2019 BUDGET & BUSINESS PLAN

Conservation Halton

Foreword

Submitted by:
Hassaan Basit
Chief Administrative Officer

Prepared by:
Sheryl Ayres, CPA, CGA
Senior Director, Corporate and Strategic Initiatives

Marnie Piggot, CPA, CA
Director, Finance

Kimberly O'Malley, CPA, CGA
Accounting Analyst

Brittany Theis
Graphic Designer

In Collaboration with:
Senior Leadership Team
Departmental Staff from:

- Office of the Chief Administrative Officer
- Corporate & Strategic Initiatives
- People, Culture & Creative
- Engineering
- Planning & Watershed Management
- Science & Partnerships
- Innovation & Project Management Office
- Parks & Recreation

2019 Budget Preparation Timeline

March – June

- 2019 Budget & 2020 – 2028 Operating and Capital forecast preparation
- Financial and Audit Committee and Board of Directors approval of preliminary budget

June – October

- Budget revisions
- 2020 – 2028 Operating & Capital forecast preparation and Finance & Audit Committee approval of same
- Budget meetings with municipal funding partners
- Notice of budget approval sent to Conservation Halton's watershed municipalities

October – January

- Presentation of final budget to Finance & Audit Committee and to Board of Directors
- Presentation of final budget to municipalities

Table of Contents

4 Introduction
- 5 Welcome Messages
- 7 About Conservation Halton
- 8 Summary of Strategic Plan
- 9 Board of Directors
- 10 Senior Leadership Team

11 Executive Summary

14 Operating Budget Summary
- 15 2019 Budget Summary
- 17 Watershed Management & Support Services
- 18 Conservation Areas

25 Capital Budget Summary
- 26 2019 Budget Summary
- 27 Watershed Management & Support Services
- 28 Conservation Areas

31 2019 Budget & Operating Forecast 2020 – 2028

37 2019 Budget & Capital Forecast 2020 – 2028

43 Municipal Apportionment

45 Departmental Business Plans
- 46 Corporate & Strategic Initiatives
- 64 People, Culture & Creative
- 72 Engineering
- 89 Planning & Watershed Management
- 100 Science & Partnerships
- 124 Innovation & Project Management Office
- 141 Watershed Management & Support Services Operations
- 147 Parks & Recreation

158 Reserves

Introduction

Welcome Messages

Message from CAO
Hassaan Basit

Metamorphosis, our strategic plan and execution strategy, is entering its second year. The improvements we have made over the past two years have had time to mature and become established. These changes, both functional and cultural, are beginning to drive the budget process. We have a clear sense of our roles and responsibilities, and the service and environmental targets we measure ourselves against. Program based budgets combined with our performance metrics are enabling better analysis as we work on a long term, sustainable budget strategy. We still have challenges to overcome on responsibly funding our capital projects so that we can confidently maintain some of our more critical assets in a good state of repair. While we are continuing to work on those challenges with our funding partners, for 2019 we have prepared a budget that focuses on our customers. We are looking to enhance our service delivery, we are embarking on digital transformation across the organization, and we are committing resources to watershed planning, greenspace revitalization, floodplain mapping, flood forecasting, and park experience enhancements!

We feel these investments in our programs and services are critical to our growing communities and to nurturing environmental resilience as the impacts of Climate Change become more apparent, more permanent, and more localized. These investments are also vital to the continued transformation of the organization, and to our commitment to partnering and supporting our watershed municipalities.

Welcome Messages

Message from Senior Director, Corporate & Strategic Initiatives
Sheryl Ayres

I am pleased to present the 2019 Budget & Business Plan for Conservation Halton. This budget has been prepared by the Finance Department in collaboration with staff across the organization.

The focus of the 2019 Budget & Business Plan was to provide funding for the maintenance and rehabilitation of assets in a good state of repair while maintaining programs and services. A long-term financing strategy has been developed to phase-in the funding required for asset renewal while minimizing the impact to our funding municipalities of the Regions of Halton and Peel, the City of Hamilton and the Township of Puslinch.

The 2019 operating budget focuses on maintaining core programs and services offered by the Conservation Areas and in the Watershed Management and Support services. Recreational and educational programs in our parks contribute to the health and well-being of residents in our watershed and visitors alike while services such as flood monitoring and control; conservation, restoration and management of natural resources; and planning for future development contribute to protecting and enhancing the communities in our watershed.

The capital budget provides for continued investment into maintaining our dams and channels infrastructure, updating flood plain mapping tools and addressing the impacts of the Emerald Ash Borer infestation. It also provides funding for the development of a concept for the new Giants Rib Geopark, providing tools and technology to enable digital transformation, maintaining building assets, and planning for the development of new infrastructure to lay the foundation for a strong future in our parks.

With a focus on maintaining assets in a good state of repair, the budget includes additional funding to continue phasing in the State of Good Repair Levy introduced in the 2018 budget for the rehabilitation of dams and channels assets. Building on the levy introduced in 2018, the State of Good Repair levy in the 2019 budget includes funding to maintain our building assets, as identified through a facility condition assessment completed in 2018.

This budget continues to ensure Conservation Halton remains a financially strong organization in 2019 and into the future.

About Conservation Halton

Conservation Halton was established more than 60 years ago to protect our communities from flooding and erosion but we have grown to become so much more. Today, it is our purpose to not only protect our communities through planning, regulation and flood management, but to prepare our communities for the effects of climate change.

We manage our natural areas and resources using an integrated approach and science-based practices. We create opportunities for our communities to connect with nature through outdoor recreation and education. It is also our priority to support our partners in environmental projects and to support planners, developers and builders in creating sustainable communities. Here at Conservation Halton, you will find foresters, ecologists, engineers, planners, educators and other staff members, who work together to conserve our watershed. Metamorphosis, which is our current strategic plan, empowers us to embrace innovative ideas, enables us to communicate more effectively, creates capacity for us to form new partnerships and positions us to become leaders in conservation.

Summary of the Strategic Plan

Conservation Halton's Metamorphosis Strategic Plan was approved by the Conservation Halton Board of Directors. **The plan sets out priorities for staff to guide them in developing their work plans.**

THE STRATEGIC PLAN HAS FIVE MAIN THEMES:

- **Taking care of our growing communities**
- **Protecting our natural, cultural and scenic assets**
- **Preparing for the effects of climate change**
- **Creating opportunities to connect with nature**
- **Honouring the land and territory**

Key Service Targets:

1. Limit increases in annual tax-supported operating expenditures to regional budget guidelines.
2. Plan for long-term capital needs with a sustainable financing strategy.
3. Increase self-generated revenue by 2 to 5 percent annually.
4. Deliver comments on 95 percent of technical reviews of permit and planning applications in six weeks.
5. Process 95 percent of minor permit applications within 30 days.
6. Reach an average customer satisfaction rate of 90 percent across all service areas.

Key Conservation Targets:

1. Work with partners to increase the amount of protected terrestrial and aquatic area by 2 to 5 percent.
2. Maintain a consistent or improving trend in key water quality indicators, such as phosphorus, nitrate, chloride and suspended solids, across the watershed.
3. Monitor 100 aquatic and terrestrial stations across the watershed to assess changes and inform environmental management decisions.
4. Increase the number of watershed residents who participate in conservation outreach education and stewardship activities by 15 to 20 percent.
5. Increase the number of floodplain, wetland and watercourse restoration projects by 5 to 10 percent.
6. Transition our corporate offices and parks operations to a carbon neutral footprint.

Board of Directors

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON
Councillor Marianne Meed Ward
Mr. Gerry Smallegange, ***Chair***
Mr. Jim Sweetlove
Mr. John Vice

HALTON HILLS
Councillor Moya Johnson, ***Vice-Chair***
Councillor Bryan Lewis

MILTON
Councillor Mike Cluett
Councillor Robert Duvall
Mayor Gordon Krantz

OAKVILLE
Mayor Rob Burton
Councillor Cathy Duddeck
Councillor Allan Elgar
Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA
Councillor Sue McFadden
Mrs. Jean Williams

CITY OF HAMILTON

Ms. Joanne Di Maio
Mr. Ed Wells

TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour

Senior Leadership Team

Chief Administrative Officer
Hassaan Basit

Senior Director, Corporate & Strategic Initiatives
Sheryl Ayres

Director, Parks & Recreation
Gene Matthews

Director, Planning & Watershed Management
Barb Veale

Associate Director, Science & Partnerships
Kim Barrett

Associate Director, People, Culture & Creative
Jill Ramseyer

Associate Director, Engineering
Janelle Weppler

Executive Summary

Executive Summary

Conservation Halton's 2019 operating and capital budget and 2020 – 2028 forecast provides the resources that are needed to protect, restore and manage the natural resources in the watershed and deliver programs, services, and infrastructure. Similar to other public service bodies, preparation of the budget and forecast requires thoughtful consideration to balancing inflationary and growth related pressures within funding guidelines as provided by our municipal funding partners.

Funding for Conservation Authorities is derived from a variety of sources and Conservation Halton is proactive at generating funding through sources, such as self-generated revenues, to mitigate the financial impact to our funding municipalities. In a 2017 survey completed by Conservation Ontario, on average, 53% of funding to Conservation Authorities is provided through municipal levies, 35% comes from self-generated revenues; and the remaining 12% from other sources such as provincial and federal grants. By comparison, Conservation Halton receives 33% of our funding from municipal levies, 59% from self-generated revenues and the balance of 9% from other sources.

	Municipal Funding	Self Generated Revenue	Other Funding
Survey Average	53%	35%	11%
Conservation Halton	33%	59%	9%

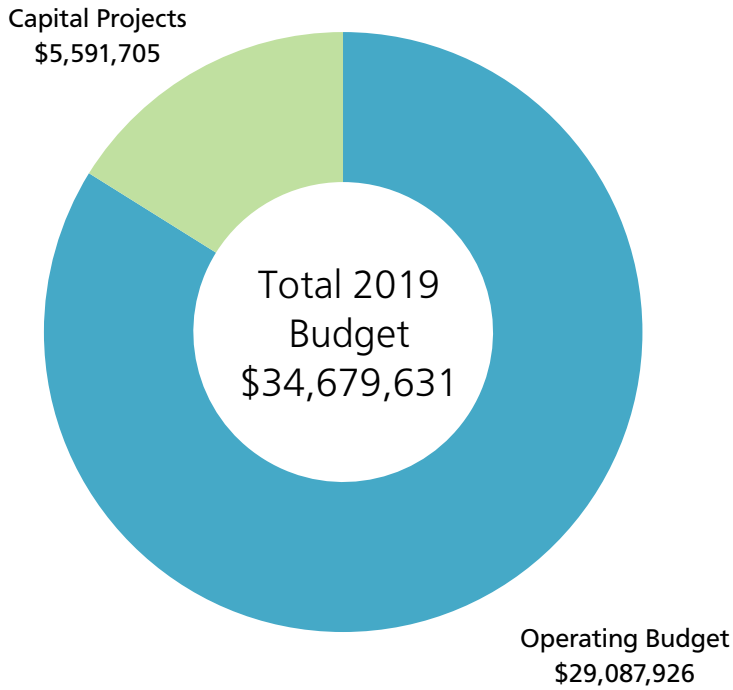
The operating and capital budget and forecast has been prepared with municipal funding increases ranging from 4% to 4.5% annually. These increases are based on the assumption of 2% inflation, 1.5% growth related impacts and phasing in of funding to maintain assets in a good state of repair. The budget and forecast also includes funding increases of 2% to 5% annually from self-generated revenue as per one of the key service targets in the strategic plan, Metamorphosis.

The 2019 operating budget of $29.1 million and the capital budget of $5.6 million provide for a combined investment of $34.7 million into programs, services and infrastructure. Although the budget increase over the 2018 approved budget is $3.0 million, the majority of the increase is funded from self-generated revenue and grants. The balance of the increase is funded through municipal levies in the amount of $430,000 which results in an increase of 4.5% over the 2018 municipal levy. The increase in the municipal levy funds the operating and capital programs in the amount of $301,474 or 3.3% with the balance supporting an increase to the State of Good Repair Levy in the amount of $128,200.

Conservation Halton prepared an Asset Management Plan for dams and channels assets in 2017 which identified a need of $750,000 annually in funding to maintain the assets in a state of good repair. An Asset Management Plan for building assets is currently underway and is predicting a need for approximately $75,000 annually to maintain buildings that are funded through municipal funding sources. The State of Good Repair Levy included in the 2019 budget of $414,200 partially provides the

funding needed to maintain these assets and is expected to be fully phased in over the 2020 – 2028 forecast.

The 2019 Budget includes Full Time Equivalent (FTE) staff of 249.3 FTE that are comprised of 113.6 FTE in Watershed Management and Support Services programs and 135.7 FTE in the Conservation Areas. The increase in FTE's included in the 2019 Budget consists of 2.6 FTE's in the WMSS programs and 3.0 FTE's in the Conservation Areas. The increases in FTE's are funded through increased program revenues, other grants and chargebacks to the parks and capital projects.



Operating Budget

	2019 Budget	2018 Approved Budget
Corporate & Strategic Initiatives	$2,890,848	$2,870,895
People, Culture & Creative	$1,634,456	$1,606,605
Engineering	$996,366	$914,614
Planning & Watershed Management	$4,346,085	$4,333,925
Science & Partnerships	$2,258,964	$2,439,021
Innovation & PMO	$1,861,044	$1,468,097
WMSS Operations	$1,187,274	$1,207,995
Debt Financing	$696,639	$610,586
Reserves	$50,000	$75,000
Parks & Conservation	$12,752,050	$11,613,904
State of Good Repair Levy	$414,200	$286,000
	$29,087,926	$27,426,642

Capital Budget

	2019 Budget	2018 Approved Budget
Corporate & Strategic Initiatives	$60,000	$145,000
Other Foundation Funded Projects	$100,000	$60,000
Engineering	$1,969,142	$1,488,926
Science & Partnerships	-	$31,500
Innovation & PMO	$265,151	-
Emerald Ash Borer	$1,154,000	$1,154,000
IT Infrastructure	$238,700	$158,500
Vehicle & Equipment Replacement	$200,212	$210,395
Conservation Areas	$1,604,500	$1,000,000
	$5,591,705	$4,248,321
Total Operating & Capital Budget	**$34,679,631**	**$31,674,963**

Operating Budget

2019 Operating Budget Summary

Operating Budget Summary

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 fast growing regions in Canada, Conservation Halton is faced with delivering core services to an increasing number of residents in the watershed and visitors to its conservation areas, or parks. In addition to addressing the impacts of growth, Conservation Halton is mindful of enhancing programs and services to meet mandated timelines and service delivery objectives outlined in our strategic plan, Metamorphosis.

The 2019 operating budget provides the resources required to meet service level targets and key objectives in the strategic plan. The operating budget provides for an investment of $29.1 million into services provided in the watershed and the conservation areas.

The operating budget expenditures have increased by $1.7 million over the 2018 budget with the majority of the increase funded by program revenue and other grants. Further details of the operating budget for each department are provided in the Departmental Business Plans. As a public service body, conservation authorities prepare a budget that balances expenditures with sources of revenue for our watershed management and support services. After maximizing revenue from all other sources, Conservation Halton levies the amount of tax required from our municipal funding partners to balance the budget. The 2019 budget requires municipal funding of $8.9 million excluding the State of Good Repair Levy, and an increase of 3.6% or $311,274 from our municipal funding partners to deliver the programs and services offered by Conservation Halton.

Budget Restatements

A reorganization of the department structure at Conservation Halton took place at the end of the year in 2017 to better meet service delivery objectives. The 2019 operating budget has been prepared according to the current organization department structure and the programs and services provided by those departments. The 2018 budget amounts have been restated for comparability with the current organization structure. The following table outlines the current departmental structure and the programs and services offered by each department.

