management Plan	40,000						40,000
Compensation Review	30,000						30,000
IT Infrastructure	52,000						52,000
Digital Transformation	200,000					200,000	
Total Capital Expenditures	322,000	-	-	-	-	200,000	122,000

# CORPORATE COMPLIANCE

## DEPARTMENTAL BUSINESS PLAN

**Corporate Compliance brings together experts responsible for health and safety, land and risk management, internal audit, insurance and procurement initiatives at Conservation Halton.**

Corporate Compliance is responsible for ensuring the organization and its employees follow the applicable laws, regulations, standards, and ethical practices.

While laying out expectations for employee behaviour, Corporate Compliance helps staff to stay focused on organizational priorities and goals and helps business operations to run smoothly.

### STRATEGIC PLAN DELIVERABLES:



**Mount Nemo**



# CORPORATE COMPLIANCE

## HEALTH & SAFETY

Health and safety is an integral part of our business at Conservation Halton. A comprehensive health and safety program ensures the wellbeing of our employees and stakeholders is protected, which is our first priority. It also makes perfect business sense. Being compliant in health and safety reduces the risk of prosecution, fines, reputation damage and improves the likelihood of positive business outcomes. Taking a behaviour-based approach, our focus is on prevention programs, training and risk identification, reporting and claims management. This team ensures that health and safety committee members work collaboratively to improve safety within our business and contribute to the strong culture of safety at Conservation Halton.

## LAND MANAGEMENT

Land Management provides strategic oversight and planning for the current and long-term management for all Conservation Halton owned property. This includes administration and record keeping relating to land management as well as the creation and implementation of Master Plans and the Conservation Halton Land Securement Strategy. The goal is to proactively plan for management of Conservation Halton owned and maintained lands to ensure alignment with organization and industry priorities by working closely with all departments and external partners.

## RISK MANAGEMENT

The risk management program creates a comprehensive approach to anticipate, identify, prioritize, manage and monitor the portfolio of risks impacting our organization. Partnering with the Conservation Halton staff risk management committees, our team ensures that the policies, processes, competencies, accountabilities, reporting and enabling technology are in place to execute that approach successfully.

## PROCUREMENT

The Procurement function ensures that the required services, materials and equipment are sourced and secured while ensuring that quality, safety, and cost-effectiveness are achieved, that procurement transactions are conducted with full and open competition, compliance with procurement rules and applicable laws and regulation, that participation from all qualified and responsible contractors and suppliers in the procurement process is solicited, equity for all parties involved in the procurement process, and eliminates the possibility of corruption or unethical practices in the procurement process.

# CORPORATE COMPLIANCE

## 2022 INITIATIVES

### ENTERPRISE RISK MANAGEMENT

Risk is part of our everyday lives at Conservation Halton. From planning and regulations staff, to the monitoring ecology and stewardship teams, to the running of eight major parks and operating more than 10,000 acres of land, risk is engaged proactively by Conservation Halton. Engaging risk allows us to be successful, however, there are also potential negative impacts associated with risk. By adopting an Enterprise Risk Management Framework, we will facilitate sound risk-based decision making.

### ETHICS & COMPLIANCE

An ethics and compliance program is made up of a code of conduct and organizational policies and procedures to promote law abiding and ethical conduct, designed to meet internal and external requirements, guided by Conservation Halton's core values. By creating this program, we will promote a culture of integrity, ethical, and compliant behavior that supports and guides employees as they do their jobs. Implementing a meaningful governance framework, tools and resources, training and communication, and compliance monitoring will help us achieve this objective. The program will promote a culture that encourages everyone to raise their hands when they have concerns, and guards against retaliation of any kind.