Corporate & Strategic Initiatives

Office of the CAO; Conservation Halton Foundation Administration; Finance; Information Technology (IT); Geographical Information Systems (GIS)

People, Culture & Creative

Human Resources; Health, Safety & Wellness; Marketing & Communications

Engineering

Engineering; Flood Forecasting & Operations; Dams & Channels Capital Projects

Planning & Watershed Management

Planning & Watershed Management; Regional Infrastructure Team; Source Water Protection

Science & Partnerships

Ecology; Stewardship; Outreach; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects; Forestry Tech. Team

Innovation & Project Management Office (PMO)

Admin Office Facility, Restoration, Project Management, Construction & Partnership Projects

Watershed Management & Support Services Operations

Forestry Operations; Property Management; Security; WMSS Vehicle & Equipment Operations

Conservation Areas

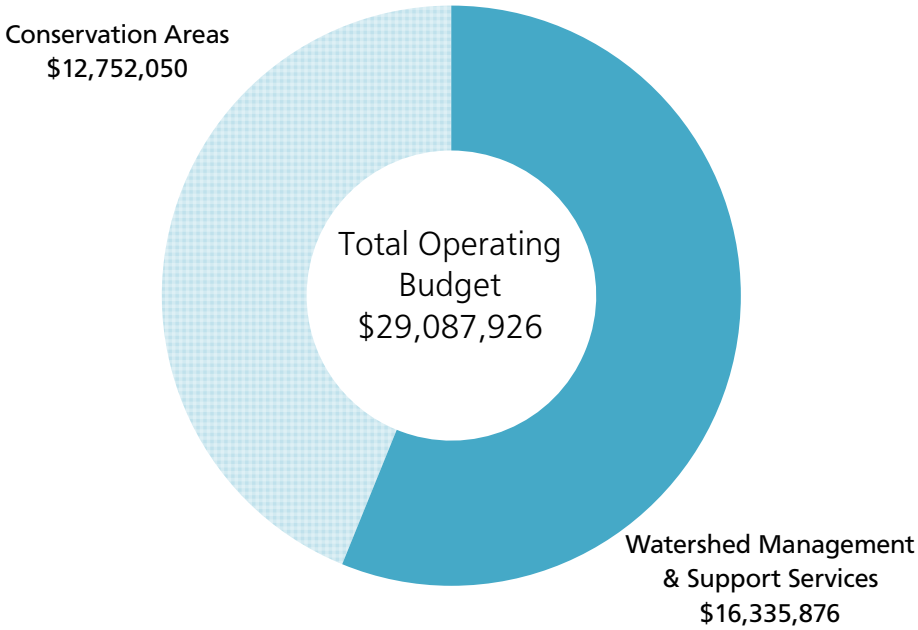
Administration; Vehicle & Equipment Operations; Kelso/Glen Eden; Crawford Lake/ Mountsberg; Robert Edmondson; Rattlesnake Point/Hilton Falls/Mount Nemo

---

Conservation Halton has established two primary budget categories in its Budget Principles, Watershed Management and Support Services (WMSS) and the Conservation Areas, based on the funding sources for these categories. The 2019 operating budget is allocated to Watershed Management & Support Services (WMSS) programs of $16.3 million and Conservation Areas programs of $12.8 million. The Conservation Areas are self sufficient in funding sources through the program fees charged to park visitors. Annual park operating surpluses are transferred to the Conservation Area capital reserve to fund park capital project expenditures. The parks do not receive municipal funding for the recreation programs provided with the exception of education programs.

Assumptions Used in Preparing the 2019 Operating Budget

- Inflation has been assumed at 1.75% to 2%. Although the rate of inflation is expected to increase to 2.5% in the third and fourth quarters of 2018, the Bank of Canada expects inflation to return to about 2% in 2019. According to Statistics Canada, the Consumer Price Index as of August 2018 for Ontario is 2.8%.
- Salaries for 2019 are proposed to increase by 1.75%. Salaries are based on 91% and 94% of the top of the salary band for Conservation Areas and Watershed Management and Support Services (WMSS) staff respectively. These percentages are consistent with the 2018 budget and represent the proportion of actual salaries to the top of the band.

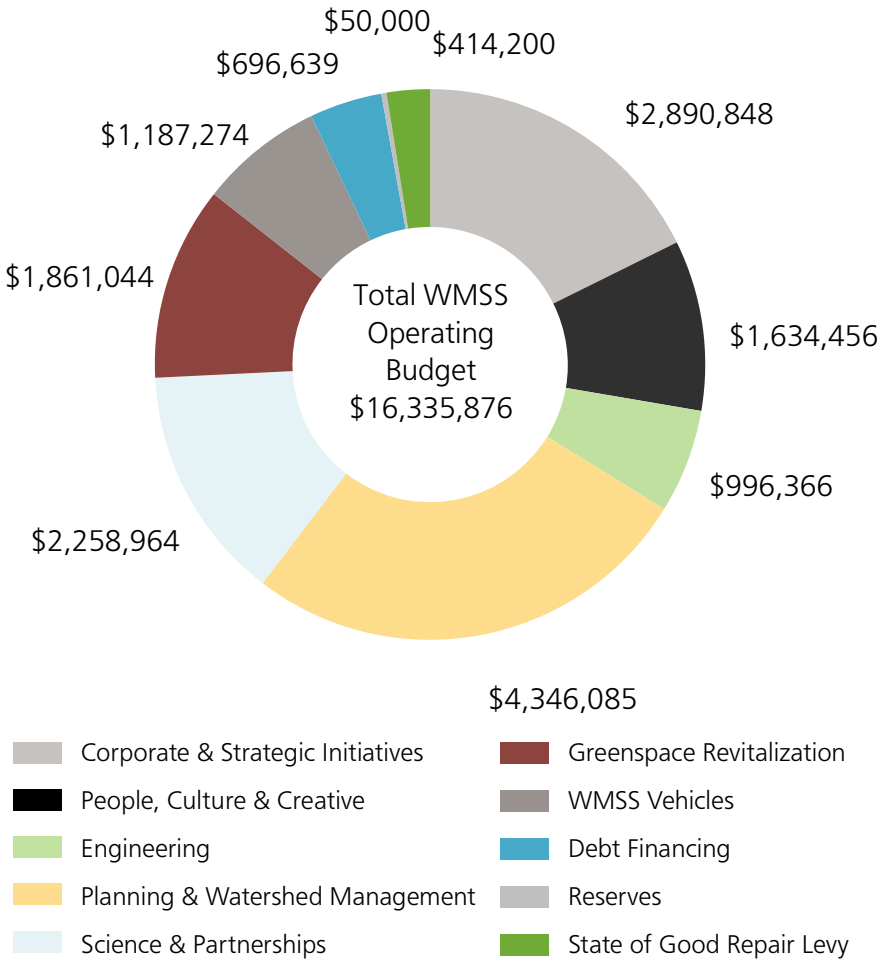


Watershed Management & Support Services

Operating Budget Summary

Investing in the Watershed

The operating budget provides for an investment of $16.3 million into the Watershed Management and Support Services programs.



The WMSS 2019 operating budget expenses have increased by $523,138 over the 2018 operating budget including the State of Good Repair Levy. This increase is funded by program revenue, grants, reserves and chargebacks of $211,864. Municipal operating funding for WMSS programs is proposed to increase by $311,274 in 2019.

Major drivers of the WMSS operating budget increases include:

WMSS Staff Salaries and Benefit increase	$420,322
Accounting restatement of Source Protection program chargeback	($95,000)
New staff offset by positions not replaced in the 2018 Budget	$148,857
Digital Transformation Purchased Services	$30,000
Reallocation of park expenses to Conservation Areas budget	($45,700)
Debt financing charges	$86,053
Transfer to Land Securement Reserve	$25,000
Transfer to Vehicle & Equipment Reserve	($50,000)
Partnership Projects decrease	($151,321)
Net inflationary increases and other	$26,727
State of Good Repair Levy	$128,200
Total increase in 2019 Operating Budget	$523,138

Salaries and benefits have increased by 1.75%, as previously discussed, as a conservative inflationary increase. A net increase of 2.6FTE's is included in the budget to address increasing demands on services. Staff complement changes are discussed in greater detail on the following pages. An accounting restatement of the chargeback from the Source Protection program has been made to be consistent with the provincial reporting requirements.

Proposed enhancements in Information Technology and Engineering Flood Forecasting and Operations will continue to facilitate the digital transformation process and modernize these operations. These initiatives are recommended in the Technology Landscape Assessment completed in 2018 and in the Strategic Plan.

Program expenses related to parks have been reallocated to the Conservation Areas operating budget to align the expenses more appropriately. These expenses are for things such as signs and marketing

documents prepared by the Marketing & Communications team.

Debt financing charges will increase in 2019 by $86,053 as a result of new financing for dams and channels capital projects in 2018 and 2019. Debt financing and debt charges are discussed in more detail later.

The 2019 budget includes a transfer to the Land Securement Reserve to begin to set aside funding for future land acquisition requirements as opportunities arise. A decrease in the transfer to the Vehicle & Equipment Reserve is a result of an evaluation of the condition of the current fleet of vehicles, composition of the current fleet, and future needs.

The amount of funding for Partnership Projects is decreasing as a result of work in progress that will be carried over from 2018 for completion in 2019. There are many partnership projects in the planning stages with funding sources yet to be confirmed.

Inflationary increases and other budget changes are the net impact of increasing materials and purchased services by inflation as required offset by efficiencies that are being attained in the delivery of programs and services.

The increase in the State of Good Repair Levy is discussed in more detail on the following pages.

Investing in our Parks

The Conservation Areas 2019 Operating Budget provides for an investment of $12,752,050 into the Conservation Areas.

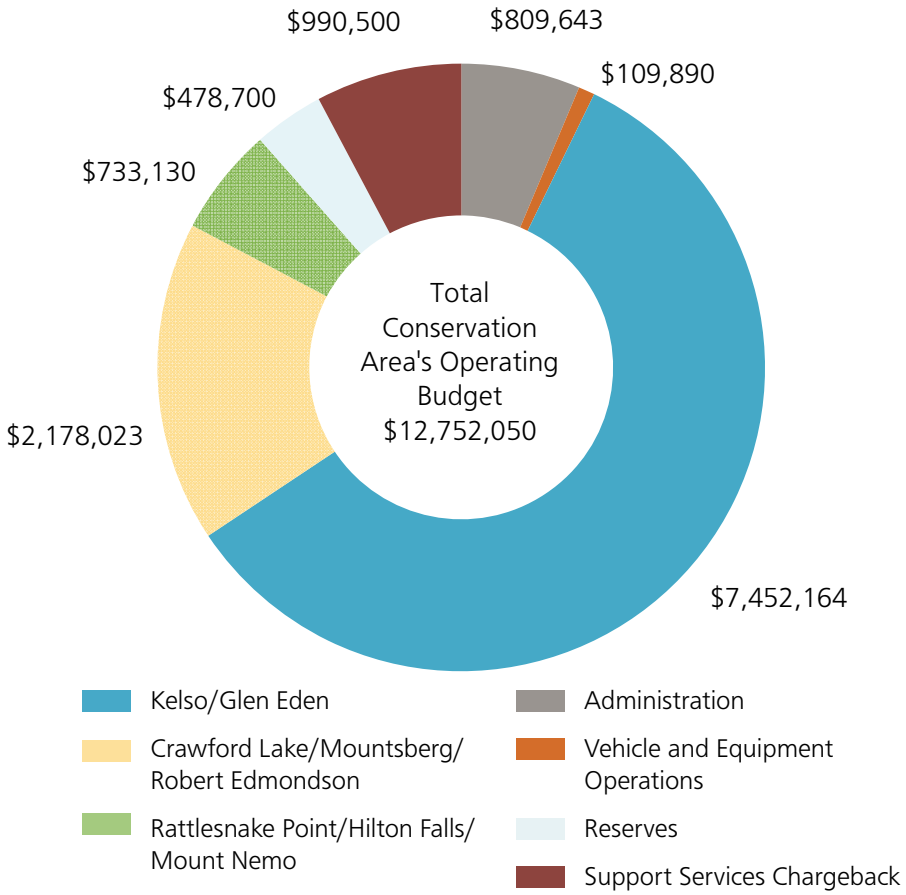
Operating expenses have increased in the Conservation Areas 2019 operating budget by $1,138,146. The increase in expenses is funded by increased Program revenue, with the exception of a proposed increase in municipal funding for Education programs of $47,646, bringing 2019 municipal funding to $240,000 from the 2018 Budget amount of $192,354.

Increases in expenses are largely related to staffing. Two new full time positions are included in the operating budget to assist with lift and maintenance needs at the parks. The impact of the minimum wage increase in 2018 has been fully factored in to the operating budget accounting for most of the staffing cost increase.

New programs included in the Conservation Areas operating budget are the implementation of a Visitor Impact Monitoring and Management program that is identified as a Strategic Plan initiative for 2019.

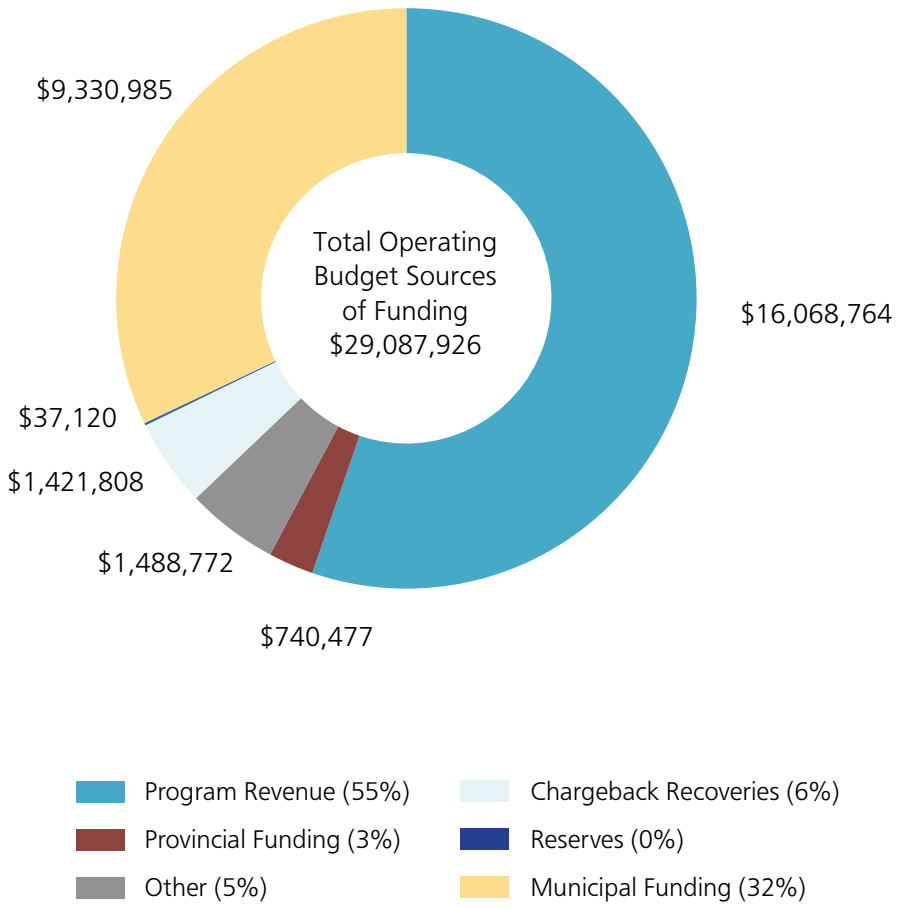
The chargeback to the Conservation Areas for support services has decreased in the 2019 operating budget by $65,286 to $990,500. The decrease is the net impact of the second year of a phased increase to the parks chargeback of $79,614, offset by a reduction of $144,900 for positions not being replaced in 2018 that were included in the 2018 Budget.

Program revenue has increased by $1,090,500 to $12,489,750 from the 2018 Budget amount of $11,399,250. Program revenue increases include adjustments based on the three year average of historical actual amounts, new program offerings and proposed 2019 fee increases, assuming average fee increases of 2 to 5%. The revenue increase is offset by a reduction of $180,000 associated with the elimination of the snow tubing program at Kelso/Glen Eden.



Sources of Budget Funding

Operating Budget Summary



Conservation Halton is proactive at generating funding through sources, such as self-generated revenues, to mitigate the financial impact to our funding municipalities. In a 2017 survey completed by Conservation Ontario, conservation authorities primarily receive funding from municipal levies at an average rate of 53%. The 2019 operating budget funding sources are consistent with prior years with the majority of funding being derived from self-generated revenues and only one-third of the budget funded from the municipal funding of $9.3 million.

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 proportional current value assessment of the municipality falling within the Conservation Halton watershed and is detailed in the Municipal Apportionment section of the 2019 Budget & Business Plan.

Program revenue included in the operating budget has been assumed to increase based on inflationary increases and growth where applicable. In order to continue our proactive approach to funding the budget from program revenue, a Program Rates and Fees Review is currently underway and is planned to be completed in the fall of 2018 with a report from the consultant to be presented at the November Board of Directors meeting. This review will ensure that fees are set at appropriate levels to recover costs of providing services and will also benchmark fees against other similar service providers to ensure equity to the consumers of the services.

Staff Complement Changes

Operating Budget Summary

The 2019 operating budget provides for a net change of 5.6 full time equivalent (FTE) which provides for 2.6 FTE in Watershed Management and Support services and 3.0 FTE in the Conservation Areas. A summary of the changes is provided below with further details provided in the Departmental Business Plans.

Department Staffing Summary

	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Corporate & Strategic Initiatives	23.3	-1.3	0.4	22.4	-0.9
People, Culture & Creative	11.7	1.3	0.0	13.0	1.3
Engineering	6.3	1.0	0.0	7.3	1.0
Planning & Watershed Management	35.4	0.6	-0.4	35.6	0.2
Science & Partnerships	15.3	2.0	0.0	17.3	2.0
Innovation & Project Mgmt Office (PMO)	10.3	-0.3	0.0	10.0	-0.3
WMSS Operations	8.7	-0.7	0.0	8.0	-0.7
Conservation Areas	132.7	3.0	0.0	135.7	3.0
Total	**243.7**	**5.6**	**0.0**	**249.3**	**5.6**

State of Good Repair Levy

The State of Good Repair Levy, implemented in the 2018 budget, is transferred to the Watershed Management Capital Reserve to fund future capital works. Dams and channels capital projects in the budget and forecast are funded from this reserve.