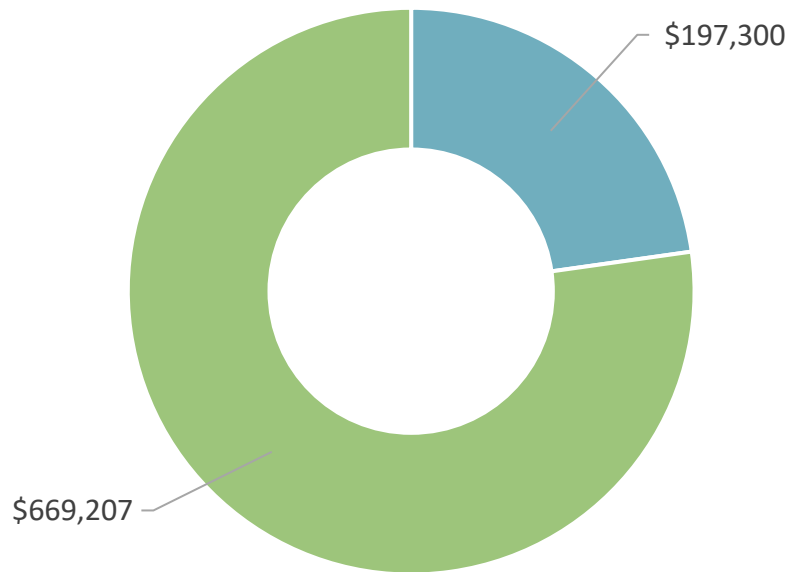
**Entertainment** at Pride in Nature



**Educating Attendees** at Flamborough  
Phase 2 Groundbreaking

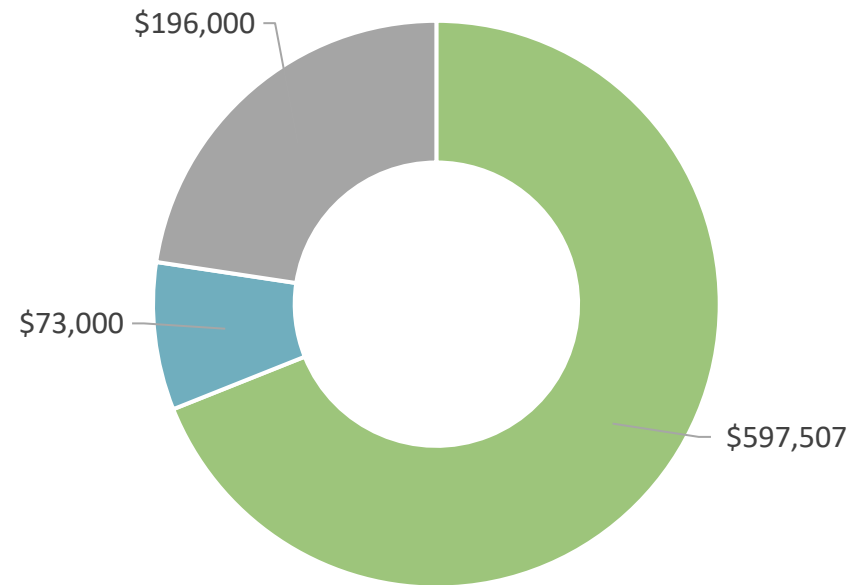
# CORPORATE COMPLIANCE

Revenue \$866,507



■ Chargeback Recoveries ■ Municipal Funding

Expenses \$866,507



■ Salaries & Benefits ■ Materials & Supplies ■ Purchased Services

# FLOOD FORECASTING & OPERATIONS

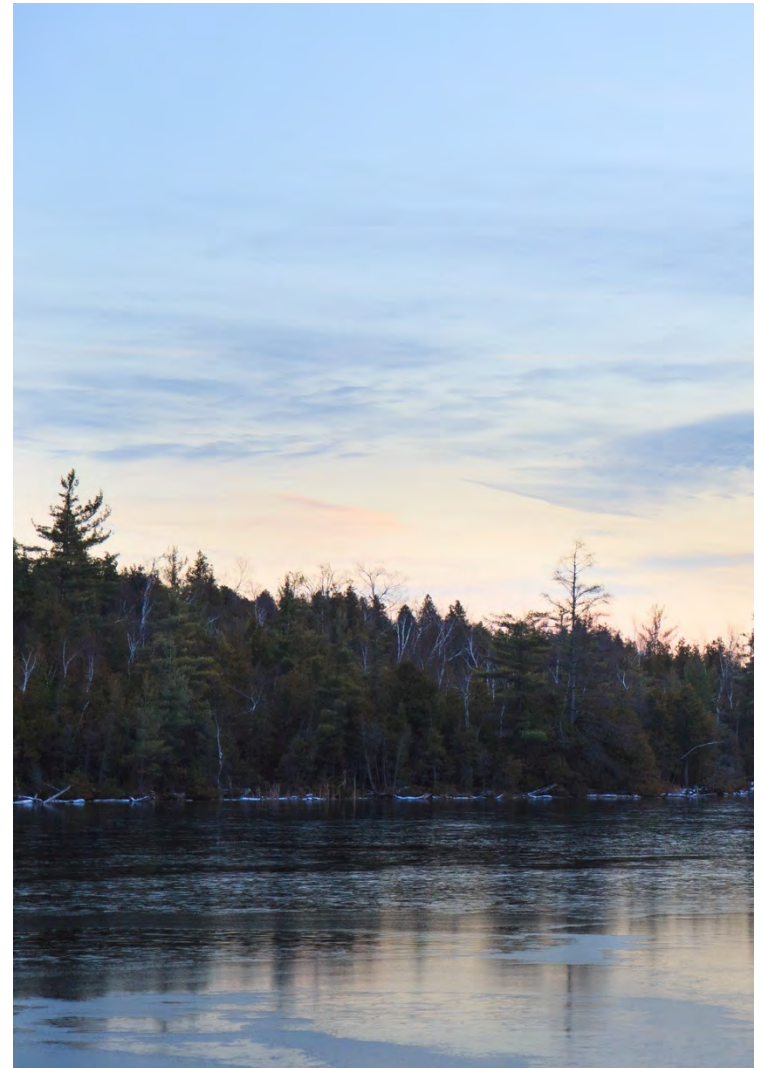
## DEPARTMENTAL BUSINESS PLAN

**The Flood Forecasting & Operations program is responsible for enhancing public safety through the maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.**

Flood Forecasting & Operations staff help fulfill the protection of our natural, cultural and scenic assets, taking care of our growing communities and preparing for the effects of climate change by protecting people and property from flooding.

The program is responsible for the management, operation and maintenance of Conservation Halton's flood management infrastructure with a capital asset value of more than \$100 million, including dams and channels that provide flood protection and low-flow augmentation through the capital Flood Forecasting & Operations program. This responsibility is integrated with Conservation Halton's role in supporting municipal emergency response to flooding by monitoring local watershed conditions, predicting flooding potential and providing flood messaging to watershed stakeholders.

### STRATEGIC PLAN DELIVERABLES:



**Crawford Lake** Spring Melt

# FLOOD FORECASTING & OPERATIONS

## FLOOD FORECASTING & OPERATIONS

Flood forecasting and warning involves the collection, evaluation and prediction of precipitation and the watershed response as it relates to flooding, drought and the operation of Conservation Halton's four dams (Kelso, Hilton Falls, Mountsberg and Scotch Block). This program is responsible for the communication of watershed response and potential flooding through flood messaging to other agencies, municipalities, media and the public.

## 2022 INITIATIVES

### CAPITAL PROJECTS

This initiative includes evaluation, repair and maintenance projects to restore and maintain Conservation Halton's flood management assets in a State of Good Repair.

### EMERGENCY MANAGEMENT

The Emergency Management initiative includes further advancement of relationship building with key municipal staff involved in emergency response. This relationship building promotes improved communication to allow for effective and efficient emergency response related to flooding.

### FLOOD FORECASTING & OPERATIONS

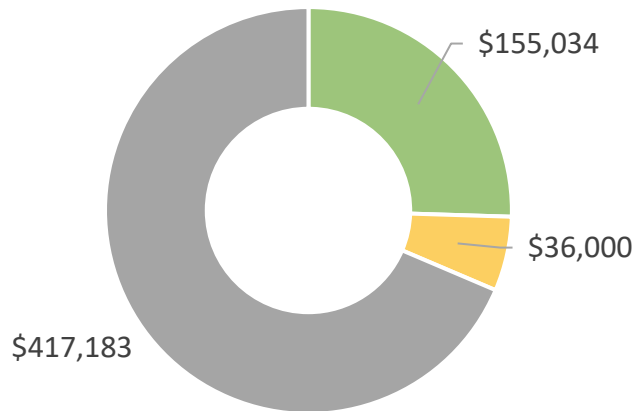
The Flood Forecasting & Operations strategic initiative involves continuous monitoring of weather and watershed conditions, forecasting potential flood threats within our local watercourses, issuing detailed Flood Messages to emergency responders and operating and maintaining existing flood management infrastructure.

A key responsibility to support Conservation Halton's mandate is to prevent damage to life and property due to flooding. As part of this responsibility, Conservation Halton operates a network of real-time gauging stations to enable both the monitoring of current conditions and to use available weather data for predictive flood forecasting and warning and to effectively operate our flood management infrastructure.

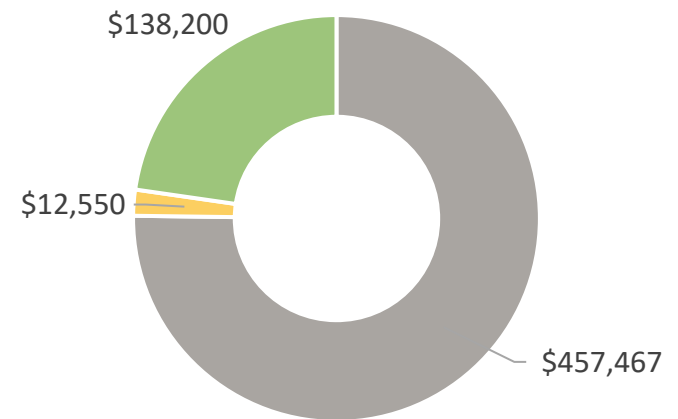


# FLOOD FORECASTING & OPERATIONS

Revenue \$608,217



Expenses \$608,217



■ Provincial Funding ■ Chargeback Recoveries ■ Municipal Funding

■ Salaries & Benefits ■ Materials & Supplies ■ Purchased Services

# FLOOD FORECASTING & OPERATIONS

Description	2022 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Dams & Channels SOGR Maintenance	700,970		350,485			350,485	
Flood Forecasting & Warning Program	90,000						90,000
<b>Total Capital Expenditures</b>	<b>790,970</b>	<b>-</b>	<b>350,485</b>	<b>-</b>	<b>-</b>	<b>350,485</b>	<b>90,000</b>

# PLANNING & WATERSHED MANAGEMENT

## DEPARTMENTAL BUSINESS PLAN

The Planning and Watershed Management Department has three sections: Planning & Regulations, Watershed Planning & Source Protection, and Science & Partnerships. Interdisciplinary staff have professional training and expertise in environmental planning, policy, ecology, water resources engineering, hydrogeology, climate change assessments, permitting and compliance, regulation mapping, source water protection, environmental restoration, and watershed monitoring.

A range of planning services is offered, including the review of development applications and technical studies under the *Planning Act*, sub-watershed studies, environmental assessments under the *Environmental Assessment Act*, *Aggregate Resources Act*, and federal, provincial, regional and municipal proposed policies and initiatives.

Permitting, compliance and enforcement activities are carried out as required by regulations enacted under the *Conservation Authorities Act*.

The Floodplain Mapping Program is updating flood hazard mapping across the watershed to support the planning and regulatory programs and flood warning and forecasting

operations. This mapping also informs infrastructure management decisions, emergency planning and response, prioritization of flood mitigation efforts, and infrastructure design.