Included in the operating budget is a request for a State of Good Repair Levy of $414,200, an increase of $128,200 over the 2018 amount of $286,000. The 2019 State of Good Repair Levy consists of $339,200 for dams and channels assets and a new amount of $75,000 requested for buildings and facility assets.

In the 2018 budget, the State of Good Repair Levy for dams and channels was proposed to be phased in over a four year period. Throughout 2018 further discussions have taken place with staff at the Region of Halton to prepare a long term financing strategy for funding asset management needs. Based on the outcome of the discussions, the funding required for dams and channels will be phased in over a longer period of time to mitigate increases in the levy and provide an increase of approximately 1% per year.

An Asset Management Plan for building assets is underway and expected to be completed in the fall of 2018. A Facility Condition Assessment was completed to assess the current condition of building assets and identified a requirement of $75,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair.

Debt Financing and Debt Capacity

Debt financing charges included in the 2019 operating budget of $696,369 includes $666,639 municipal debt financing charges and $30,000 for estimated principal and interest payments on the 2015 land acquisition loan with the Hamilton Community Foundation.

Debt financing charges in the budget and forecast are based on information provided by Halton Region staff. Debt financing charges are calculated based on Halton Region's rate of return on investment earnings and include 3.2% for Kelso Dam, over a 30 year amortization period, and 3.0% for debt proposed in the forecast, amortized over a 20 year period. Capital projects that have been debt financed include significant dams and channels capital projects and the Administration Office major renovations.

The long-term debt balance is currently $2.8 million. This does not include debt that has been approved, but not yet issued, in the amount of $4.2 million for the rehabilitation of Kelso Dam. This debt will be issued once project expenses are incurred. Combining the current debt with the amount yet to be issued for the Kelso Dam rehabilitation capital project, the long-term debt balance is expected to increase to $7 million in 2019. The outstanding debt balance will result in a debt capacity ratio of 5.1%, based on the estimated 2019 own source revenues and excluding Conservation Areas program revenue.

Municipalities in Ontario are limited by the Ontario Municipal Board (OMB) with respect to the amount of debt they can incur. These guidelines state that annual debt charge payments cannot exceed 25% of the annual total own source revenues. This is defined as the total operating revenues less grant funding, subsidies and transfers from reserves and reserve funds. Further to this guideline, many municipal Council's approve a more conservative policy, further restricting the amount of debt that can be incurred. As a public sector body, partially funded by municipal levies, it would be prudent for Conservation Halton to follow the same guideline to ensure long term financial sustainability.

Reserve Funding

Included in the 2019 operating budget is Vehicle and Equipment Reserve funding of $25,000 that has decreased by $50,000 from the 2018 budget amount of $75,000. The annual reserve contribution is based on the planned ten year average of the WMSS vehicle and equipment replacements. With the reduction in vehicle replacements and vehicle fleet in recent years the Vehicle and Equipment Reserve balance has grown in excess of current needs. Vehicle replacements and reserve funding have been reassessed in the budget and forecast to bring this Reserve balance to a more appropriate level.

A new transfer of $25,000 to the Land Securement Reserve is proposed in the 2019 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy approved in 2018.

A Reserve Continuity Schedule is provided in the Reserve section of the 2019 Budget & Business Plan that provides further details on the proposed transfers to and from reserves.

Watershed Management & Support Services

Operating Budget Summary

	Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources: Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
	WATERSHED MANAGEMENT & SUPPORT SERVICES PROGRAMS									
1	**CORPORATE & STRATEGIC INITIATIVES**									
	Office of the CAO		554,190	568,217				29,000		539,217
	Conservation Halton Foundation Administration		172,558	173,957			-			173,957
	Finance		905,495	905,282	62,000			255,705		587,577
	General Corporate Services		245,551	50,000						50,000
	Information Technology		408,379	536,898				105,800		431,098
	Geographical Information Systems		584,722	656,494	12,500					643,994
		0.7%	2,870,895	2,890,848	74,500	-	-	390,505	-	2,425,843
2	**PEOPLE, CULTURE & CREATIVE**									
	HR, Health, Safety & Wellness		820,327	853,596				194,200		659,396
	Marketing & Communications		786,278	780,860				182,800	15,000	583,060
		1.7%	1,606,605	1,634,456	-	-	-	377,000	15,000	1,242,456
3	**ENGINEERING**									
	Engineering		342,922	346,608	3,000			222,403		121,205
	Flood Forecasting		571,692	649,758		300,311	4,000			345,447
		8.9%	914,614	996,366	3,000	300,311	4,000	222,403	-	466,652
4	**PLANNING & WATERSHED MANAGEMENT**									
	Planning & Watershed Management		3,441,341	3,562,997	2,485,862					1,077,135
	Regional Infrastructure Team		457,405	460,922			472,503			(11,581)
	Source Protection		435,179	322,166		315,166		7,000		-
	Chargeback from Source Protection Program to WMSS		-	-						-
		0.3%	4,333,925	4,346,085	2,485,862	315,166	472,503	7,000	-	1,065,554

Watershed Management & Support Services

Operating Budget Summary

	Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
5	**SCIENCE & PARTNERSHIPS**									
	Ecology		542,111	573,573	20,420					553,153
	Stewardship		448,874	463,848	122,640				15,000	326,208
	Outreach		226,668	284,428	169,250				7,120	108,058
	HHRAP		302,125	303,421			311,006			(7,585)
	Forestry Tech Team		312,355	406,894	155,800			81,250		169,844
	Partnership Projects		606,888	226,800			226,800			-
										-
		(7.4%)	2,439,021	2,258,964	468,110	-	537,806	81,250	22,120	1,149,678
6	**INNOVATION & PROJECT MANAGEMENT OFFICE (PMO)**									
	Administration Office Facility		253,479	257,382						257,382
	Restoration		313,113	548,134	433,542					114,592
	Project Management		278,605	295,103				161,900		133,203
	Construction		390,384	308,262				48,900		259,362
	Partnership Projects		232,516	452,163			452,163			-
		26.8%	1,468,097	1,861,044	433,542	-	452,163	210,800	-	764,539
7	**WMSS OPERATIONS**									
	Vehicles and Equipment		157,039	192,939						192,939
	Property Management		270,348	238,900	32,000	125,000		51,600		30,300
	Security		271,584	276,297						276,297
	Forestry Operations		509,024	479,138	82,000			81,250		315,888
		(1.7%)	1,207,995	1,187,274	114,000	125,000	-	132,850	-	815,424
8	**DEBT FINANCING CHARGES**	14.1%	610,586	696,639						696,639
9	**TRANSFER TO RESERVE - VEHICLE AND EQUIPMENT**	(66.7%)	75,000	25,000						25,000
10	**TRANSFER TO RESERVE - WATERSHED CAPITAL MUNICIPAL**		-	-						-
11	**TRANSFER TO RESERVE - STATE OF GOOD REPAIR LEVY**	44.8%	286,000	414,200						414,200
12	**TRANSFER TO RESERVE - LAND SECUREMENT**	0.0%	-	25,000						25,000
	TOTAL WATERSHED MGMT & SUPPORT SERVICES	3.3%	**15,812,738**	**16,335,876**	**3,579,014**	**740,477**	**1,466,472**	**1,421,808**	**37,120**	**9,090,985**

Watershed Management & Support Services

Operating Budget Summary

	Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 Funding Sources: Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
	CONSERVATION AREAS									
13	**Conservation Areas**									
	Conservation Areas Administration		659,820	809,643	895,000					
	Vehicle and Equipment Operations - Conservation Areas		109,890	109,890						
	Kelso/Glen Eden		6,746,033	7,452,164	8,696,250					
	Crawford Lake/Mountsberg/Robert Edmondson		2,073,623	2,178,023	1,991,000		22,300			240,000
	Rattlesnake Point/Hilton Falls/Mount Nemo		658,358	733,130	907,500					
	Transfer Surplus to Conservation Area reserves		310,394	478,700						
	SUBTOTAL CONSERVATION AREAS - OPERATING	11.4%	10,558,118	11,761,550	12,489,750	-	22,300	-	-	240,000
	Support Services Chargeback	(6.2%)	1,055,786	990,500						
	TOTAL CONSERVATION AREAS	9.8%	**11,613,904**	**12,752,050**	**12,489,750**	**-**	**22,300**	**-**	**-**	**240,000**
	TOTAL OPERATING PROGRAMS	6.1%	**27,426,642**	**29,087,926**	**16,068,764**	**740,477**	**1,488,772**	**1,421,808**	**37,120**	**9,330,985**

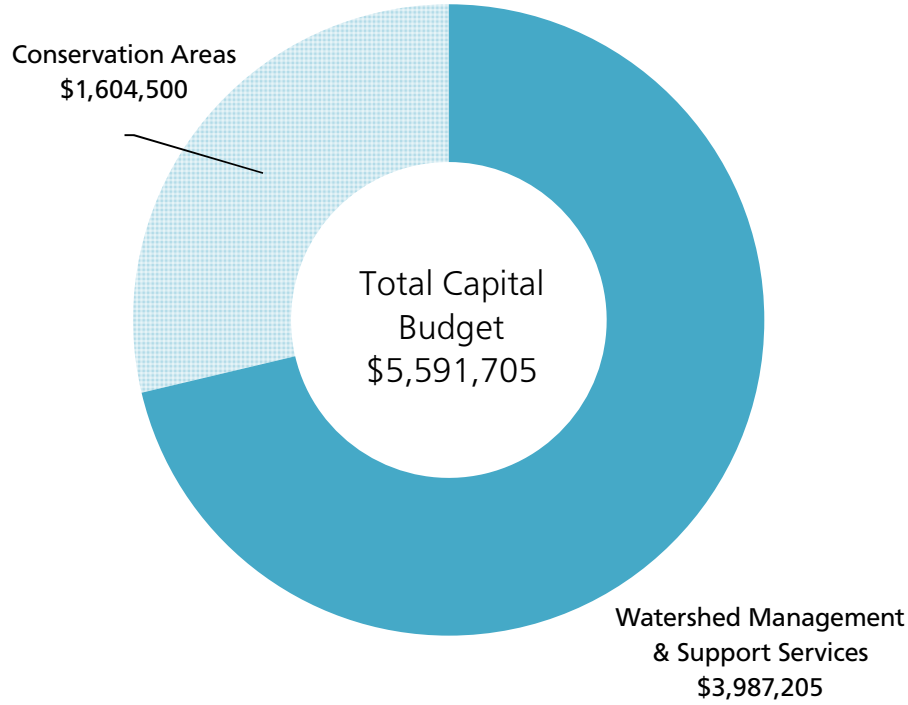
Capital Budget Summary

2019 Capital Budget Summary

Capital Budget Summary

The 2019 capital budget represents an investment of almost $5.6 million into infrastructure and studies to provide programs and services in the watershed and conservation areas. The budget is increasing by $1.3 million over the 2018 budget for Watershed Management and Support Services and Conservation Areas projects. 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, development of studies and plans, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

The 2019 capital budget is allocated to Watershed Management & Support Services (WMSS) programs of $4.0 million and Conservation Areas programs of $1.6 million. Conservation Halton has established two primary budget categories in its Budget Principles, Watershed Management and Support Services (WMSS) that are municipally funded and the Conservation Areas that are funded through self-generated program revenue.



Watershed Management & Support Services

Capital Budget Summary

Investing in the Watershed

The proposed capital budget provides for an investment of $4.0 million into Watershed Management and Support Services. Although the WMSS capital projects have increased in cost by $738,884, the municipal capital funding required for WMSS capital projects of $647,013 has decreased by ($9,800) or (1.5%). The increased costs are funded by other sources such as grants and reserves.

The WMSS 2019 Capital Budget includes:

Corporate & Strategic Initiatives

Ortho imagery purchase of $60,000 is to acquire high resolution ortho imagery (aerial photography) to allow staff to visualize landscape features such as wetlands, creeks, forests, buildings, trails, etc. on the ground at a particular time.

Information Technology Infrastructure includes new and replacement computer equipment, software, and digital transformation enhancements of $115,000 to implement recommendations identified in the recently completed Technology Assessment report.

Engineering

Dams and channels major repair and maintenance projects with a total cost of $1,387,516. These projects are assumed to be funded 50% from the Watershed Management Capital Reserve, which is funded through the implementation of the State of Good Repair Levy, and 50% provincially through the Water and Erosion Control Infrastructure (WECI) fund. The 2019 proposed projects provide for estimated repairs costing $898,906 to Hilton Falls Dam and $82,774 for Hilton Falls Dam road resurfacing. The Environmental Assessment work for this project was completed in 2015. Milton channel repairs were included in the 2018 budget but not approved for provincial funding. Therefore, the project was closed in 2018 and has been included in the 2019 capital budget in the amount of $255,927. The balance is related to the implementation of the Dam Public Safety Plans being completed in 2018 for $74,909, $25,000 for sediment removal at Freeman Pond and $50,000 to begin a study for the naturalization of concrete sections of the channels.

Flood Forecasting & Warning Program costs of $115,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning forecast models and tools.

Flood Plain mapping, with costs of $466,626 is the second year of a multi-year capital project identified through the Strategic Plan. This project is assumed to be funded 50% municipally and 50% through a Federal National Disaster Mitigation Program grant.

Innovation & Project Management Office

Administration Office capital works for $150,000 are to support the infrastructure and landscape improvements to the exterior of the office based on the Landscape Master Plan completed in 2018. The building improvements are planned to be implemented over a 5 year period

Giant's Rib Geopark for $100,000 is to support the implementation of the concept of a Geopark system including communication materials and website development.

Science & Partnerships

Emerald Ash Borer (EAB) treatment has been included at a cost of $1,154,000 according to the 2019 amount outlined in the Business Plan approved by the Board in 2017. EAB costs are funded by designated funds from the Region of Halton for EAB work and is separate from the base municipal funding.

Other WMSS Capital Projects

Vehicle and equipment replacements planned for 2019 of $200,212 for WMSS will be funded by a transfer from the Vehicle and Equipment Reserve.

Conservation Areas

Capital Budget Summary

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.

Investing in Our Parks

The proposed capital budget provides for an investment of $1.6 million into the Conservation Areas. Capital project expenditures are largely funded by the Conservation Areas Capital Reserve. This Capital Reserve is funded through the transfer of annual park operating surplus to the Reserve.

The Conservation Area 2019 Capital Budget includes:

Facility major maintenance for park infrastructure totaling $996,000. Park infrastructure projects will provide for Glen Eden snowmaking and electrical improvements, rental equipment replacement, and IT and other park infrastructure enhancements. Accessibility upgrades and the installation of a washroom proposed at the Mount Nemo Conservation Area is proposed to be primarily funded through a grant that was applied for in 2018.

Vehicle and equipment replacements planned for 2019 of $108,500 for the Conservation Areas will be funded by a transfer from the Conservation Areas Capital Reserve.

Parks Developer Contribution Works for $500,000 is for the preparation of designs and developing cost certainty for the three infrastructure projects that were approved by the Board of Directors to be funded by Developer Contributions being held by Halton Region. These projects include water/waste water infrastructure at Kelso/Glen Eden, a Sport Rental & Arrival Centre at Kelso/Glen Eden and a Visitors Centre at Crawford Lake.

Sources of Capital Budget Funding

Capital Budget Summary

Capital Project funding sources are detailed in the 2019 capital budget and in the Departmental Business Plans. A summary of the funding sources is provided in the chart to the right.

Transfers from Reserves fund 35% of the total capital budget. Reserve transfers include 50% of dams and channels major repairs costs in addition to vehicle and equipment replacements, Administration Office infrastructure and Conservation Area capital projects.

Provincial funding for the remaining 50% of the Dams and Channels major repairs makes up 11% of funding sources.

Other funding sources of 42% include a Federal NDMP grant for 50% of Flood Plain mapping project costs, other municipal funding for the EAB Capital Project, grants to partially fund greenspace revitalization and a Conservation Areas capital project, Developer Contributions for the Parks capital projects, and debt funding for repairs to the Milton channel. It is important to note that approval of the project to complete repairs to the Milton channel and committing to debt financing for this project commits future operating budget increases for the repayment of principal and interest on the financing.

Municipal funding for various new and continuing WMSS capital projects accounts for 12% of the capital budget funding sources.