Staff implement the Source Water Protection Program under the Clean Water Act and undertake watershed planning initiatives, including resource management and climate change strategies.

Additionally, staff inventory, monitor, and assess watershed environmental conditions and trends such as water quality, forest health and biodiversity, create partnerships with landowners and funders to restore degraded habitats, promote land and water stewardship, and provide support to the Hamilton Harbour Remedial Action Program (HHRAP).

### STRATEGIC PLAN DELIVERABLES:



Hilton Falls

# PLANNING & WATERSHED MANAGEMENT

## DEPARTMENTAL BUSINESS PLAN

### PLANNING

Planning includes reviewing and commenting on provincial and municipal higher-level planning and policy documents, such as provincial policies and plans, municipal Official Plans, planning studies and comprehensive zoning by-laws. Plan review refers to the review of planning applications circulated to Conservation Halton under the Planning Act, other planning studies (e.g. Environmental Assessments) under the Environmental Assessment Act and other provincial legislation. On average, about 400 planning applications are reviewed each year.

### REGULATIONS

The Regulatory Program is responsible for permitting, compliance and enforcement of Ontario Regulation 162/06. About 450 permits are processed each year, and more 20 probable violations are investigated. Over the past few years, most confirmed violations have been resolved through agreements with landowners.

### POLICY REVIEW & DEVELOPMENT

The Department is responsible for the review of legislative, regulatory, or policy changes related to natural resources management, the protection of drinking water sources or planning related matters. It is responsible for developing and administering Board-approved policies for permitting and plan review, as well as responding to changes to the Conservation Authorities Act.

### REGIONAL INFRASTRUCTURE TEAM

The Regional Infrastructure Team provides planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include the review of Environmental Assessments, and related planning and permitting applications, as well as the review of other Regional planning applications and related permits. This service is provided through an agreement with the Region of Halton who funds the program.

### FLOODPLAIN MAPPING

The Floodplain Mapping Team is responsible for the update and maintenance of Conservation Halton's watershed floodplain mapping, which identifies flood risk and hazards. This information is used to develop approximate regulation limit mapping for purposes of review associated with Ontario Regulation 162/06, as well as used to support flood risk management decisions and communications.

# PLANNING & WATERSHED MANAGEMENT

## PLANNING & REGULATIONS

### 2022 INITIATIVES

#### EXCELLENCE IN CUSTOMER SERVICE & EXPERIENCE

We anticipate that the number of planning and permit files, as well as large-scale technical reviews, will continue to remain high. Several hearings related to on-going legal files (i.e., OLT files, regulatory violation files and other legal matters) are anticipated, as well as municipal policy initiatives or reviews, will require considerable staff time in 2022. We will continue to strive for excellence in customer service and customer experience, work to provide efficient, effective, and timely service, foster partnerships, and identify opportunities to build mutual understanding, trust, respect, and support.

#### SERVICE AGREEMENTS & MEMORANDA OF UNDERSTANDING

In 2021, a new interim service agreement for ecological services was reached between Halton Region and Conservation Halton. We will continue to work with our municipal partners to develop updated planning service agreements that will benefit all stakeholders.

#### MODERNIZE POLICIES & MAPPING

The Planning & Regulations team will respond to regulatory changes under the new Conservation Authorities Act by updating policies for administration of the amended regulations. In 2022, additional policies will be developed to provide the public with greater clarity and certainty on Conservation Halton's requirements for developing in riverine spill hazards. We will continue to review and update flood

hazard mapping for select watersheds across our jurisdiction. Other components of Conservation Halton's regulatory mapping (e.g., wetland layer) will also be updated. Stakeholder and public engagement will be carried out as part of a policy or mapping initiative prior to approval.



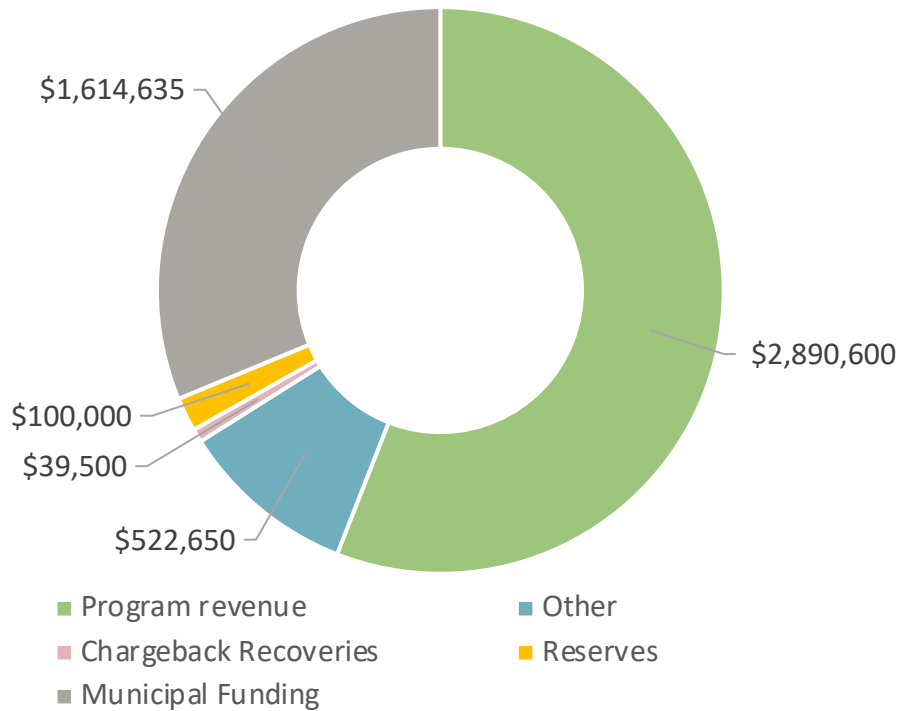
**Boardwalk** at Mountsberg Reservoir



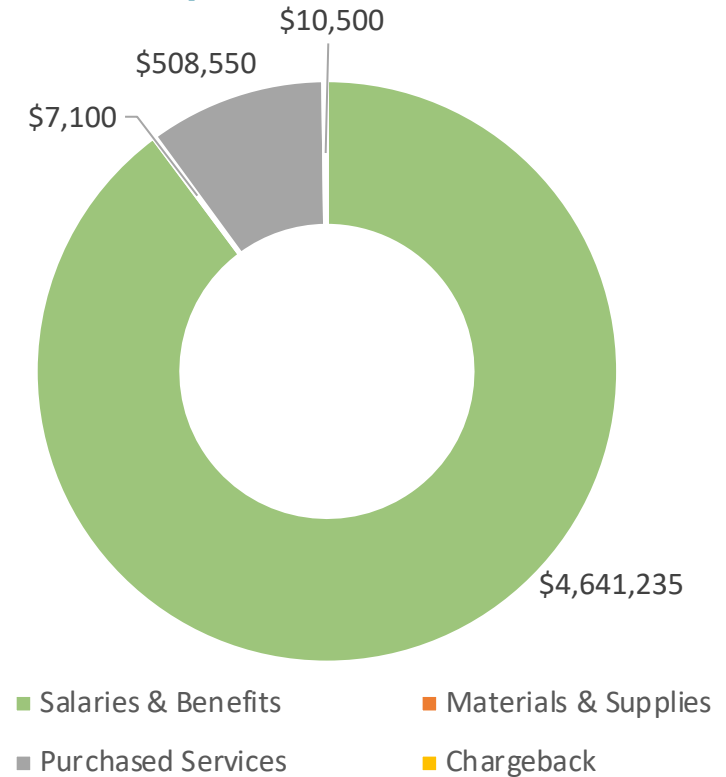
# PLANNING & WATERSHED MANAGEMENT

## PLANNING & REGULATIONS

Revenue \$5,167,385



Expenses \$5,167,385



# PLANNING & WATERSHED MANAGEMENT

## PLANNING & REGULATIONS

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Flood Plain Mapping Update	525,000			525,000			
<b>Total Capital Expenditures</b>	<b>525,000</b>	-	-	<b>525,000</b>	-	-	-

# PLANNING & WATERSHED MANAGEMENT

## WATERSHED PLANNING & SOURCE PROTECTION

### SOURCE WATER PROTECTION PROGRAM

The Source Water Protection team is responsible for implementing the Halton-Hamilton drinking water source protection program under the *Clean Water Act, 2006*. This program is a community initiative, which protects existing and future municipal drinking water sources from contamination and overuse. Conservation Halton and Hamilton Conservation Authority deliver the program, working closely with a locally appointed source protection committee and municipalities, provincial agencies, and other stakeholders. This program is supported through provincial grants. Under the recently amended *Conservation Authorities Act*, the role of the source protection authority is a mandatory program and service.

### INTEGRATED WATERSHED MANAGEMENT (IWM)

As a watershed management agency, Conservation Halton promotes integrated watershed management planning. The program is being renewed to develop a coordinated strategy and identify actions based on good science and positive outcomes. Conservation Halton will bring municipalities, agencies and others together to promote the management, restoration and enhancement of the natural systems within the watershed, including natural hazards. Through this program, Conservation Halton is developing a watershed climate action strategy and plans to identify actions supporting resilience in the face of climate change, including hazards.

Conservation Halton monitors groundwater aquifers at locations within the watershed through the Provincial Groundwater Monitoring Network, as well as five wetlands across the watershed.

### WATERSHED CLIMATE ACTION PLAN (WCAP)

Conservation Halton is developing a watershed climate action supporting resilience in the face of climate change, including nature-based solutions.

### 2022 INITIATIVES

#### WATERSHED PLANNING

Conservation Halton is refreshing our watershed planning program, with the goal to undertake and implement watershed plans to identify and prioritize actions that protect natural resources, address natural hazards, and promote sustainability. We will continue to advance and participate in collaborative watershed management initiatives to support, restore, and enhance our natural watershed systems and the health of Lake Ontario. We will also identify and promote climate change approaches for watershed resilience and lead by example.

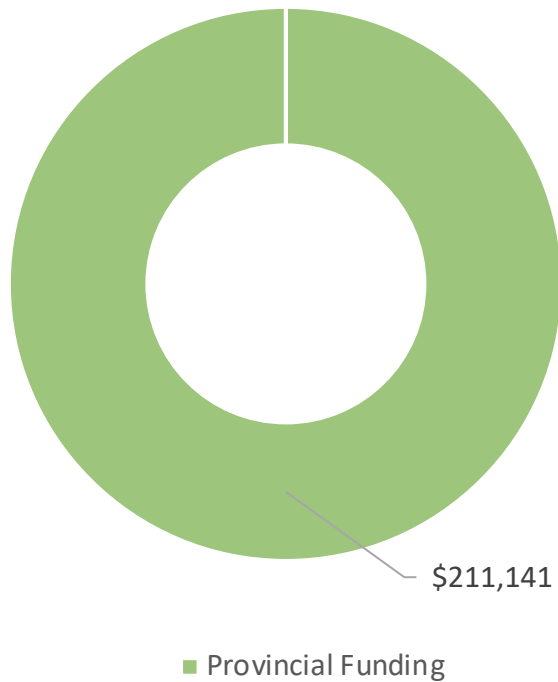
#### SOURCE WATER PROTECTION

We will continue to lead the Halton-Hamilton source water protection program through a comprehensive review and update of drinking water science and source protection plan policies. Using a watershed-based approach and by working with the Hamilton Conservation Authority, municipalities and others, municipal drinking water sources from groundwater aquifers and Lake Ontario are being protected.

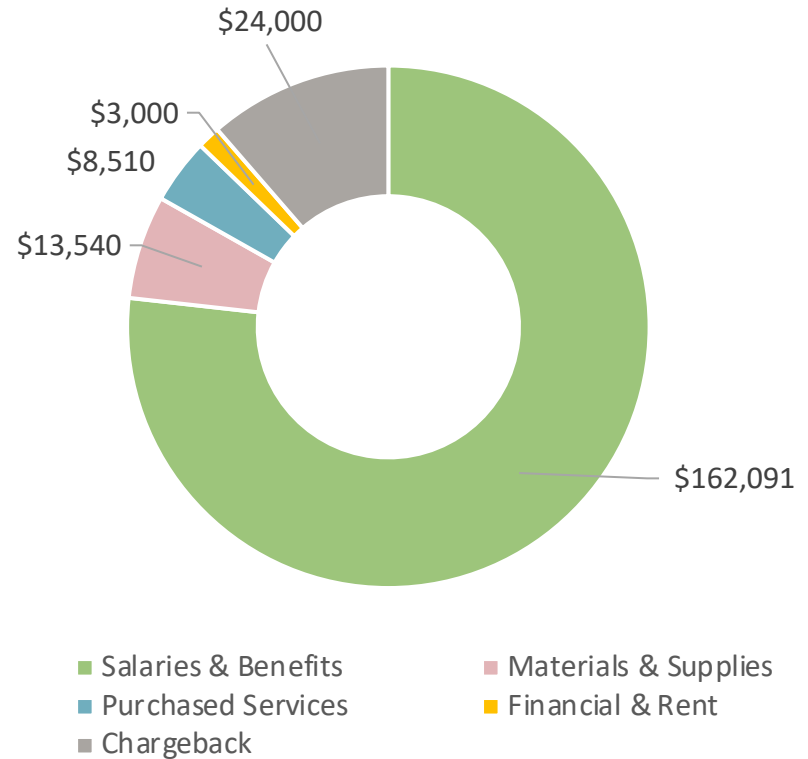
# PLANNING & WATERSHED MANAGEMENT

## WATERSHED PLANNING & SOURCE PROTECTION

Revenue \$211,141



Expenses \$211,141



# PLANNING & WATERSHED MANAGEMENT

## WATERSHED PLANNING & SOURCE PROTECTION

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Watershed Planning	55,000			30,000			25,000
<b>Total Capital Expenditures</b>	<b>55,000</b>	-	-	<b>30,000</b>	-	-	<b>25,000</b>



# PLANNING & WATERSHED MANAGEMENT

## SCIENCE & PARTNERSHIPS

### MONITORING ECOLOGY

Conservation Halton conducts environmental monitoring to inform and guide internal decision-making, and to provide information to watershed residents, partners, and stakeholders. Our Long-term Environmental Monitoring Program was initiated in 2005 to monitor how species and environmental conditions change over time. Staff are also responsible for data analysis, documentation and preparation of reports, including innovative story maps, such as 55-year water quality trends. In addition, the results of the monitoring program are used to inform and guide the plan review process and provide information for watershed planning, parks master plans, resource management plans, etc.

### LANDOWNER OUTREACH & RESTORATION

Conservation Halton's Landowner Outreach and Restoration Program has been providing stewardship and restoration services to watershed residents since 1994. Staff provide one-on-one consultations for private landowners and assist them with implementing projects on their properties to protect and enhance water and habitat quality. Staff collaborate with provincial, federal, NGO and other organizations to partner on large-scale restoration projects that bring in substantial financial contributions for these expensive undertakings. Stewardship staff work closely with Outreach staff to deliver the popular Healthy Neighboursheds program, which focuses on rainwater management and other sustainable practices that can be adopted by urban dwellers.