Asset Management & State of Good Repair

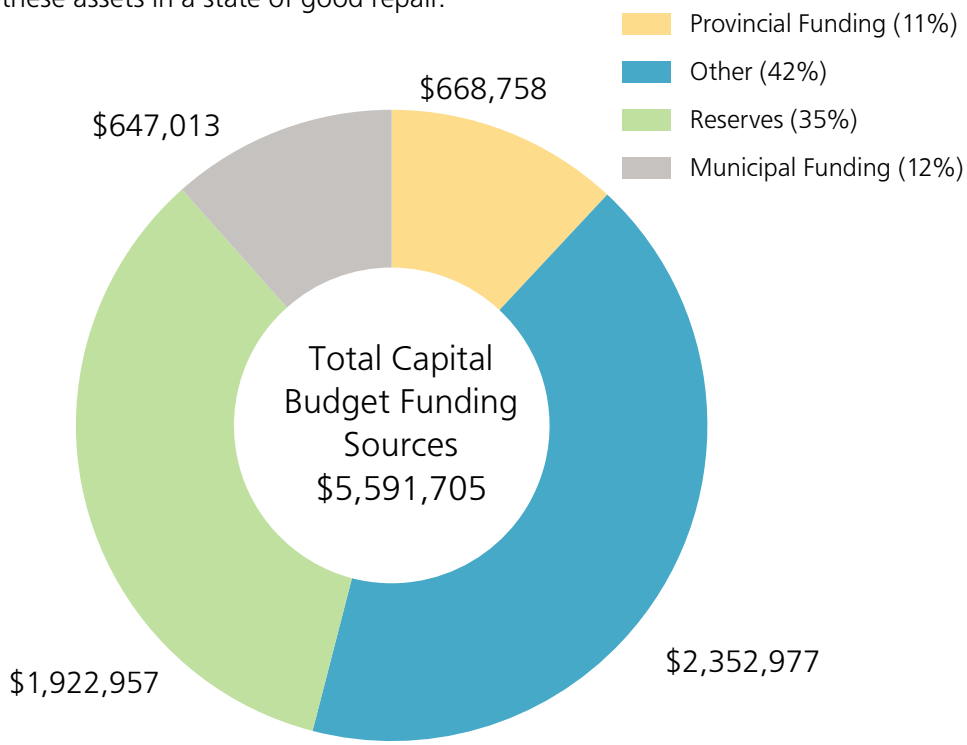
Conservation Halton owns a variety of assets with a net book value at December 31, 2017 of $65.5 million based on historical costs. The largest asset owned is land at $35.5 million and 54% of the total net book value. After land, infrastructure that includes dams and channels, buildings and machinery & equipment account for $27.2 million of the net book value or 41%.

An Asset Management Plan (AMP) for Dams and Channels was completed in 2017. An Asset Management Plan for Buildings is expected to be completed in 2018, and a Plan for the balance of assets planned for 2019 to complete the comprehensive AMP.

The Dams and Channels AMP identified a total annual investment of $1.5 million to maintain these assets in a state of good repair with 50% proposed to be municipally funded. The State of Good Repair Levy for dams and channels was implemented in the 2018 budget and is included in the forecast as being fully phased in by 2026.

A Facility Condition Assessment was completed to assess the current condition of building assets and identified a requirement of $75,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair.

The funding required to maintain buildings, dams and channels assets is based on the average requirements over the ten year forecast and are held in reserves until the works are included in the capital budget. In the 2019 capital budget, $565,794 of funding is being allocated to dams and channels projects from reserves and $150,000 to buildings to maintain these assets in a state of good repair.



2019 Budget Summary

Capital Budget Summary

	Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	2019 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									
14a	**Capital - Watershed Management & Support Services**									
	Corporate & Strategic Initiatives									-
	Great Plains Project Module Implementation		35,000	-						-
	Asset Management Plan		50,000	-						-
	Program Rates & Fees Review		60,000	-						-
	Ortho Imagery		-	60,000						60,000
	Engineering									
	Dams & Channels Maintenance Projects		877,300	1,387,516		668,758	152,964		565,794	-
	Flood Forecasting & Warning Program		145,000	115,000						115,000
	Flood Plain Mapping Update		466,626	466,626			233,313		-	233,313
	Innovation & PMO									-
	Administration Office			150,000					150,000	-
	Speyside Weir Removal and Channel Enhancement		31,500	-			-		-	-
	Giant's Rib Geopark			100,000			100,000			-
	Glenorchy			15,151			12,700		2,451	-
	Emerald Ash Borer		1,154,000	1,154,000			1,154,000			-
	Information Technology Infrastructure		158,500	238,700						238,700
	Vehicle and Equipment Replacement		210,395	200,212					200,212	-
	Other Foundation Funded Projects		60,000	100,000			100,000			-
	TOTAL CAPITAL WMSS	22.7%	3,248,321	3,987,205	-	668,758	1,752,977	-	918,457	647,013
14b	**Capital - Conservation Areas**									
	Skihill Improvements		200,000	-					-	-
	Facility Major Maintenance		210,000	996,000			100,000		896,000	-
	Vehicle and Equipment Replacement		490,000	108,500					108,500	-
	Developer Contribution Works		100,000	500,000			500,000		-	-
	TOTAL CAPITAL CONSERVATION AREAS	60.5%	1,000,000	1,604,500	-	-	600,000	-	1,004,500	-
	TOTAL CAPITAL PROJECTS	31.6%	**4,248,321**	**5,591,705**	**-**	**668,758**	**2,352,977**	**-**	**1,922,957**	**647,013**

2019 Budget & Operating Forecast 2020 – 2028

2019 Budget & Operating Forecast

2020 – 2028

The 2019 Budget and 2020-2028 Operating Forecast takes into account the maintaining and enhancements of service levels, future obligations, and inflationary impacts.

Throughout 2018, discussions with staff at the Region of Halton have taken place to develop a long-term financing strategy that ensures funds are available to meet current programming needs, future needs for growth in services are addressed and planning for maintaining assets in the future is prioritized. The long-term strategy proposes a municipal funding increase in the 2019 budget and operating forecast between 4 – 4.5% annually. These annual increases will ensure we have funding in the future to address inflationary impacts, deal with the impacts of growth in our programs and services and continue to phase-in funding to maintain our assets.

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 and Support Services (WMSS) operating forecast. The estimated staffing additions reflect future growth and maintaining existing program service levels. Program service level reviews are completed annually as part of the budget process to reflect service level changes.

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

Watershed Management and Support Services program revenues have been assumed to increase annually by a 2% inflationary rate.

Chargebacks for support services provided to internal programs take into account future compensation increases, the proportion of staffing allocated to these programs and the phasing in of Support Service staff allocations to the Conservation Areas over three years with 2019 being the second year of the phase in.

The operating forecast includes the costs of servicing existing debt 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.

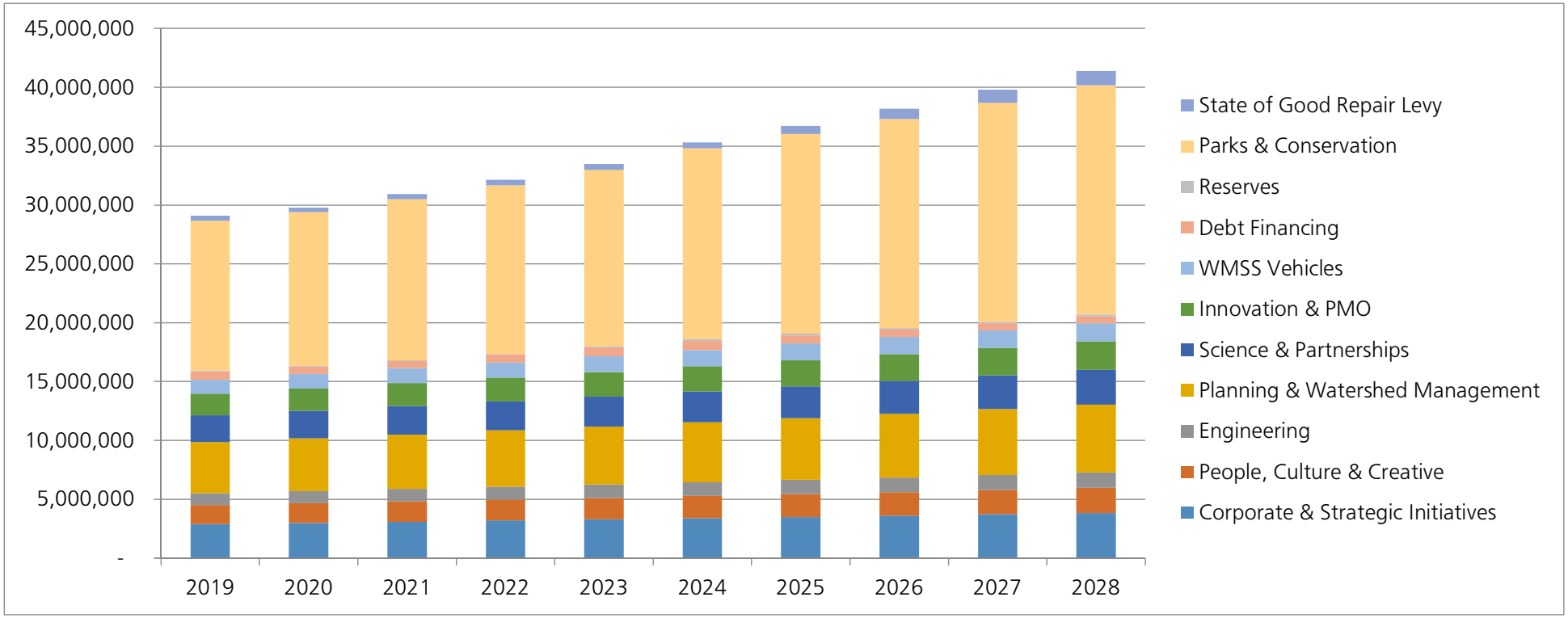
The operating forecast includes the operating impact of capital projects once the assets become operational, excluding the Conservation Area capital projects that are partly funded by developer contributions. The cost impacts related to the Developer Contribution works will be assessed through the work included in the 2019 budget for design, cost certainty and regulatory needs

Operating Expenditures - WMSS	Total 2019-2028	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Corporate & Strategic Initiatives											
Office of the CAO	6,504,300	568,217	585,208	602,671	620,604	639,007	657,914	677,292	697,174	717,595	738,617
Conservation Halton Foundation Administration	2,032,633	173,957	179,986	186,193	192,577	199,139	205,894	212,827	219,952	227,284	234,824
Finance	10,506,164	905,282	935,230	966,034	997,694	1,030,245	1,063,720	1,098,052	1,133,343	1,169,628	1,206,937
General Corporate Services	584,234	50,000	51,733	53,517	55,352	57,238	59,180	61,172	63,220	65,328	67,495
Information Technology	6,222,502	536,898	554,487	572,583	591,186	610,296	629,953	650,116	670,826	692,126	714,029
Geographical Information Systems	7,621,234	656,494	678,253	700,642	723,662	747,312	771,644	796,605	822,248	848,622	875,753
Total Corporate & Strategic Initiatives	**33,471,067**	**2,890,848**	**2,984,897**	**3,081,639**	**3,181,075**	**3,283,238**	**3,388,305**	**3,496,065**	**3,606,763**	**3,720,582**	**3,837,655**
People, Culture & Creative											
HR, Health, Safety and Wellness	9,701,316	853,596	877,745	902,526	927,939	954,039	980,813	1,008,218	1,036,352	1,065,212	1,094,877
Marketing & Communications	9,030,418	780,860	806,052	831,964	858,598	885,953	914,085	942,938	972,567	1,003,035	1,034,365
Total People, Culture & Creative	**18,731,734**	**1,634,456**	**1,683,797**	**1,734,490**	**1,786,537**	**1,839,992**	**1,894,897**	**1,951,156**	**2,008,919**	**2,068,247**	**2,129,243**
Engineering											
Engineering	4,019,767	346,608	358,016	369,754	381,821	394,218	406,970	420,052	433,490	447,310	461,527
Flood Forecasting	7,454,318	649,758	669,521	689,836	710,702	732,119	754,128	776,688	799,839	823,626	848,102
Total Engineering	**11,474,085**	**996,366**	**1,027,537**	**1,059,589**	**1,092,523**	**1,126,337**	**1,161,098**	**1,196,741**	**1,233,330**	**1,270,936**	**1,309,629**
Planning & Watershed Management											
Planning & Watershed Management	41,301,950	3,562,997	3,679,873	3,800,119	3,923,735	4,050,731	4,181,363	4,315,365	4,453,012	4,594,562	4,740,193
Regional Infrastructure Team	5,364,289	460,922	476,468	492,468	508,921	525,827	543,224	561,074	579,415	598,283	617,687
Source Protection	3,633,438	322,166	324,967	335,044	345,400	356,027	366,951	378,154	389,648	401,466	413,614
Total Planning & Watershed Management	**50,299,677**	**4,346,085**	**4,481,308**	**4,627,631**	**4,778,056**	**4,932,585**	**5,091,538**	**5,254,593**	**5,422,075**	**5,594,312**	**5,771,494**
Science & Partnerships											
Ecology	6,676,073	573,573	592,933	612,858	633,348	654,403	676,069	698,300	721,141	744,640	768,806
Stewardship	5,368,790	463,848	478,903	494,390	510,309	526,660	543,477	560,725	578,439	596,655	615,384
Outreach	3,229,011	284,428	292,399	300,584	308,981	317,592	326,430	335,481	344,758	354,281	364,077
HHRAP	3,479,954	303,421	312,629	322,093	331,815	341,793	352,047	362,558	373,344	384,424	395,831
Forestry Tech Team	4,656,365	406,894	419,041	431,523	444,338	457,487	470,994	484,834	499,032	513,623	528,597
Partnership Projects	2,564,442	226,800	232,950	239,262	245,735	252,369	259,174	266,141	273,278	280,602	288,130
Total Science & Partnerships	**25,974,635**	**2,258,964**	**2,328,856**	**2,400,710**	**2,474,527**	**2,550,306**	**2,628,191**	**2,708,038**	**2,789,992**	**2,874,226**	**2,960,826**

Operating Expenditures - WMSS	Total 2019-2028	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Innovation & PMO											
Administration Office Facility	2,873,121	257,382	263,618	270,008	276,551	283,247	290,104	297,114	304,284	311,625	319,189
Restoration	6,258,790	548,134	564,212	580,732	597,693	615,096	632,970	651,286	670,073	689,364	709,229
Project Management	3,438,200	295,103	305,131	315,452	326,067	336,976	348,201	359,720	371,556	383,735	396,258
Construction	3,505,250	308,262	317,015	326,003	335,227	344,687	354,397	364,343	374,539	385,007	395,771
Partnership Projects	5,138,908	452,163	464,944	478,071	491,542	505,359	519,542	534,070	548,965	564,250	580,002
TOTAL INNOVATION & PMO	**21,214,269**	**1,861,044**	**1,914,921**	**1,970,266**	**2,027,081**	**2,085,364**	**2,145,214**	**2,206,532**	**2,269,417**	**2,333,981**	**2,400,449**
WMSS Operations											
Vehicle & Equipment Operations - WMSS	2,128,795	192,939	197,119	201,392	205,758	210,218	214,773	219,421	224,165	229,018	233,993
Property Management	2,614,763	238,900	243,649	248,497	253,446	258,494	263,642	268,890	274,237	279,692	285,317
Security	3,225,846	276,297	285,821	295,625	305,709	316,074	326,742	337,690	348,942	360,520	372,427
Forestry Operations	5,573,001	479,138	495,234	511,797	528,827	546,330	564,337	582,811	601,797	621,325	641,405
Total Vehicle & Equipment Operations -	**13,542,405**	**1,187,274**	**1,221,823**	**1,257,311**	**1,293,740**	**1,331,115**	**1,369,494**	**1,408,812**	**1,449,141**	**1,490,554**	**1,533,141**
SUB-TOTAL WATERSHED MGMT & SUPPORT SERVICES	**174,707,872**	**15,175,037**	**15,643,138**	**16,131,637**	**16,633,537**	**17,148,937**	**17,678,737**	**18,221,937**	**18,779,637**	**19,352,838**	**19,942,437**
Debt Financing Charges											
Balance, beginning of year	6,672,362	610,586	696,639	626,449	614,008	670,281	736,031	783,358	709,794	627,900	597,316
Increase/(decrease) in debt financing charges	(24,999)	86,053	(70,190)	(12,441)	56,273	65,750	47,327	(73,564)	(81,894)	(30,584)	(11,729)
Total Debt Financing Charges	**6,647,363**	**696,639**	**626,449**	**614,008**	**670,281**	**736,031**	**783,358**	**709,794**	**627,900**	**597,316**	**585,587**
Transfer to Reserves - State of Good Repair Levy	6,467,382	414,200	378,388	454,512	456,112	469,544	495,694	668,853	852,000	1,085,579	1,192,500
Transfer to Reserves - Land Securement	250,000	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	700,000	25,000	25,000	25,000	25,000	75,000	100,000	100,000	100,000	100,000	125,000
TOTAL OPERATING EXPENDITURES - WATERSHED MGMT & SUPPORT SERVICES	**188,772,618**	**16,335,876**	**16,697,974**	**17,250,157**	**17,809,930**	**18,454,512**	**19,082,789**	**19,725,584**	**20,384,537**	**21,160,732**	**21,870,524**
Funding of Operating Expenditures											
Program Revenue	39,690,614	3,579,014	3,657,800	3,745,600	3,820,500	3,912,200	4,025,700	4,106,200	4,188,300	4,272,100	4,383,200
Ministry of Natural Resources & Forestry Grant	3,003,110	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311	300,311
Municipal Funding	107,857,656	8,916,785	9,340,375	9,674,528	10,102,600	10,585,963	11,017,629	11,348,442	11,815,718	12,310,307	12,745,309
State of Good Repair Levy	6,467,382	414,200	378,388	454,512	456,112	469,544	495,694	668,853	852,000	1,085,579	1,192,500
Other Grants & Program Funding	20,758,238	1,906,638	1,942,300	1,978,600	2,015,700	2,053,500	2,092,000	2,131,400	2,171,500	2,212,400	2,254,200
Internal Chargebacks	10,958,498	1,181,808	1,078,800	1,096,606	1,114,708	1,132,994	1,151,455	1,170,379	1,056,708	980,035	995,005
Transfers from Reserves	37,120	37,120	-	-	-	-	-	-	-	-	-
TOTAL OPERATING FUNDING - WATERSHED MANAGEMENT & SUPPORT SERVICES	**188,772,618**	**16,335,876**	**16,697,974**	**17,250,157**	**17,809,930**	**18,454,512**	**19,082,789**	**19,725,584**	**20,384,537**	**21,160,732**	**21,870,524**