### HAMILTON HARBOUR REMEDIAL ACTION PLAN

Hamilton Harbour is one of 43 areas around the Great Lakes that have been designated as Areas of Concern because of the extent of environmental degradation. Areas of Concern were formally designated under the Great Lakes Water Quality Agreement in 1987, and Remedial Action Plans were established to guide the delisting of these areas. The Hamilton Harbour Remedial Action Plan Office provides services to the Bay Area Implementation Team and more than 12 other committees. The team also prepares technical reports, facilitates and sponsors local training opportunities related to stormwater management and sediment control, organizes research and monitoring workshops and provides study support as key works are identified in committees.

# PLANNING & WATERSHED MANAGEMENT

## SCIENCE & PARTNERSHIPS

### 2022 INITIATIVES

#### WATERSHED HEALTH

Monitoring ecology staff continue to collect the data we need to support evidence-based corporate decision-making and detect long-term trends in watershed health. Much of our focus in 2022 will be on compiling data and conducting analysis for the publication of the Watershed Report Card in early 2023. We will also work towards increasingly comprehensive and discoverable data to establish connections and correlations that will support story-telling.

#### HAMILTON HARBOUR REMEDIATION

The Hamilton Harbour Remedial Action Plan Office will continue to provide local coordination and secretariat services to two specialized committees, including the Bay Area Implementation Team. Specifically, in 2022, the team will guide and report on work plan actions to achieve re-designation of beneficial uses, build relationships and facilitate information exchange with partners, support development of reports, provide engagement and outreach opportunities to communicate progress and build support with local communities and Indigenous peoples.

#### LANDOWNER OUTREACH & RESTORATION

Pending final confirmation of outstanding grant applications for partnership projects, as well as the results of studies and design processes currently underway, our 2022 areas of focus will include support for homeowner implementation of Low Impact Development projects in Hamilton Harbour watershed

communities, continuation of our strategic focus on restoration of the Limestone Creek sub-watershed through the Brookies in Bronte Forever program, building on recent work to restore the quality and connectivity of aquatic habitat in Sixteen Mile Creek, with a focus on Redside Dace, and mitigating barriers to fish movement.

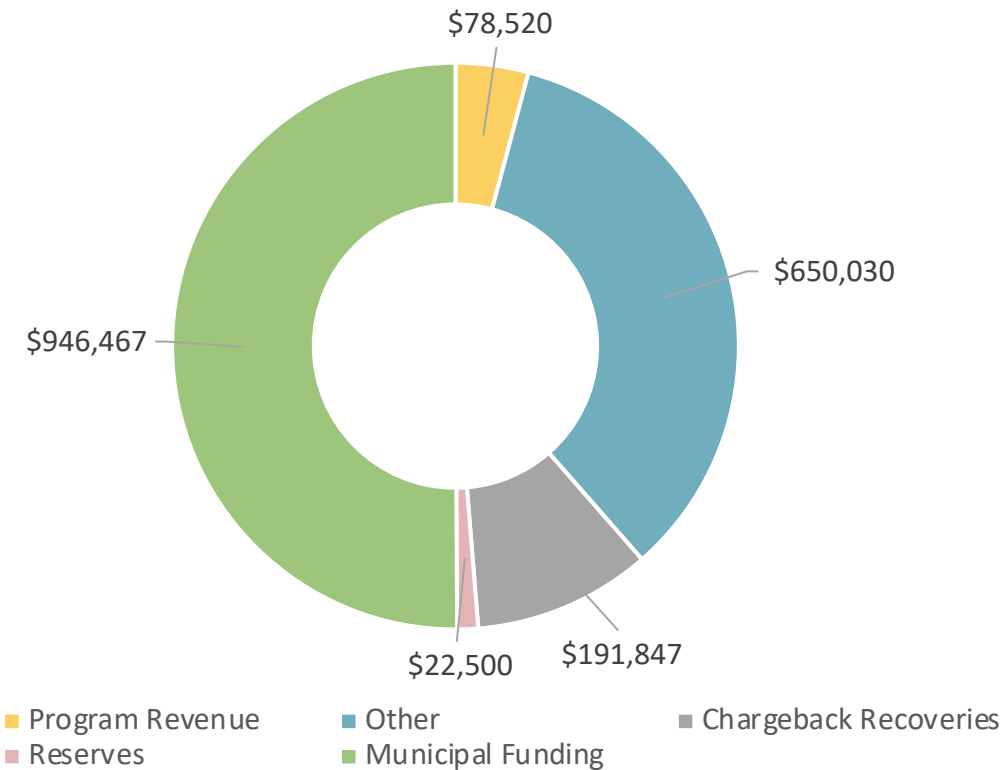


**Snapping Turtle** near Rattlesnake Point

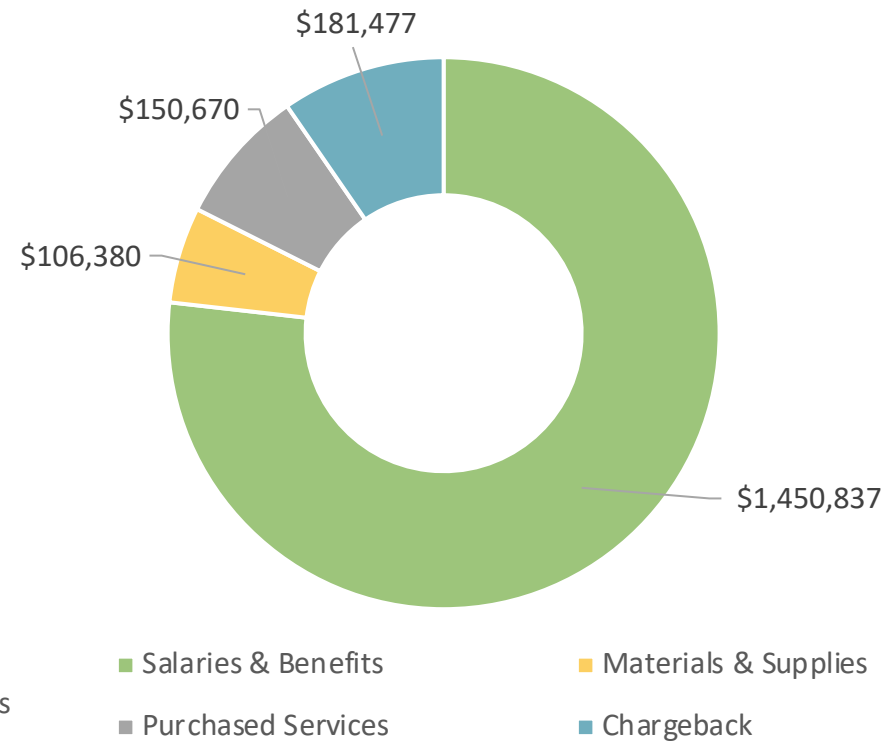
# PLANNING & WATERSHED MANAGEMENT

SCIENCE & PARTNERSHIPS

Revenue \$1,889,364



Expenses \$1,889,364

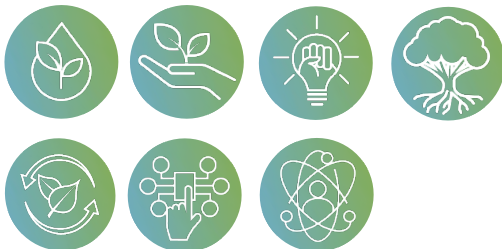


# PROJECT MANAGEMENT OFFICE

## DEPARTMENT BUSINESS PLANS

The Project Management Office (PMO) team consists of a broad range of specialists who provide support and project oversight to multiple areas within Conservation Halton, including ecological restoration and conservation, engineering and capital infrastructure, construction and facilities, information technologies, digital transformation and enterprise project and business process management.

### STRATEGIC PLAN DELIVERABLES:



**Bee Tower** as part of the Flamborough Restoration

# PROJECT MANAGEMENT OFFICE

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## ADMINISTRATION OFFICE FACILITY

The department is responsible for the daily operation of the Administrative Offices, the provision and support of administrative infrastructure (office furniture, maintenance, etc.). This team is also responsible for Office Space Needs assessment across all buildings and facilities and design and implementation of internal reorganizations and enhancements.

## RESTORATION

A function of the PMO is larger-scale, watershed-benefitting ecological restoration and enhancement projects.

## CONSTRUCTION

A function of the PMO is construction support services, which provide operational support for small-scale infrastructure work, oversight on asset management programs, support to other teams delivering construction projects .

## PROJECT MANAGEMENT

Responsible for the delivery of project-based work at Conservation Halton which includes ecological restoration and conservation, engineering and capital infrastructure, construction and facilities, IT and digital transformation and enterprise projects.

## 2022 INITIATIVES

### BOYNE WETLAND

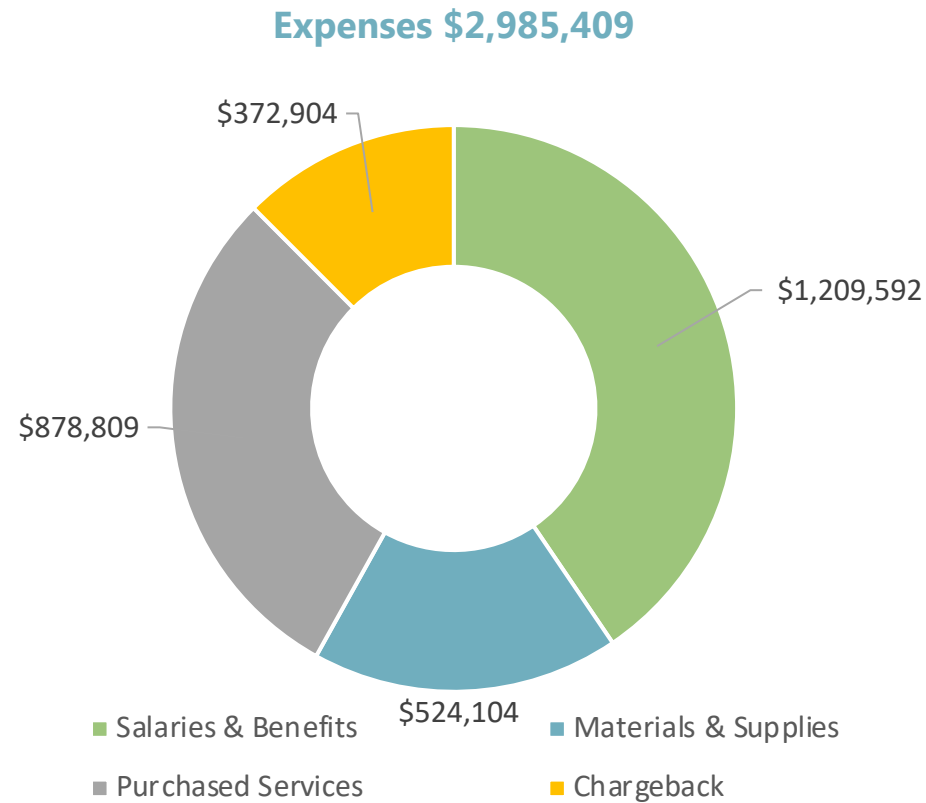
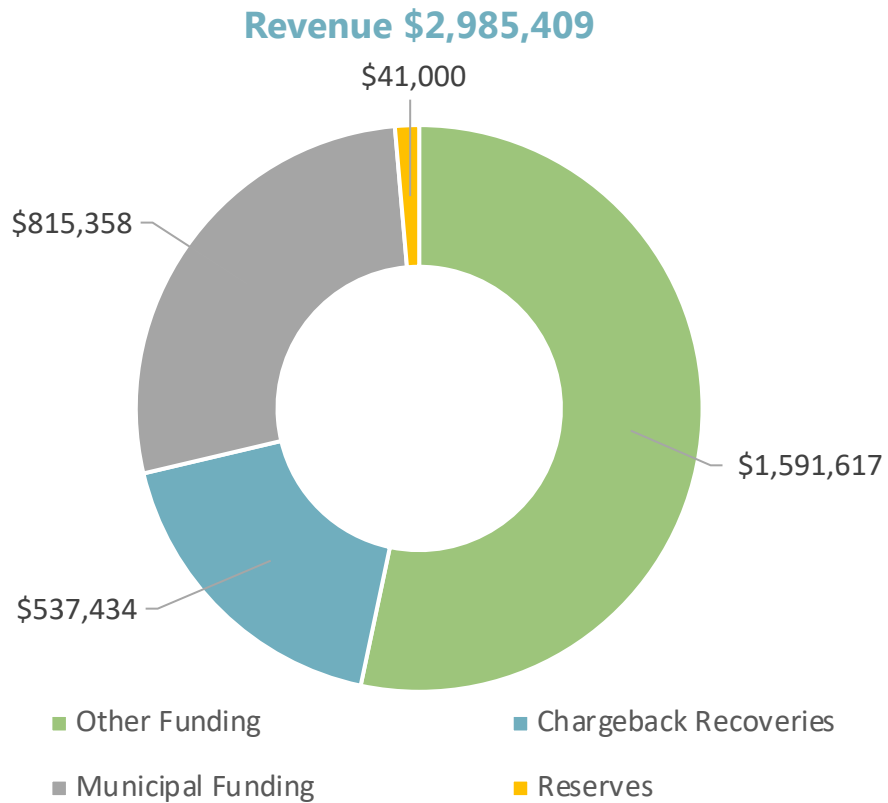
A key phase of the Boyne Valley Restoration project will see the planning and implementation of the southern floodplain wetland and riparian restoration project near Britannia Road and Hwy 25 as well as the grassland project near Whitlock Bridge. Objectives also include area invasive species management and planning for future phases of restoration work.

### ADMINISTRATION OFFICE LANDSCAPE PROJECT

An Administration Office Landscape Master Plan (2018) initiative involving Low Impact Development strategies and redesigned outdoor staff space. This project will reduce runoff and stormwater pollution impacts to Bronte Creek and improve outdoor space for staff.



# PROJECT MANAGEMENT OFFICE



# PROJECT MANAGEMENT OFFICE

## CAPITAL PROJECTS

Description	2022 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Administration Office Renovations	100,000					100,000	
Facility Major Maintenance	100,000					100,000	
<b>Total Capital Expenditures</b>	<b>200,000</b>	-	-	-	-	<b>200,000</b>	-

# WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

## DEPARTMENTAL BUSINESS PLAN

This budget category is related to Operations for Watershed Management & Support Services (WMSS) and is partly managed by Conservation Areas staff.

The Operations program is responsible for Conservation Halton's forestry operations, strategic forest management, property management, security and fleet management.



Remnants of **Emerald Ash Borer**

# WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

## FORESTRY OPERATIONS

The Forestry Operations Team provides an operational focus dealing with forest management, hazard tree management and other arboricultural services.

## FORESTRY TEAM

Our forestry staff deliver strategic forest management operations, tree planting services and support technical management of forests to enhance our watershed forest cover. Conservation Halton's forestry program has had a major influence on land cover within our watershed, having planted more than 4.5 million trees since our inception. This team also monitors invasive forest pests and delivers our Emerald Ash Borer program.

## PROPERTY MANAGEMENT

This program provides management of all Conservation Halton properties from an administrative perspective (leases, agreements, permits to enter, title searches and records) and provides a landscape (turf management, landscape management and snow clearing support) service to operational departments in Parks and Recreation, Science and Partnerships, Facilities and Watershed Engineering.