CONSERVATION AREAS EXPENDITURES	Total 2019-2028	2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Conservation Areas									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Salaries & Benefits	84,030,432	7,338,798	7,660,374	7,813,581	7,969,853	8,129,250	8,413,774	8,708,256	9,013,045	9,328,502	9,654,999
Materials & Supplies	19,493,665	1,738,689	1,773,463	1,808,932	1,845,111	1,882,013	1,947,883	2,016,059	2,086,621	2,159,653	2,235,241
Purchased Services	21,640,415	1,930,163	1,968,766	2,008,142	2,048,304	2,089,271	2,162,395	2,238,079	2,316,412	2,397,486	2,481,398
Financial & Rent Expense	3,085,461	275,200	280,704	286,318	292,044	297,885	308,311	319,102	330,271	341,830	353,794
Internal Chargebacks	11,948,554	990,500	1,043,926	1,075,243	1,107,501	1,140,726	1,197,762	1,257,650	1,320,533	1,386,559	1,428,155
Transfer to Reserve - Operating Surplus	17,864,629	478,700	366,608	710,971	1,078,601	1,470,765	2,208,522	2,459,398	2,727,734	3,014,575	3,348,756
TOTAL OPERATING EXPENDITURES	**158,063,157**	**12,752,050**	**13,093,841**	**13,703,187**	**14,341,414**	**15,009,910**	**16,238,647**	**16,998,544**	**17,794,616**	**18,628,605**	**19,502,343**
REVENUES											
Program Fees (incl. Grants $22,300)	155,247,622	12,512,050	12,845,441	13,446,093	14,075,322	14,734,504	15,953,602	16,703,523	17,489,269	18,312,571	19,175,248
Municipal Funding - Conservation Areas Education	2,815,534	240,000	248,400	257,094	266,092	275,406	285,045	295,021	305,347	316,034	327,095
TOTAL FUNDING - CONSERVATION AREAS	**158,063,157**	**12,752,050**	**13,093,841**	**13,703,187**	**14,341,414**	**15,009,910**	**16,238,647**	**16,998,544**	**17,794,616**	**18,628,605**	**19,502,343**

A summary of the 2019 operating budget and 2020 – 2028 forecast by department is as follows:



2019 Budget & Capital Forecast 2020 – 2028

2019 Budget & Capital Forecast

2020 – 2028

The services provided by Conservation Halton 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. The 2019 capital budget, forecast for 2020-2028 and financing strategy has been developed by taking into account strategic initiatives in Conservation Halton's Strategic Plan 2020, Metamorphosis.

Capital priorities identified in the Asset Management Plan for Dams and Channels, a Facility Condition Assessment on buildings, the Emerald Ash Borer Business Plan, Park Master Plans and Business Plans for Conservation Areas capital projects were also considered to ensure assets are maintained in a state of good repair and address the impact of significant population growth in the region on Conservation Halton's infrastructure. The capital forecast incorporates the initiatives outlined in these documents while ensuring long-term fiscal sustainability.

The largest portion of the Watershed Management and Support Services Capital Budget and Business Plan are related to dams and channels rehabilitation and replacement capital projects. The dams and channels capital projects are based on information prepared by Conservation Halton's Engineering staff. Dams and channels capital projects are assumed to be funded 50% municipally through the State of Good Repair Levy reserve funding and 50% provincially through Ministry of Natural Resources and Forestry funding, which is still to be approved as part of a grant application process.

Conservation Areas capital projects in the forecast include three projects totalling $25.3 million that will be partly funded by developer contributions received by the Region of Halton. The capital projects and contributions collected are related to growth in Conservation Halton services; including recreation centres, water distribution and sewer collection systems. The 2019 capital budget includes funding for the preparation of designs and developing cost certainty for these projects. This information will be used to develop more refined budgets for these projects giving consideration to other sources of funding and future operating impacts.

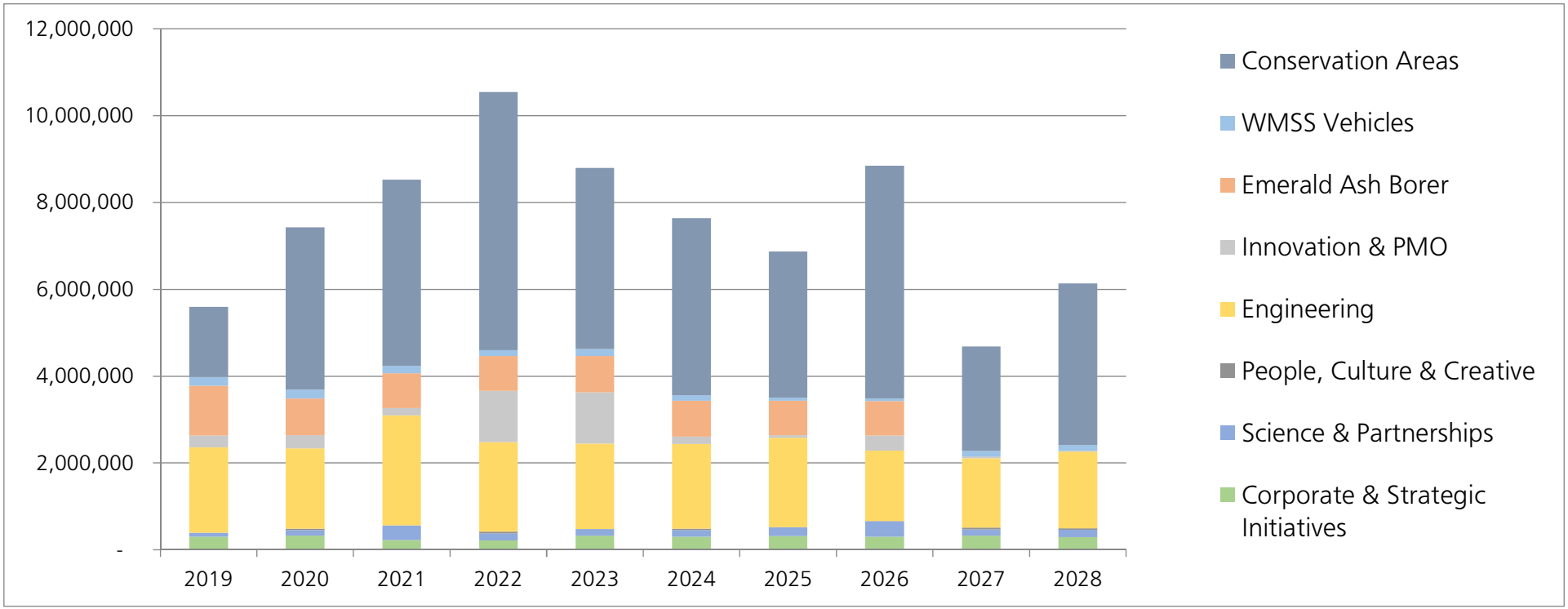
The Strategic Plan initiatives included in the capital Forecast will enable Conservation Halton to invest in innovative ideas and technologies that will modernize operations, streamline service delivery and improve resource management.

Initiatives included in the 2019 budget and 2020 – 2028 capital forecast include:

- Modernizing our flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across our systems to manage, analyze and share data

- Mitigating the impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship programs
- Revitalizing greenspaces through efforts including the proposed Giant's Rib GeoPark project
- Expanding the current Asset Management Plan for Dams and Channels to include Buildings in 2019 and in 2020 the remaining assets owned by Conservation Halton. The Asset Management Plans will identify the investment required to maintain infrastructure in a good state of repair and allow needs to be prioritized over wants
- Creating the capacity to offer sustainable outdoor recreation and eco-tourism experiences to over one million annual visitors to our network of parks that is increasing as a result of population growth
- Increasing self-generated revenue by 2–5% annually

A summary of the 2019 capital budget and 2020 – 2028 capital forecast by department is as follows:



Capital Expenditures	Total 2019-2028	2019 Budget & 2020-2028 Capital Expenditures and Funding Forecast - Watershed Management & Support Services									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Engineering, Flood Forecasting & Operations											
Scotch Block Major Maintenance	2,537,763	-	502,688	1,862,222	73,930	-	-	-	-	-	98,923
Milton Channel Major Maintenance	255,927	255,927	-	-	-	-	-	-	-	-	-
Hilton Falls Major Maintenance	1,259,071	981,680	84,430	-	130,105	-	62,856	-	-	-	-
Morrison-Wedgewood berm major maintenance	848,328	-	106,121	52,996	689,211	-	-	-	-	-	-
Kelso Dam Major Maintenance	298,014	-	136,387	-	-	161,627	-	-	-	-	-
Mountsberg Major Maintenance	145,174		145,174	-	-	-	-	-	-	-	-
Dams and Channels Maintenance Projects	9,159,259	75,000	279,259	-	525,000	1,230,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000
Dam Public Safety Projects	248,724	74,909	-	-	-	-	-	87,768	86,047	-	-
Flood Forecasting	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500
Flood Plain Mapping	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
	19,391,386	1,969,142	1,844,059	2,535,218	2,068,246	1,966,627	1,955,356	2,067,768	1,618,547	1,600,000	1,766,423
Corporate & Strategic Initiatives											
Asset Management Plan Consulting	150,000	-	-	-	75,000	-	-	-	-	75,000	-
Program Rates & Fees Review	120,000	-	-	-	-	60,000	-	-	-	-	60,000
Strategic Plan Updates	120,000	-	60,000	-	-	-	60,000	-	-	-	-
Payroll System Upgrade	-	-	-	-	-	-	-	-	-	-	-
Ortho Imagry	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-
TCA Program Implementation	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - Parks	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - WMSS	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
	2,938,700	298,700	326,000	221,000	220,000	332,000	304,000	317,000	305,000	325,000	290,000
People, Culture & Creative											
Engagement Survey	126,850	-	30,850	-	15,000	-	31,000	-	15,000	-	35,000
Compensation Review	65,000		-	-	30,000	-	-	-	-	35,000	-
	191,850	-	30,850	-	45,000	-	31,000	-	15,000	35,000	35,000
Planning & Watershed Management											
Shoreline Management Plan	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Science & Partnerships											
Watershed Implementation Plan	715,000	-	-	100,000	40,000	50,000	50,000	100,000	250,000	50,000	75,000
Emerald Ash Borer (EAB) Management	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Conservation Halton Foundation funded projects	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	8,577,000	1,254,000	944,000	1,004,000	944,000	984,000	984,000	994,000	1,144,000	150,000	175,000

Capital Expenditures	Total 2019-2028	2019 Budget & 2020-2028 Capital Expenditures and Funding Forecast - Watershed Management & Support Services									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Innovation & PMO											
Administration Office & Other Facility Renovations	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Giant's Rib GeoPark	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Glenoprchy	25,636	15,151	10,485	-	-	-	-	-	-	-	-
Clappison & Waterdown Woods	350,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000
Speyside Weir Removal	180,500	-	30,500	139,000	11,000	-	-	-	-	-	-
Field Office	2,100,000	-	100,000	-	1,000,000	1,000,000	-	-	-	-	-
	3,922,649	265,151	340,774	309,136	1,190,276	1,187,479	162,851	57,403	345,341	39,237	25,000
WMSS Operations											
Vehicle & Equipment Replacement	1,364,749	200,212	203,367	167,562	135,171	156,920	122,412	64,498	61,841	128,974	123,792
	1,364,749	200,212	203,367	167,562	135,171	156,920	122,412	64,498	61,841	128,974	123,792
Total Capital Expenditures	**36,386,334**	**3,987,205**	**3,689,050**	**4,236,916**	**4,602,693**	**4,627,026**	**3,559,619**	**3,500,669**	**3,489,729**	**2,278,211**	**2,415,215**
Capital - Funding											
Provincial Grants	7,351,131	668,758	627,030	957,609	709,123	695,814	676,428	718,884	748,024	735,000	814,462
Municipal Funding	6,846,363	647,013	709,350	741,000	742,500	732,000	750,000	797,000	697,500	517,500	512,500
Municipal Funding - EAB	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Other Funding Grants and Program Fees	3,716,998	471,013	478,485	589,000	473,500	475,000	387,500	400,000	145,000	147,500	150,000
Transfer from Reserves	7,688,834	918,458	625,781	187,698	491,999	890,213	911,691	790,785	1,105,206	878,211	888,792
Municipal Debt Financing	3,921,009	127,964	404,405	957,609	1,381,571	1,000,000	-	-	-	-	49,462
Total Capital Funding	**36,386,334**	**3,987,205**	**3,689,050**	**4,236,916**	**4,602,693**	**4,627,026**	**3,559,619**	**3,500,669**	**3,489,729**	**2,278,211**	**2,415,215**

Capital Expenditures	Total 2019-2028	2019 Budget & 2020 - 2028 Capital Expenditures & Funding Forecast - Conservation Areas									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Capital Expenditures Conservation Areas											
Expenditures funds by Capital Reserve											
Vehicle and equipment replacement	1,038,118	108,500	108,372	100,620	104,137	107,711	93,998	74,120	123,788	108,500	108,372
Facility and Infrastructure Major Maintenance	2,600,000	560,000	300,000	415,000		250,000	175,000	250,000	180,000	470,000	
Ski/Snowboarding Capital Expenditures	9,250,000	400,000	550,000	450,000	775,000	500,000	1,600,000	-	2,000,000	775,000	2,200,000
Park Master Plans	-	-	-	-	-	-	-	-	-	-	-
Information Technology Infrastructure	487,000	36,000	32,000	71,000	48,000	50,000	50,000	50,000	50,000	50,000	50,000
Subtotal Capital Expenditures Conservation Areas	**13,375,118**	**1,104,500**	**990,372**	**1,036,620**	**927,137**	**907,711**	**1,918,998**	**374,120**	**2,353,788**	**1,403,500**	**2,358,372**
Conservation Area - Developer Contribution Works											
Projects funded by Development fees collected by Region of Halton:											
Kelso/Glen Eden Water Distribution and Collection	8,763,425	500,000	2,754,475	2,754,475	2,754,475						
Kelso Recreation and Trail Centre	7,179,700			500,000	2,259,900	3,259,900	1,159,900				
Crawford Lake Visitor Centre and Education Facility	9,367,050						1,000,000	3,000,000	3,000,000	1,000,000	1,367,050
Subtotal Costs - Developer Contribution Works	**25,310,175**	**500,000**	**2,754,475**	**3,254,475**	**5,014,375**	**3,259,900**	**2,159,900**	**3,000,000**	**3,000,000**	**1,000,000**	**1,367,050**
Total Conservation Areas Capital Expenditures	**38,685,293**	**1,604,500**	**3,744,847**	**4,291,095**	**5,941,512**	**4,167,611**	**4,078,898**	**3,374,120**	**5,353,788**	**2,403,500**	**3,725,422**
Funding - Developer Contribution Works											
Developer Contributions - Region of Halton	18,600,000	500,000	2,175,275	2,744,875	4,592,575	2,985,100	1,980,600	2,884,100	737,475		
Interest on Developer Contributions - Region of Halton	2,104,200		579,200	509,600	421,800	274,800	179,300	115,900	23,600	-	-
Conservation Halton Foundation & Other Funding	4,605,975							-	2,238,925	1,000,000	1,367,050
Subtotal Funding - Developer Contribution Works	**25,310,175**	**500,000**	**2,754,475**	**3,254,475**	**5,014,375**	**3,259,900**	**2,159,900**	**3,000,000**	**3,000,000**	**1,000,000**	**1,367,050**
Funding - Capital Expenditures Conservation Areas											
Conservation Halton Foundation & Other Grant Funding	100,000	100,000									
Transfer from Reserves	13,275,118	1,004,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Total Conservation Areas Capital Funding	**38,685,293**	**1,604,500**	**3,744,847**	**4,291,095**	**5,941,512**	**4,167,611**	**4,078,898**	**3,374,120**	**5,353,788**	**2,403,500**	**3,725,422**

Municipal Apportionment

Municipal Apportionment

Apportionment refers to the proportion of funding allocated to 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 Natural Resources and Forestry. Under the legislation, Conservation Authorities apportion costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality 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 bears to the total modified current value assessment in the Conservation Authority's watershed.