## SECURITY

A function within Property and Risk Management, this team provides operational security services (alarm, lock and securing premises as well as 24/7/365 on call) and risk

(incident support and documentation, inspection services) management focus. In addition, this team is empowered under Section 28 and 29 of the CA Act and the Trespass to Property Act as well as various municipal bylaws to support enforcement activities on behalf of Conservation Halton.

## FLEET MANAGEMENT

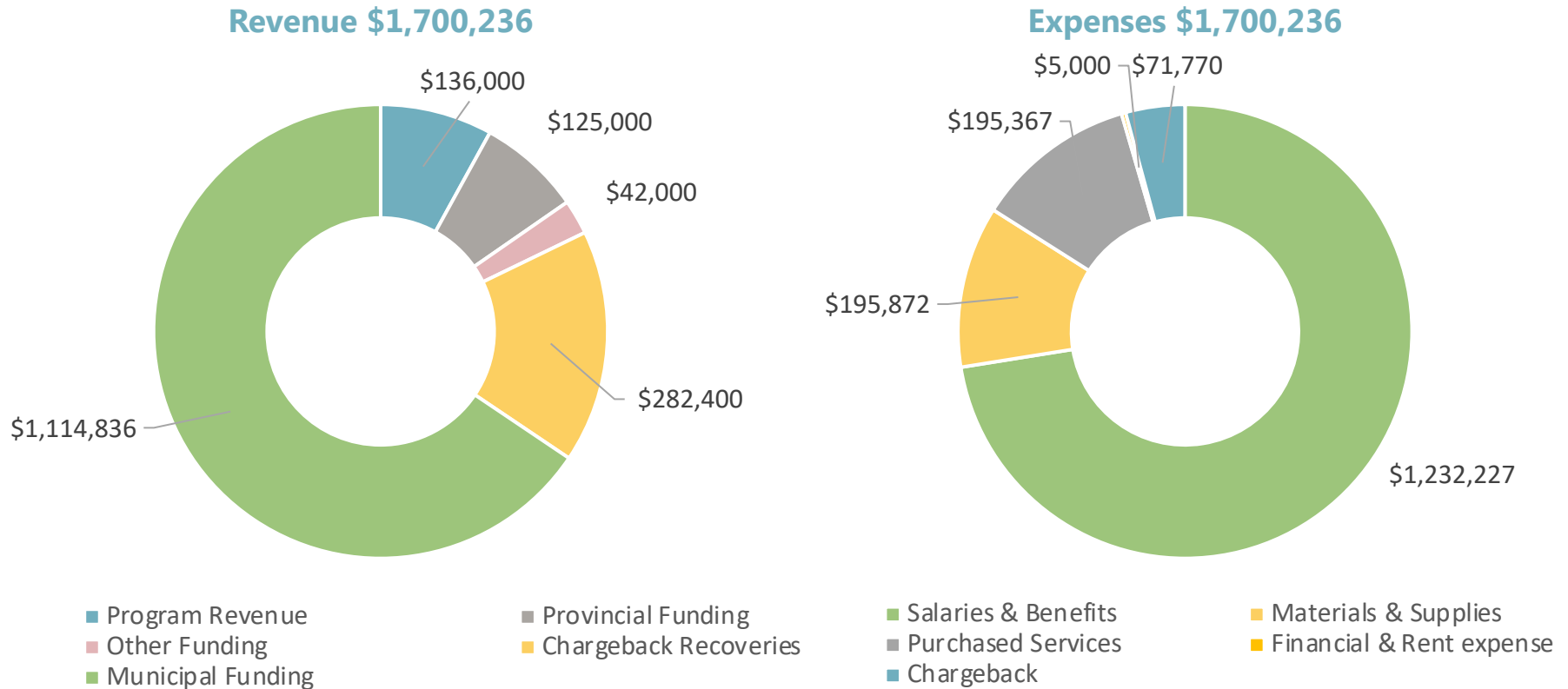
Vehicle and equipment are maintained by staff in a State of Good Repair. Staff also coordinate the replacement of the asset or an assessment if the asset is no longer needed at the end of the useful life of the asset.

## 2022 INITIATIVES

### EMERALD ASH BORER

Management of ash trees killed by the invasive Emerald Ash Borer will continue. This program is a 10-year, \$8.4 million investment in visitor safety and forest cover. An essential part of this program is treating stumps so that they will not re-sprout, and underplanting to prevent the establishment and spread of invasive species, such as Buckthorn.

# WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS





# WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

## CAPITAL SUMMARY

Description	2022 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Emerald Ash Borer	820,000	16,000		804,000			
Vehicle and Equipment Replacement	94,000					94,000	
Property Management Projects	25,000						25,000
<b>Total Capital Expenditures</b>	<b>939,000</b>	<b>16,000</b>	<b>-</b>	<b>804,000</b>	<b>-</b>	<b>94,000</b>	<b>25,000</b>

# PARKS & RECREATION

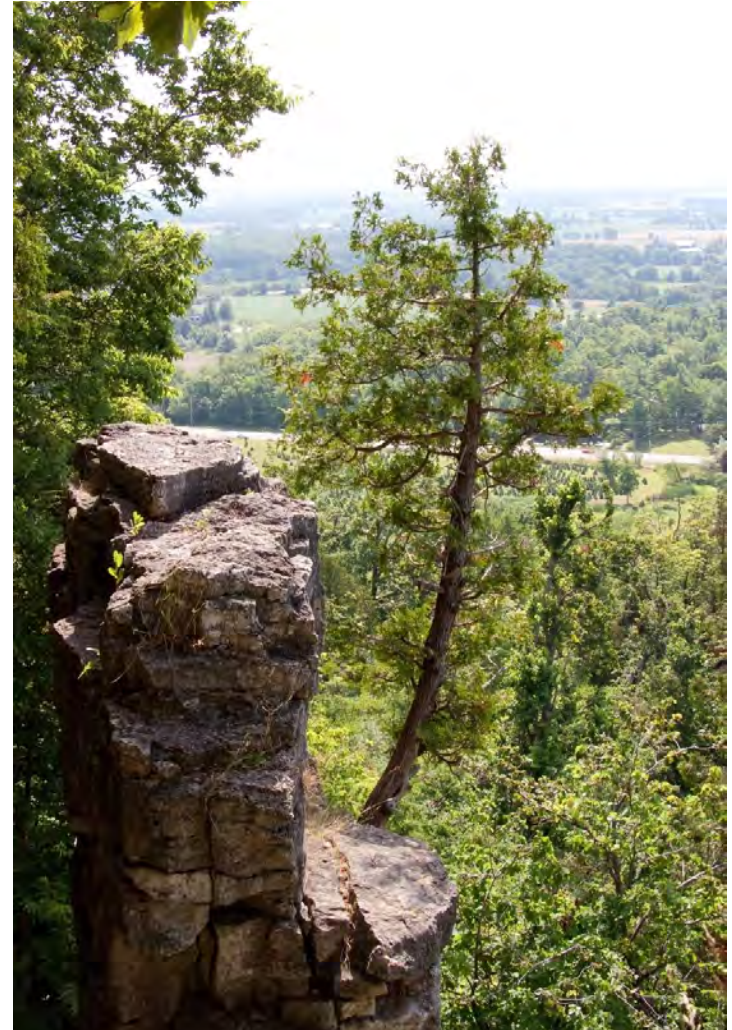
## DEPARTMENTAL BUSINESS PLAN

**The Parks and Recreation Team at Conservation Halton is responsible for the delivery of a wide variety of recreational and educational programs and services to over 1,000,000 annual visitors.**

Park operations, programming and services are funded almost entirely through self-generated revenue from annual and seasonal passes, daily access fees, education fees, and lesson and camp registrations. Major themes addressed within the 2022 Operational and Capital budget proposals include service delivery and aging infrastructure.

Long-term planning, focused on environmental and fiscal sustainability, will remain a funded priority for staff.