The 2018 Municipal Apportionment percentages have been revised from the original 2018 Budget based on a decision by the Ontario Mining and Lands Commissioner in December 2017. The decision ruled that the historical apportionment percentages used for the City of Hamilton since 2001, as a result of the amalgamation of the former Region of Hamilton-Wentworth, based on an agreement with the City of Hamilton and the Conservation Authorities within the City of Hamilton did not constitute an agreement. The City of Hamilton has requested a judicial review of this decision.

The Municipal 2019 Apportionment percentages are based on apportionment information received from the Ministry of Natural Resources and Forestry.

Municipal Apportionment

	Budget 2019	Budget 2018	$ Increase (Decrease)	% Increase
Total Municipal Funding:				
Operating	8,916,785	8,605,511	311,274	3.6%
Capital	647,013	656,813	-9,800	-1.5%
	9,563,798	9,262,324	301,474	3.3%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	414,200	286,000	128,200	44.8%
Municipal Funding	**9,977,998**	**9,548,324**	**429,674**	**4.5%**

Municipality:	Apportion-ment % 2019	Municipal Funding 2019	Apportion-ment % 2018 (revised)	Municipal Funding 2018	% Increase
Region of Halton	87.6577%	8,746,484	87.4849%	8,353,342	4.7%
Region of Peel	4.8745%	486,378	4.9431%	471,983	3.0%
City of Hamilton	7.2456%	722,966	7.3485%	701,659	3.0%
Township of Puslinch	0.2222%	22,171	0.2235%	21,340	3.9%
	100.0000%	**9,977,999**	**100.0000%**	**9,548,324**	

Departmental Business Plans

Corporate & Strategic Initiatives

Departmental Business Plans

The Corporate & Strategic Initiatives department is responsible for overseeing the successful implementation of the objectives and targets in Conservation Halton's Strategic Plan – Metamorphosis 2020, the financial management, information technology (IT) and geographical information systems (GIS) of Conservation Halton and the administration of the Conservation Halton Foundation.

Partnerships and collaborations are developed with municipalities, government agencies, professional associations, education institutions, Indigenous communities and others through the office of the CAO. The department is leading the organization in its Financial Sustainability focus through the provision of clear financial data and analysis to support informed strategic and operational decision-making for budget development and long term planning. The Digital Transformation within Conservation Halton is being launched by the IT and GIS programs to support internal information management. Corporate & Strategic Initiatives is also responsible for implementing business practices that ensure economic, social and environmental sustainability.

Key Objectives 2019

- COMPREHENSIVE ASSET MANAGEMENT PLAN – PARKS INFRASTRUCTURE:
  In 2019, a comprehensive AMP for parks infrastructure will be undertaken by staff with assistance from consultants. The Comprehensive AMP for Parks Infrastructure will meet the requirements of the Provincial Guide, Building Together - Guide for Municipal Asset Management Plans, and will include information about the current condition of park assets, the expected levels of service, asset management strategies and a financing strategy.

- DIGITAL TRANSFORMATION:
  A technology landscape assessment was completed by a consultant in 2018 to enable digital transformation to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Six technology transformation themes were identified with opportunities for improvement recommended under each theme. Implementation of these opportunities to enable digital transformation at Conservation Halton is a strategic priority for 2019.

- FOUNDATION GALA:
  A renewed Foundation Gala will be launched in the spring of 2019 and will provide an opportunity to engage with the community, our supporters, and valuable donors to raise funds for the protection and stewardship of natural resources, educating the public about the environment, and providing new infrastructure in our conservation areas to meet our growing demands.

- ENTERPRISE RISK MANAGEMENT:
  Risk is a key part of our everyday lives at Conservation Halton. From planning and regulatory staff, to the work of our monitoring ecology and stewardship teams, to the running of 7 major parks and operating over 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 ERM Framework, we will facilitate sound risk based decision making by Conservation Halton.

Office of the CAO

The Office of the Chief Administrative Officer is responsible for such things as developing and implementing the strategic plan Metamorphosis 2020, building Conservation Halton's image and brand, refining communication with stakeholders, and ensuring timely and quality services are being provided. The Chief Administrative Officer's priorities are geared towards the transformation of Conservation Halton's operations to provide innovative and cost-efficient environmental programs and services to watershed residents, clients, partners and municipalities.

Finance

Finance provides financial stewardship and management in support of the strategic goals of the organization. The department is responsible for 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, purchasing and procurement, and financial policy development and implementation. The Finance department works as a strategic partner with all departments at Conservation Halton to provide financial and administrative support and advice.

Information Technology

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

GIS

Conservation Halton's Geographical 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 overseas the creation, deployment and support of Geographical Information Systems solutions, analysis and mapping to support all of Conservation Halton departments and initiatives identified through the strategic plan. In addition, the Geographical 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.

Foundation

The Conservation Halton Foundation (Foundation) is a separate legally incorporated charitable organization. The mission of the Foundation is to raise funds and the profile 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.

Corporate & Strategic Initiatives

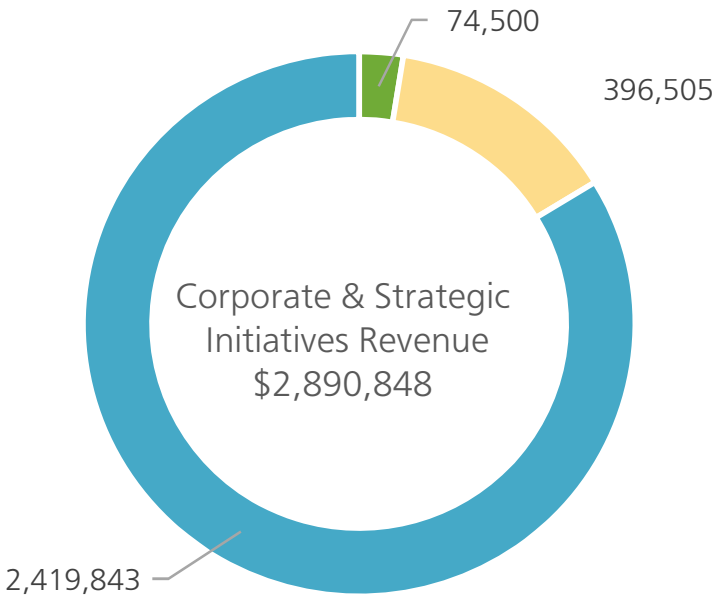
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
REVENUES							
Program Revenue	9.56%	74,500	-	-	-	6,500	68,000
Grant Revenue	0.00%	-	-	-	-	-	-
Chargeback Recoveries	-16.69%	396,505	-	-	26,900	(106,345)	475,950
TOTAL REVENUES	**-13.41%**	**471,005**	**-**	**-**	**26,900**	**(99,845)**	**543,950**
EXPENSES							
Office of the CAO							
Salaries & Benefits	1.32%	385,817	-	-	-	5,027	380,790
Materials & Supplies	30.43%	30,000	-	-	-	7,000	23,000
Purchased Services	1.33%	152,400	-	-	2,000	-	150,400
Financial & Rent expense	0.00%	-	-	-	-	-	-
	2.53%	568,217	-	-	2,000	12,027	554,190
Conservation Halton Foundation Administration							
Salaries & Benefits	0.81%	173,957	-	-	-	1,399	172,558
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-	-
	0.81%	173,957	-	-	-	1,399	172,558
Finance							
Salaries & Benefits	-0.15%	808,282	-	-	-	(1,213)	809,495
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	72,000	-	-	-	-	72,000
Financial & Rent expense	4.17%	25,000	-	-	-	1,000	24,000
	-0.02%	905,282	-	-	-	(213)	905,495

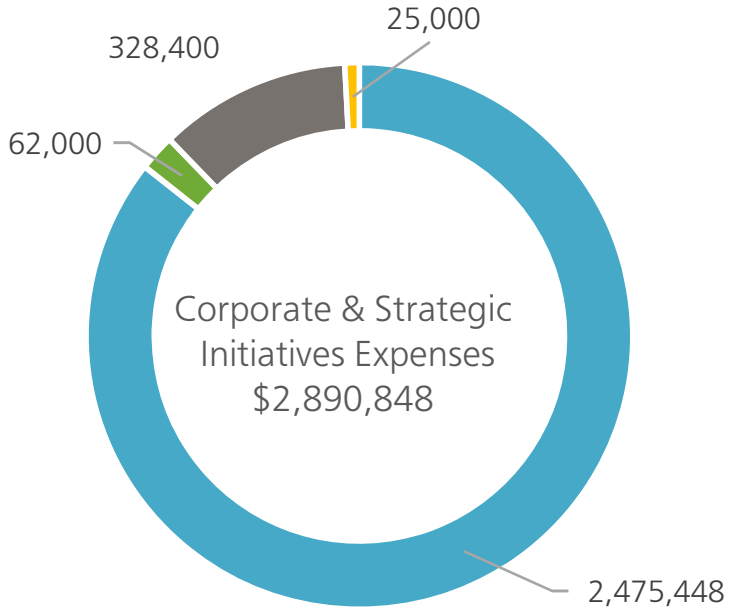
Corporate & Strategic Initiatives

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
General Corporate Services							
Salaries & Benefits	-79.64%	50,000	-	-	50,000	(245,551)	245,551
Materials & Supplies	0.00%	-	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-	-
	-79.64%	50,000	-	-	50,000	(245,551)	245,551
Information Technology							
Salaries & Benefits	31.66%	467,898	-	-	99,309	13,210	355,379
Materials & Supplies	0.00%	27,000	-	-	-	-	27,000
Purchased Services	61.54%	42,000	-	-	20,000	(4,000)	26,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	31.47%	536,898	-	-	119,309	9,210	408,379
Geographical Information Systems							
Salaries & Benefits	11.28%	589,494	-	-	-	59,772	529,722
Materials & Supplies	0.00%	5,000	-	-	-	-	5,000
Purchased Services	24.00%	62,000	-	-	10,000	2,000	50,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	12.27%	656,494	-	-	10,000	61,772	584,722
TOTAL EXPENSES	0.70%	**2,890,848**	**-**	**-**	**181,309**	**(161,356)**	**2,870,895**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**4.0%**	**(2,419,843)**	**-**	**-**	**(154,409)**	**61,511**	**(2,326,945)**

Revenue & Expenses

Corporate & Strategic Initiatives





- Grant Revenue
- Program Revenue
- Chargeback Recoveries
- Municipal Funding

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

Office of CAO
Staffing Overview

Corporate & Strategic Initiatives

Office of the CAO					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.0			3.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	3.0	0.0	0.0	3.0	0.0

There is no change in the total 2019 staff complement for this program of 3.0 FTE.

Office of CAO
Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	1.30%	1.30%	1.30%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Limit increases in annual tax-supported operating expenditures to regional budget guidelines

	2017	2016	2015
	Achieved	Achieved	Achieved

Objective: Work collaboratively with our municipal funding partners to limit increases in annual expenditures

Annual increase self-generated revenue

	2017	2016	2015
Increase in program revenue year over year	7.1%	6.0%	-0.3%

Objective: Ensures that users of programs and services are paying appropriate fees to recover costs and minimizes burden on the levy. Target increase of 5% annually to be achieved.

Average customer satisfaction rate across all program areas

	2017	2016	2015
	*note	*note	*note

Objective: Ensure curstomers are satisfied with the programs and services offered. Target is to reach an average customer satisfaction rating of 90% across all service areas.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Finance
Staffing Overview

Corporate & Strategic Initiatives

Finance					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	7.6	0.0		7.6	0.0
Part-time/Contract	0.3	-0.3		0.0	-0.3
Total	7.9	-0.3	0.0	7.6	-0.3

The total 2019 staff complement is 7.6 FTE. The staff complement has decreased by .3 with the following change:

Part time staff – A part time position is being eliminated in 2019 with the addition of the Financial Analyst position in the 2018 Budget.

Finance
Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	2.6%	2.0%	1.9%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Stabilization reserves as a percentage of own source revenues

	2017	2016	2015
Total stabilization reserves / total own source revenues	11.8%	9.7%	7.1%

Objective: To mitigate levy rate changes and provide financial resources to respond to extraordinary events. The Government Finance Officers Association recommends public sector organizations maintain unrestricted funds of 5% to 15% of own source revenues to provide sufficient liquidity and protect against unforseen events.

Debt capacity ratio

	2017	2016	2015
Total debt principal and interest charges / total own source revenues WMSS (excludes Conservation Areas)	4.9%	4.4%	3.0%

Objective: The debt capacity ratio is an indicator of an organizations financial flexibility. A relevant guideline for public sector organizations is less than 25% of own source revenues.

Net surplus/(deficit) as a percentage of annual approved operating budget

	2017	2016	2015
Net surplus/(deficit) / annual approved operating budget	8.6%	6.0%	1.7%

Objective: A ratio closer to 0% indicates spending is in accordance with the approved operating budget.

Information Technology (IT)
Staffing Overview

Corporate & Strategic Initiatives

Information Technology (IT)					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.6	1.0		4.6	1.0
Part-time/Contract	0.0			0.0	0.0
Total	3.6	1.0	0.0	4.6	1.0

The total 2019 staff complement for IT is 4.6 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full time staff - A new IT Project Manager position has been added to meet service delivery demands and assist with the implementation of capital projects and digital transformation initiatives.

Information Technology (IT)
Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.20%	1.20%	1.10%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

Percentage of computers that are over 5 years old	2017	2016	2015
Number of computers over 5 years/total computers	28%	10%	10%
Objective: Improve staff efficiency by ensuring they have tools that meet their needs			

Percentage of tickets solved within 24 hours	2017	2016	2015
Number of issues solved within 24 hours / total number of issues	98%	95%	N/A
Objective: Improve IT service delivery			

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Geographic Information System (GIS) Staffing Overview

Corporate & Strategic Initiatives

Geographic Information Systems (GIS)					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	5.6		0.4	6.0	0.4
Part-time/Contract	0.0			0.0	0.0
Total	5.6	0.0	0.4	6.0	0.4

The total 2019 staff complement is 6.0 FTE. The staff complement has increased by .4 FTE with the following change:

Full time staff - A staff position shared with the Source Protection program has been allocated to GIS for the time spent on the GIS program.

Geographic Information System (GIS)
Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	2.40%	2.00%	1.70%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

Accurate Base Data For Watershed Modeling	2017	2016	2015
KPI – Percentage of watershed with updated and accurate elevation information	*note	*note	*note
Objective is to update digital elevation and aerial photography throughout Conservation Halton watershed			

Number of external GIS Website hits	2017	2016	2015
Identify the number of visits to our external GIS interactive map websites.	*note	*note	*note
Objective: Improve data sharing with external clients			

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Foundation
Staffing Overview

Corporate & Strategic Initiatives

Conservation Halton Foundation Administration					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	1.2			1.2	0.0
Part-time/Contract	0.0			0.0	0.0
Total	1.2	0.0	0.0	1.2	0.0

There is no change in the total 2019 staff complement for this program.

Foundation
Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	0.40%	0.40%	0.40%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTE's.

Capital Projects Summary

Corporate & Strategic Initiatives

Description	2019 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							
Information Technology Infrastructure	238,700						238,700
Ortho Imagery	60,000						60,000
Total Capital Expenditures	**298,700**	**-**	**-**	**-**	**-**	**-**	**298,700**

Capital Project
IT Infrastructure

Corporate & Strategic Initiatives

Project Description/Rationale
This 10 year capital forecast provides the Information Technology requirements for Watershed Management and Support Services. Included in this forecast are new and replacement computer equipment and phones; and server and software upgrades. This budget also provides for digital transformation enhancements to implement recommendations identified in the recently completed Technology Assessment report.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Funding Sources											
Municipal Funding	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

As Conservation Halton continues on the path of digital transformation further needs may be identified in the future. Operational costs for annual licensing and maintenance will be considered in future operating budgets.

Capital Project
Ortho Imagery

Corporate & Strategic Initiatives

Project Description/Rationale
This project is to acquire high resolution ortho imagery (aerial photography) to allow staff to visualize what is on the ground at a particular time. Staff will be able to see landscape features such as wetlands, creeks, forests etc, assets such as buildings, trails and ski slopes and planning features such as subdivision developments and valleylands. With an Ortho Imagery bi-annual program in place, staff will then be able to track change within the watershed, monitoring our natural assets as well as tracking urban growth and landuse change.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	310,000	60,000		60,000		60,000		65,000		65,000	
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-
Funding Sources											
Municipal Funding	310,000	60,000		60,000		60,000		65,000		65,000	
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

This project may end up as a partnership with Halton Region and watershed municipalities, therefore reducing the cost to CH. Frequency of purchases would be influenced by the partnership, and by our business units, mainly Engineering, Planning, Science and Partnerships, Greenspace Revitalization and Parks.

People, Culture & Creative

Departmental Business Plans

People, Culture and Creative is made up of human resources, safety, marketing and communications experts. Our team works diligently toward meeting the strategic priority of striving for service excellence and efficiency by working to build and cultivate a corporate culture that is results driven and people centric. We work as a strategic business partner, supporting each and every department within the organization. This is accomplished by providing key programs and services related to training and development, total rewards, succession planning, recruitment and retention, employee engagement and wellness, occupational health and safety, creative services and communication plans.