### STRATEGIC PLAN DELIVERABLES:



Cliffside at **Rattlesnake Point**

# PARKS & RECREATION

## KELSO/GLEN EDEN

Kelso/Glen Eden offers a variety of recreational programs and activities, including mountain biking, boat rentals, summer camps, skiing and snowboard lessons, terrain parks, picnic and camping sites, food services and special events. The team operates 364 days a year and total annual Kelso/Glen Eden visitation exceeds 500,000.

## CRAWFORD LAKE/MOUNTSBERG/ ROBERT EDMONDSON

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Education programs are provided to approximately 65,000 school children each year, with topics ranging from life in a longhouse village to how maple syrup is made and local species of owls. These parks offer education-based family programs, tours of the Longhouse Village, Christmas Town, Maple Town, farm animal barn and birds of prey centre. Virtual programs are also offered in response to COVID-19. Total annual visitation exceeds 190,000.

## HILTON FALLS/RATTLESNAKE POINT/ MOUNT NEMO

Hilton Falls, Rattlesnake Point and Mount Nemo offer exceptional hiking, biking and rock-climbing experiences. Each park provides great viewpoints from the Escarpment or the beautiful waterfall. These areas have seen visitation double since 2012, so monitoring impacts on the environment and improving customer service are extremely important. Total annual visitation exceeds 350,000.

## OUTREACH

Conservation Halton provides community outreach and education programs that have an annual reach of over 10,000 participants.

Programs include Halton Children's Water Festival, Stream of Dreams, From The Ground Up and Healthy Neighboursheds. Our goal is to enable watershed residents to become more environmentally aware, connect communities to nature through programming, and build relevant community connections to make Conservation Halton more valued and appreciated. We also work with the local school board to deliver affordable, innovative outdoor education programs.

# PARKS & RECREATION

## 2022 INITIATIVES

### FINANCIAL

With the Park operations totally reliant on user fees, it is important for the Parks to continue to grow, generate revenue and manage expenses. For 2022, park staff will be focusing on increasing operating profit and gross revenues of the park offerings, effectively managing expenses and ensuring staff resources are used efficiently. This will be done using the new fee strategy, digital tools for efficiency and reporting, and value-added experiences.

### CAPITAL

For our park system to continue to be a leader, long-term planning plays an important role. The 10-Year Capital Plan will be further refined to ensure that existing infrastructure has funding allocated for maintenance but also allowing funds for future growth and experience for the user experience.

### DIGITAL TRANSFORMATION

Enable parks to collect information in real-time and use performance dashboards to gauge the real impact of park usage. Conservation Halton will use data from real-time monitoring of foot traffic, trespassing, smart garbage bins, lighting, and so much more to optimize our operations, manage risks, maintain standards, and control costs. Reliable data will help control access, manage risk, optimize enforcement, and ensure visitor safety.



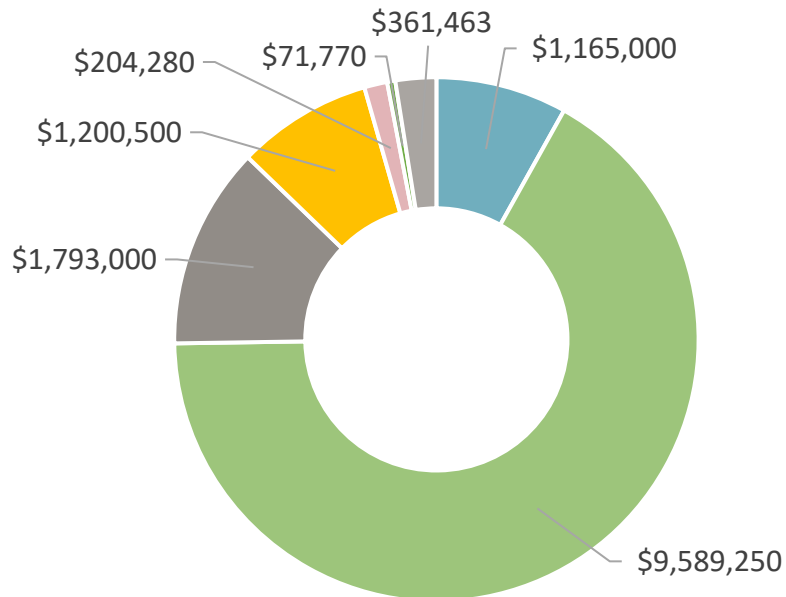
**Cross Country Skiers** at Hilton Falls



**Mountain Biker in Training** at Kelso

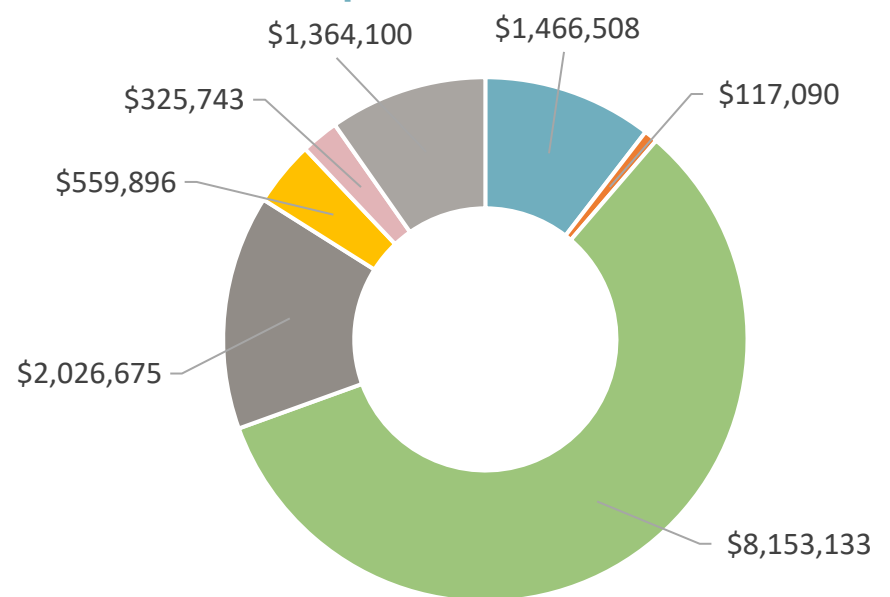
# PARKS & RECREATION

**Revenue \$14,385,263**



- Conservation Lands
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Outreach
- Chargeback recoveries
- Municipal Funding

**Expense \$14,013,145**



- Conservation Lands
- Vehicles
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Outreach
- Chargeback



# PARKS & RECREATION

## CAPITAL PROJECTS

Description	2022 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Skihill Improvements	950,000					950,000	
Facility Major Maintenance & IT Infrastructure	213,000					213,000	
Vehicle and Equipment Replacement	269,903					269,903	
Developer Contribution Projects							
-Crawford Lake Boardwalk	2,280,000		759,924	1,520,076			
-Kelso Quarry Park / Area 8	100,000					100,000	
Total Capital Expenditures	3,812,903	-	759,924	1,520,076	-	1,532,903	-

# momentum

GREEN • RESILIENT • CONNECTED

## THANK YOU



### Diversity and Inclusion

We endeavor to understand, accept and appreciate the value of our differences and encourage authenticity.



### Learning and Innovation

We embrace the need for continuous improvement, the opportunity to learn from others and the benefits of sharing knowledge.



### Person-Centered Service

We make people a priority through customer-centred engagement, predictive problem-solving and high-quality service.



### Collaboration

We seek out and trust in the skills, expertise and experience of others in order to achieve our common ambition.




### Sustainability

We consider the environmental impact of everything we do and always keep future generations in mind when making decisions.



### Integrity

We make decisions with accountability, transparency and a strong sense of personal responsibility for our choices and actions.



### Resilience

We are positive and proud of our ability to quickly and effectively respond to change.