Key Objectives 2019

- HUMAN RESOURCES TALENT STRATEGY:
  Development of a talent review strategy that includes a succession planning component will help to identify current talent gaps and the succession planning component of the talent review will help to pro-actively plan for and invest in key successors. This will also identify development and success potential and allow for appropriate development opportunities for staff.

Human Resources, Health, Safety & Wellness

The Human Resources department is responsible for maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. The department is also responsible for ensuring that all employment legislation is adhered to and that programs are in place to reduce the risk of employee injury and illness.

Marketing

The Marketing department is comprised of marketing, events, digital media and creative services professionals. The department provides expertise in the areas of branding, graphic design, web content, social media, advertising, content development, promotional products and more. The largest area of support is to the parks, with significant growth in the areas of corporate services, science and partnerships and watershed services.

Communications

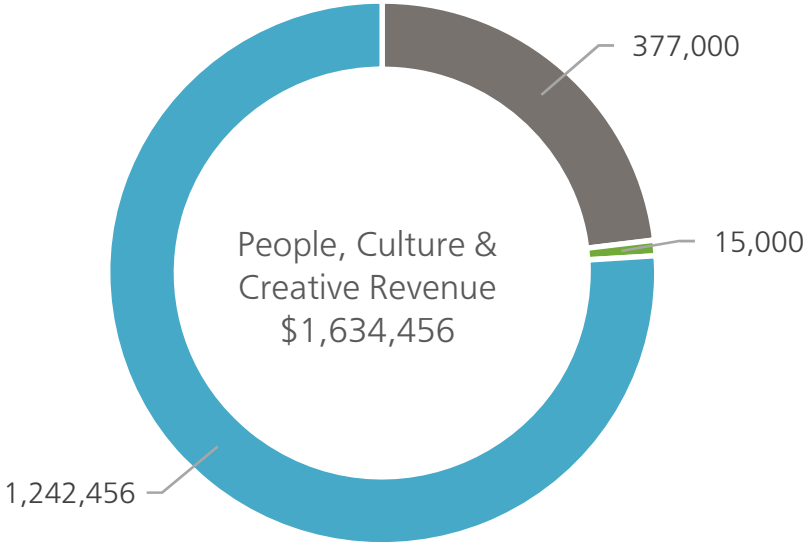
Communications manages the overall strategy for government and media relations and the effective promotion of Conservation Halton's parks and events. This function ensures appropriate messaging to the public about policies and procedures by partnering with each department in an effort to shape the brand identity within the community.

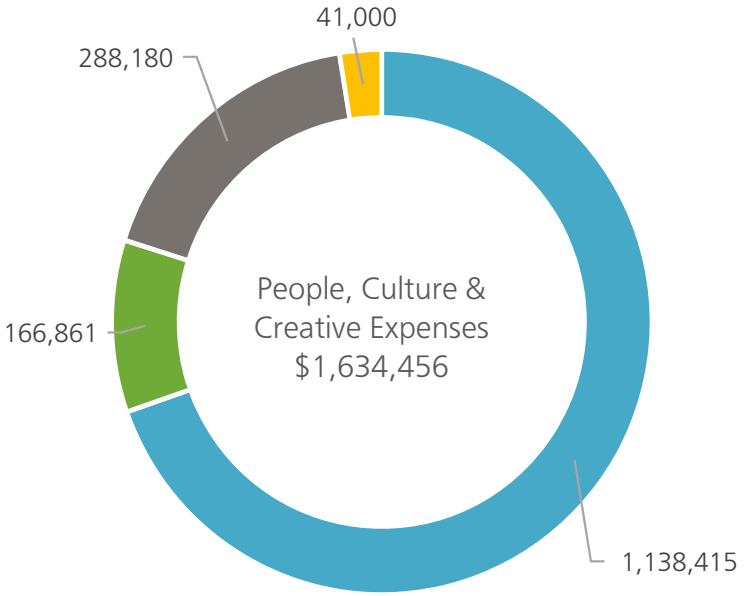
People, Culture & Creative

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Chargeback Recoveries	18.55%	377,000	-	-	38,900	20,100	318,000
Reserves	0.00%	15,000	-	-	-	-	15,000
TOTAL REVENUE	**17.72%**	**392,000**	**-**	**-**	**38,900**	**20,100**	**333,000**
EXPENSES							
HR, Health, Safety & Wellness							
Salaries & Benefits	9.48%	484,405	-	-	76,276	(34,337)	442,466
Materials & Supplies	-0.88%	112,611	-	-	(1,000)	-	113,611
Purchased Services	-3.44%	215,580	-	430	2,900	(11,000)	223,250
Financial & Rent expense	0.00%	41,000	-	-	-	-	41,000
	4.06%	853,596	-	430	78,176	(45,337)	820,327
Marketing & Communications							
Salaries & Benefits	5.34%	654,010	-	-	25,180	7,952	620,878
Materials & Supplies	14.45%	54,250	-	-	6,850	-	47,400
Purchased Services	-38.47%	72,600	-	860	(46,260)	-	118,000
Financial & Rent expense	0.00%	-	-	-	-	-	-
	-0.69%	780,860	-	860	(14,230)	7,952	786,278
TOTAL EXPENSES	**1.73%**	**1,634,456**	**-**	**1,290**	**63,946**	**(37,385)**	**1,606,605**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**-2.4%**	**(1,242,456)**	**-**	**(1,290)**	**(25,046)**	**57,485**	**(1,273,605)**

Revenue & Expenses

People, Culture & Creative





- Chargeback Recoveries
- Reserves
- Municipal Funding

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

Human Resources
Staffing Overview

People, Culture & Creative

Human Resources, Health, Safety & Wellness					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	4.5	1.0		5.5	1.0
Part-time/Contract	0.0			0.0	0.0
Total	4.5	1.0	0.0	5.5	1.0

The total 2019 staff complement for HR, Health, Safety and Wellness is 5.5 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full time staff - A new Human Resource Coordinator position has been added to the 2019 staff complement to meet service delivery demands.

Human Resources
Key Performance Indicators

People, Culture & Creative

Percentage of Total FTEs	2017	2016	2015
Total program FTEs including part-time / Total town FTEs including part-time	2.30%	2.20%	2.20%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

STD as Percentage of Payroll	2017	2016	2015
Short term disability as a % of gross payroll	0.39%	0.67%	0.56%
Objective: This measure indicates trends in case managed short term disability absences.			

Investment in training	2017	2016	2015
Dollars invested in training annually for staff	$ 84,075	$ 94,309	$ 82,503
Objective: Employee Engagement & Investments in training			

Marketing & Communications
Staffing Overview

People, Culture & Creative

Marketing & Communications					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	7.2			7.2	0.0
Part-time/Contract	0.0	0.3		0.3	0.3
Total	7.2	0.3	0.0	7.5	0.3

The total 2019 staff complement is 7.5 FTE. The staff complement has increased by .3 with the following change:

Part time staff – A part time position is being added in 2019 to increase Graphic Design staff to 2.0 FTE staff.

Marketing & Communications
Key Performance Indicators

People, Culture & Creative

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	2.30%	3.10%	2.80%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

Number of followers on social media sites	2017	2016	2015
Total number of social media followers	51,090	42,029	35,336
Objective: Build awareness of our brand, programs, and services by increasing number of followers on social media sites to 55,000 annually.			

Number of social media engagements (likes, shares, retweets, etc.)	2017	2016	2015
Total number of social media engagements	182,608	64,100	n/a
Objective: Increase number of followers on social media by 5% annually.			

Number of unique visitors to Conservation Halton's website	2017	2016	2015
Total number of unique visitors	839,202	510,573	431,944
Objective: Increase number of unique visitors to Conservation Halton's website by 5% annually			

Engineering

Departmental Business Plans

The Engineering department is responsible for operation and maintenance of Conservation Halton's flood control and conveyance infrastructure (dams and channels). The Engineering department is also responsible for supporting emergency management through flood forecasting and floodplain mapping watershed wide.

Key Objectives 2019

- CAPITAL PROJECTS:
  This initiative includes evaluation, repair and maintenance projects to restore and maintain Conservation Halton's flood management assets in a good state of 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.

- FLOODPLAIN MAPPING:
  The Floodplain Mapping strategic initiative comprises the preparation of new mapping which will delineate flood hazard lands for the purposes of Regulation, identify flood vulnerable structures and roads and determine the extent of Flood Damage Centres (FDC's) within Conservation Halton's watersheds. The Floodplain Mapping initiative will benefit the public and help Conservation Halton to regulate existing uses and prevent new development within natural hazard areas. Further, products developed as part of this initiative will improve the accuracy and detail contained in future Flood Messages helping to reduce property damage and prevent loss of life due to flooding.

Engineering

The Engineering team is responsible for the maintenance of Conservation Halton's four flood control structures (dams) at Kelso, Hilton Falls, Mountsberg and Scotch Block. These structures provide flood control during snowmelt and rainfall events, and low-flow augmentation throughout periods of drought. The Engineering department is also responsible for the maintenance of flood conveyance structures which includes the Milton Channel, Morrison-Wedgewood Channel in Oakville and the Hager-Rambo Channel in Burlington. Funding for the repair and rehabilitation of these structures is coordinated by the Engineering department with the Ministry of Natural Resources and Forestry through the Water and Erosion Control Infrastructure program and federal funding. The Shoreline Management Program includes administration of Ontario Regulation 162/06 and the development of policies and guidelines related to Lake Ontario within Conservation Halton's jurisdiction. The Engineering department is responsible for the update and maintenance of Floodplain Mapping which identifies flood hazards and is used as part of the regulation limit for purposes of review associated with Ontario Regulation 162/06.

Flood Forecasting & Operations

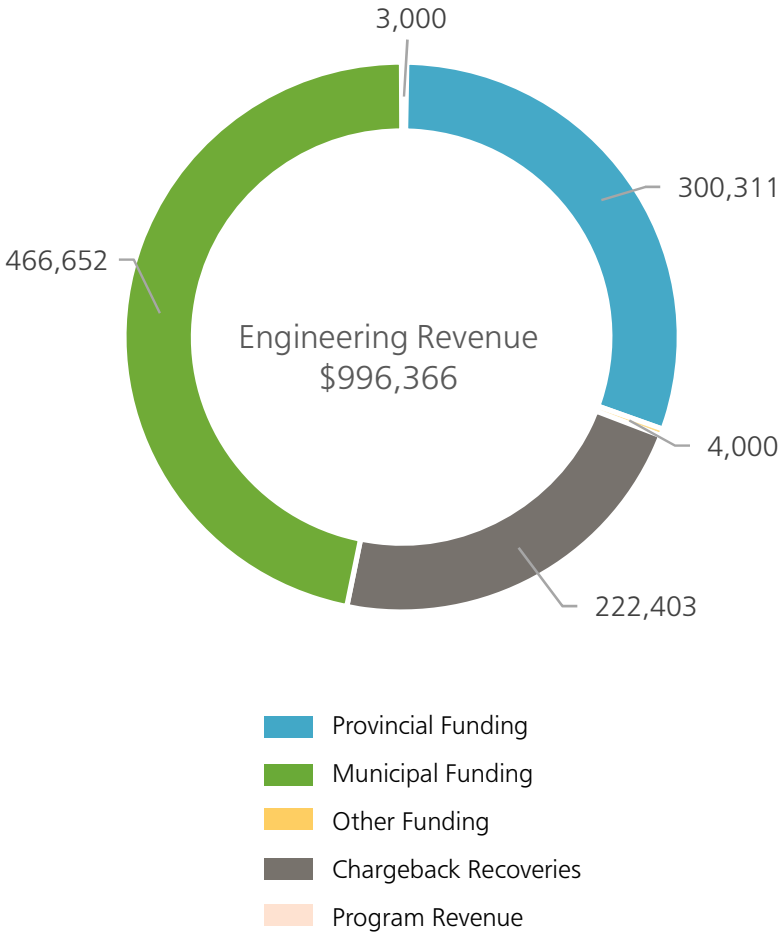
Flood forecasting and warning involves the collection, evaluation and prediction of precipitation and the associated response of Conservation Halton's watershed related to flooding and drought and the operation of Conservation Halton's four dams (Kelso, Hilton Falls, Mountsberg and Scotch Block). This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

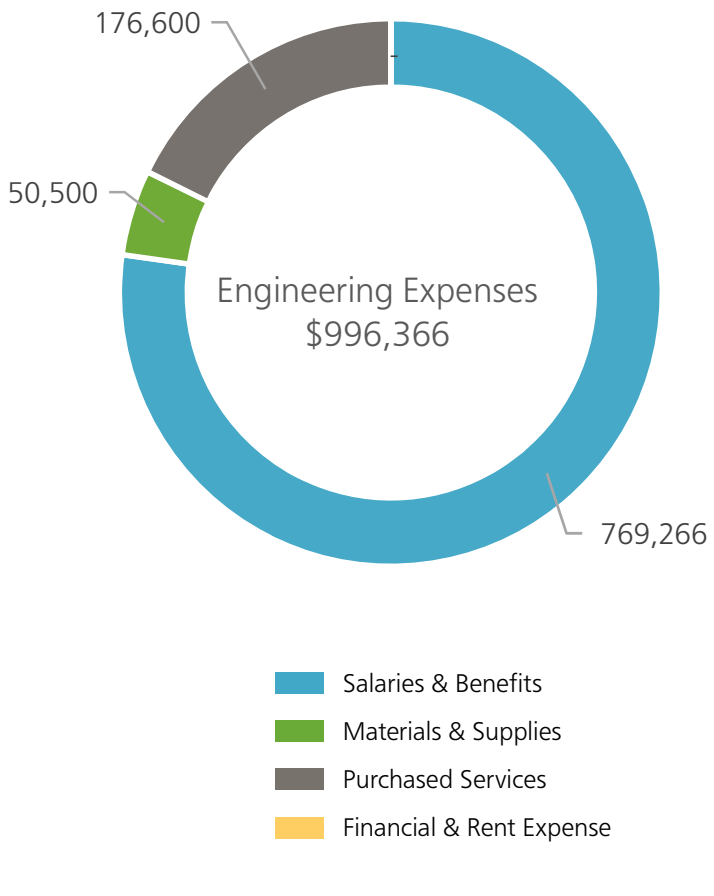
Engineering

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	3,000	-	-	-	3,000	-
Provincial Funding	0.0%	300,311	-	-	-	-	300,311
Other Funding	0.0%	4,000	-	-	4,000	-	-
Chargeback Recoveries	90.7%	222,403	105,312	-	-	465	116,626
TOTAL REVENUE	**27.0%**	**529,714**	**105,312**	**-**	**4,000**	**3,465**	**416,937**
EXPENSES							
Engineering							
Salaries & Benefits	1.2%	305,808	-	-	-	3,686	302,122
Materials & Supplies	0.0%	5,500	-	-	-	-	5,500
Purchased Services	0.0%	35,300	-	-	1,000	(1,000)	35,300
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.1%	346,608	-	-	1,000	2,686	342,922
Flood Forecasting & Operations							
Salaries & Benefits	19.9%	463,458	-	-	84,228	(7,462)	386,692
Materials & Supplies	0.0%	45,000	-	-	-	-	45,000
Purchased Services	0.9%	141,300	-	-	-	1,300	140,000
Financial & Rent expense	0.0%	-	-	-	-	-	-
	13.7%	649,758	-	-	84,228	(6,162)	571,692
TOTAL EXPENSES	**8.9%**	**996,366**	**-**	**-**	**85,228**	**(3,476)**	**914,614**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**-6.2%**	**(466,652)**	**105,312**	**-**	**(81,228)**	**6,941**	**(497,677)**

Revenue & Expenses

Engineering





Engineering
Staffing Overview

Engineering

Engineering					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	2.7			2.7	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.7	0.0	0.0	2.7	0.0

There is no change in the total 2019 staff complement for this program of 2.7 FTE.

Engineering
Key Performance Indicators

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	2.00%	2.10%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Safe And Reliable Flood Control And Conveyance Infrastructure	2017	2016	2015
CH dams and reservoirs able to meet and/or exceed applicable regulatory criteria and accepted technical guidelines with respect to overtopping and/ or failure	25%	25%	25%

Objective is to ensure that CH flood control infrastructure is well maintained and protects public safety and helps to reduce property damage associated with major riverine flooding event

Accurately Defined Hazard Limits	2017	2016	2015
Completed area with modernized models that provide clearly defined and defendable floodplain hazard limits with information that is quickly accessible for faster decision making	*note	*note	*note

Objective is to update and maintain floodplain mapping throughout Conservation Halton's watershed

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Flood Forecasting Operations
Staffing Overview

Engineering

Flood Forecasting & Operations					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.6	1.0		4.6	1.0
Part-time/Contract	0.0			0.0	0.0
Total	3.6	1.0	0.0	4.6	1.0

The total 2019 staff complement is 4.6 FTE. The staff complement has increased by 1.0 FTE for the following change:

Full time staff - A Flood Forecasting Operations Technician has been added to assist with dams and channels maintenance service delivery increases and the implementation of capital projects.

Flood Forecasting Operations
Key Performance Indicators

Engineering

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.10%	0.70%	0.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Reliable Maintenance Services	2017	2016	2015
Track the number of complaints received from municipal partners and the public e.g., trees, debris, grass, fencing, etc. and CH response time (#)	17	21	*note

Objective is to ensure CH flood infrastructure is well maintained in order to ensure maximum function reliability and to also reduce public complaints

Accurate Flood Forecasting	2017	2016	2015
Number of climate stations	26	8	6
Number of stream gauges	9	9	8

Objective is to ensure that the CH Flood Forecasting & Warning (FF&W) system provides municipalities and emergency responders with both timely and accurate information regarding potential flooding e.g. when, where, how much, etc.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Capital Projects Summary

Engineering

Description	2019 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							
Hilton Falls Diversion Construction	898,906		449,453			449,453	
Flood Plain Mapping Update	466,626			233,313			233,313
Milton Channel Repairs	255,927		127,964			127,964	
Hilton Falls Dam - Road Surface Upgrade	82,774		41,387			41,387	
Implementation of PSP	74,909		37,455			37,455	
Flood Forecasting & Warning Tools	65,000						65,000
Flood Forecasting & Warning Equipment	50,000						50,000
Channel Naturalization Study	50,000			25,000		25,000	
Freeman Pond Maintenance	25,000		12,500			12,500	
Total Capital Expenditures	**1,969,142**	**-**	**668,758**	**258,313**	**-**	**693,758**	**348,313**

Capital Project
Hilton Falls Diversion Construction

Engineering

Project Description/Rationale

The Hilton Falls Dam retains the Hilton Falls Reservoir for purposes of flood control and low-flow augmentation. The Sixth Line Tributary of Sixteen Mile Creek flows past, on the west side of the Hilton Falls Reservoir. An offshoot of this tributary divides from the main tributary branch and flows towards the Hilton Falls Reservoir. This offshoot is controlled by a diversion structure that includes an earthen dyke. A Dam Safety Review (DSR) of the Hilton Falls Dam in 2007, identified deficiencies in the diversion channel (structural and hydraulic). The DSR identified the possibility that excessive diversion flows during storm events could potentially overwhelm the discharge capabilities of the Hilton Falls Dam. The Class EA process was completed in 2015 (funded through the Water and Erosion Control Infrastructure [WECI] 2014-15 program) and the preferred solution was identified. The preferred solution will safely allow controlled flow through the diversion structure and overtopping of the dyke during flood events is prevented so that diversion flow into the Hilton Falls Reservoir does not overwhelm the discharge capacity of the Hilton Falls Dam outlet structure and potentially endanger the Hilton Falls Dam stability.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	74,909	74,909									
Materials & Supplies	-										
Purchased Services	822,179	823,997	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	897,088	898,906	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	449,453	449,453									
Provincial Funding	449,453	449,453									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	898,906	898,906	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Work carried out in 2018 through and supported by the 2018-2019 WECI program includes finalizing the design, the tendering process and obtaining permits for construction scheduled for 2019. Construction will need to commence in 2019 given the timing restrictions on the completed Class EA document. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.

Capital Project
Flood Plain Mapping Update

Engineering

Project Description/Rationale
This Floodplain Mapping strategic initiative comprises the preparation of new mapping which will delineate flood hazard lands for the purposes of Regulation, identify flood vulnerable structures and roads and determine the extent of Flood Damage Centres (FDC's) within Conservation Halton's watersheds. The Floodplain Mapping initiative will benefit the public and help Conservation Halton to regulate existing uses and prevent new development within natural hazard areas. Further, products developed as part of this initiative will improve the accuracy and detail contained in future Flood Messages helping to reduce property damage and prevent loss of life due to flooding. Most of the floodplain mapping within Conservation Halton's watersheds was developed in the 1980's through the Federal Damage Reduction Program (FDRP). Up-to-date floodplain mapping is important to determine the extent of potential flooding in order that impacts to people, structures and assets can be fully quantified. Floodplain maps serve as a critical decision-making tool in the development of flood mitigation strategies, for land use planning, and emergency management through Conservation Halton's Flood Forecasting & Operations Program. Updated floodplain mapping will provide more accurate information through existing flood prone developments which can then be used to improve Emergency Preparedness and Response Plans.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
Funding Sources											
Municipal Funding	1,988,313	233,313	237,500	250,000	262,500	275,000	287,500	300,000	45,000	47,500	50,000
Provincial Funding	-	-	-	-	-	-	-	-	-	-	-
Federal Funding	1,988,313	233,313	237,500	250,000	262,500	275,000	287,500	300,000	45,000	47,500	50,000
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

This Floodplain Mapping initiative is to undertake an assessment of the existing floodplain mapping available for all of Conservation Halton's watersheds and prioritize required updates to modeling (hydrology & hydraulics). This Floodplain Mapping strategic initiative supports the objective to Enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards identified within Conservation Halton's Strategic Plan, Metamorphosis 2020. Unavailable, outdated and inaccurate mapping results in the inability to effectively and efficiently regulate existing land uses and prevent new development within floodplain areas. Poor mapping also fails to recognize flood susceptible areas and impacts the accuracy of flood messages and consequently, the ability of municipalities to respond efficiently to areas at risk of flooding.

Capital Project
Milton Channel Repairs

Engineering

Project Description/Rationale
Conservation Halton owns and maintains three (3) concrete-lined channels that have a total length over 12 km and a total concrete slab surface area of nearly 100,000 m2. As part of this responsibility, Conservation Halton undertakes a detailed inventory and assessment of these channels then documents conditions within a georeferenced database. Information from this database is then used to identify and prioritize projects. In July of 2017, Conservation Halton prepared an asset management plan that included all three (3) channels and four (4) flood control structures. As part of the detailed inspection of the Milton Channel, a retaining wall and several concrete slabs were identified in poor condition. A subsequent engineering study and assessment was carried out through the 2017-2018 WECI and provided recommended repair and mitigation solutions. This capital project support these solutions.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	21,327	21,327									
Materials & Supplies	-										
Purchased Services	234,600	234,600	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	255,927	255,927	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	127,964	127,964									
Provincial Funding	127,964	127,964									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	255,927	255,927	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

The retaining wall that requires replacement is located within a section of the Milton Channel, located within the Town of Milton, flowing next to W.I. Dick Middle School. The existing retaining wall shows evidence of movement, with the upper portion leaning into the channel. The school lands are located adjacent to the retaining wall and have been identified as a priority given potential safety concerns. In addition, this capital project also includes replacement of original concrete slabs located within the Milton Channel that have experienced significant heaving and cracking and, as a result have been identified as a priority given potential safety concerns. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.

Capital Project
Hilton Falls Dam – Road Surface Upgrade

Engineering

Project Description/Rationale
The Hilton Falls Dam retains the Hilton Falls Reservoir for purposes of flood control and low-flow augmentation. The Sixth Line Tributary of Sixteen Mile Creek flows past, on the west side of the Hilton Falls Reservoir. An offshoot of this tributary divides from the main tributary branch and flows towards the Hilton Falls Reservoir. This offshoot is controlled by a diversion structure that includes an earthen dyke. A Dam Safety Review (DSR) of the Hilton Falls Dam in 2007, identified deficiencies in the diversion channel (structural and hydraulic). The DSR identified the possibility that excessive diversion flows during storm events could potentially overwhelm the discharge capabilities of the Hilton Falls Dam. The Class EA process was completed in 2015 (funded through the Water and Erosion Control Infrastructure [WECI] 2014-15 program) and the preferred solution was identified. The preferred solution will safely allow controlled flow through the diversion structure and overtopping of the dyke during flood events is prevented so that diversion flow into the Hilton Falls Reservoir does not overwhelm the discharge capacity of the Hilton Falls Dam outlet structure and potentially endanger the Hilton Falls Dam stability. This capital project will follow completion of the diversion structure improvements.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	6,898	6,898									
Materials & Supplies	-										
Purchased Services	75,876	75,876	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	82,774	82,774	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	41,387	41,387									
Provincial Funding	41,387	41,387									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	82,774	82,774	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Work carried out in 2018 through and supported by the 2018-2019 WECI program includes finalizing the design, the tendering process and obtaining permits for construction scheduled for 2019. This road resurfacing will be completed subsequent to completion of the diversion improvements in 2019. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.

Capital Project
Implementation of PSP

Engineering

Project Description/Rationale
A Public Safety Assessment (PSA) was carried out in 2015 for all four (4) of Conservation Halton flood control dams (Hilton Falls, Kelso, Mountsberg and Scotch Block). This assessment was funded through the WECI 2015-2016 program. The PSA was carried out to assess the risks of accidents or incidents in which a member of the public encounters a hazard created by the presence or operation of a dam, as stated within the Public Safety Around Dams (Canadian Dam Association, 2011). This study satisfies the first step in the process laid out in the MNRF's Public Safety Around Dams – Best Management Practices (2011). In response to the PSA carried out in 2015, qualified Conservation Halton staff (the Manager, Risk and Land Holdings in collaboration with the Associate Director, Engineering and Coordinator, Flood Forecasting and Operations and all park managers associated with the dams) completed a Public Safety Plan (PSP) in 2017. This PSP took the findings of the PSA and made recommendations and identified solutions to help manage or eliminate the risks found and documented within the PSA. Public Safety Measures (PSM) were developed in response to all issues identified within the PSA. The first phase of PSP measures were carried out in 2018 and support through the 2018-2019 Water and Erosion Control Infrastructure (WECI) program.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	20,727	6,242						7,314	7,171		
Materials & Supplies	-										
Purchased Services	242,508	68,667	-	-	-	-	-	80,454	78,876	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	263,235	74,909	-	-	-	-	-	87,768	86,047	-	-
Funding Sources											
Municipal Funding	124,362	37,454						43,884	43,024		
Provincial Funding	124,362	37,454						43,884	43,024		
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	248,724	74,909	-	-	-	-	-	87,768	86,047	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

PSMs identified and documented within the PSP in response to the PSA include updated and additional signage, update and provide additional lighting, further deter and/or limit access to gate and valve operating structures, increase height of walls near operations buildings to meet current building codes, add and extend existing fencing to exclude public access to dam structures (inlet, outlet, rip-rap slopes), clearly delineate and mark roadway at dam crests, remove or highlight above-surface protrusions (piezometers), install monitoring systems and add life preservation devices for use by the public in emergencies. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.

Capital Project
Flood Forecasting Equipment & Tools

Engineering

Project Description/Rationale
This capital project 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 with available weather data for predictive flood forecasting and warning and to effectively operate our flood management infrastructure and issue timely flood messages to support municipal emergency management response. Capital costs for this project are for equipment (new, replacement & upgrades) and for development of watershed FF&W forecast models & tools.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500
Funding Sources											
Municipal Funding	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500
Provincial Funding	-	-									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

This includes further enhancements to the real-time watershed monitoring network through the installation of new CH hydrometric gauging stations and collaboration with watershed partners to integrate other existing stations within, and in proximity to our watershed boundary. This also includes the implementation of an automated analysis and reporting tool to support the Ontario Low Water Response (OLWR) program to improve efficiency and accuracy and continued modernization of telecommunications and surveillance equipment for monitoring dam operations and watershed gauging stations, required to address system redundancies and increase decision support. This capital project supports Conservation Halton's Strategic Plan, Metamorphosis 2020 by enhancing public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.

Capital Project
Channel Naturalization Study

Engineering

Project Description/Rationale

Conservation Halton's Asset Management Plan (AMP) acknowledged that the three (3) channels under Conservation Halton's management are in "fair" to "poor" condition. These concrete-lined channels have started to deteriorate over time, with approximately 90% of the assets past the mid-point of their life cycle based on a typical useful life of 65 years. Repair and maintenance works for the channels to maintain the structural integrity and function are very costly and consideration for alternate maintenance and repair approaches need to be investigated to ensure financial sustainability to support these flood conveyance structures in the future. This study will investigate the feasibility to naturalize portions of the Hager-Rambo Channel, location in Burlington, while maintaining the function of the channel; to convey flood flows.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	4,500	4,500									
Materials & Supplies	-										
Purchased Services	45,500	45,500	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	50,000	50,000	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	25,000	25,000									
Provincial Funding	-	-									
Federal Funding	25,000	25,000									
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	50,000	50,000	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

A key responsibility to support Conservation Halton's mandate is to protect life and property from flooding. As part of this responsibility, Conservation Halton operates and maintains four (4) flood management structures and three (3) flood conveyance channels. This project supports the objective to enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards within Conservation Halton's Strategic Plan, Metamorphosis 2020. This project is eligible for 50% funding through the Ministry of Natural Resources and Forestry's (MNRF's) Water and Erosion Control Infrastructure (WECI) program or 40% through the federal Public Safety Canada Disaster Mitigation and Adaptation Fund (DMAF).

Capital Project
Freeman Pond Maintenance

Engineering

Project Description/Rationale
Conservation Halton is responsible for three flow conveyance channels, one of which is located in Burlington. This channel system includes a series of ponds that provide flood attenuation and erosion control. One pond that is part of this system is known as the Freeman Pond, is not owned by Conservation Halton however Conservation Halton is responsible for the maintenace through historical agreements. Maintenance of this pond may include sediment removal and is important to undertake to provide capacity that is relied up on by the Hager-Rambo channel and pond system. This study will investigate the current condition of the Freeman Pond as it relates to the intended design, including review of the accumulated sedimentation. Subsequent work would include repairs and improvements to the pond as well as sedimentation removal.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	12,908	2,084	10,824								
Materials & Supplies	-										
Purchased Services	152,808	22,916	119,068	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	165,716	25,000	129,892	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	64,946		64,946								
Provincial Funding	77,446	12,500	64,946								
Federal Funding	-										
Reserves	12,500	12,500	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	154,892	25,000	129,892	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

A key responsibility to support Conservation Halton's mandate is to protect life and property from flooding. As part of this responsibility, Conservation Halton operates and maintains four (4) flood management structures and three (3) flood conveyance channels. This project supports the objective to enhance public safety through maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards within Conservation Halton's Strategic Plan, Metamorphosis 2020. This project is eligible for 50% funding through the Ministry of Natural Resources and Forestry's (MNRF's) Water and Erosion Control Infrastructure (WECI) program or 40% through the federal Public Safety Canada Disaster Mitigation and Adaptation Fund (DMAF).

Planning & Watershed Management

Departmental Business Plans

The Planning and Watershed Management department is responsible for administering Ontario Regulation 162/06 (including the review of permit applications, compliance and enforcement), plan input and review, development of associated policies and procedures, source water protection, coastal programs and integrated watershed management.

These initiatives help to fulfill the strategic theme of protecting our natural, cultural, and scenic assets. The theme is supported by the objective to strengthen conservation, restoration and responsible management of natural resources with a focus on evidence-based programs. It also supports the theme Taking care of our growing communities and the objective to remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.

Key Objectives 2019

- CONSERVATION AUTHORITIES ACT CHANGES:
  The CAO and the Director of Planning and Watershed Management sit on committees which are providing guidance to the Ministry of Natural Resources and Forestry regarding consideration of regulations to enable implementation of the new Conservation Authorities Act. This initiative is being led by the Ministry of Natural Resources and Forestry. The objective of Conservation Halton's participation in the committees is: 1) to bring the wealth of knowledge and experience Conservation Halton's representatives have had in communications, policy development, administration of current regulations, Conservation Authority Board functions, etc., and 2) to ensure that Conservation Halton's interests and strategic directions are not compromised or limited in the overall process.

- INTEGRATED WATERSHED MANAGEMENT (IWM):
  Conservation Halton is promoting IWM within its watersheds and will act as the "secretariat" for this initiative. IWM is a collaborative partnership of municipalities, agencies and others with an interest promoting watershed health and activities which support, restore and enhance our natural systems.
  In 2019, we hope to raise awareness of the need for a watershed approach to resource issues and bring at least ten partners to the table to provide input and resources for this joint initiative. There may be specific studies that are required to be carried out in order to better characterize and understand an issue. During 2019, the approach to undertaking the steps identified by the partners will also be developed. It is anticipated that a study of this complexity will require substantial resources to undertake, so a partnership. approach is imperative.

- UPDATED MEMORANDUM OF UNDERSTANDING:
  The Halton Area Municipalities and Conservation Authorities have had a long standing relationship in advancing an integrated system for planning in Halton Region. Since 1999, a Memorandum of Understanding (MOU) has been in place among the parties. In particular, Conservation Authorities have provided environmental services through technical review and clearance on behalf of the municipalities. A lot of provincial planning and legislative changes have occurred in the years since the MOU was agreed upon by the parties. An update to the MOU is being negotiated among the parties based on the planning framework and regulatory regime which are in place today. By 2019, it is expected that a high level agreement will be reached and approved by the respective Boards and Councils regarding the overall frame work for the MOU. The details of the service delivery model will be worked out in the fall of 2018 and throughout 2019, with the goal of having a completed agreement by the end of 2019.

Planning

Planning includes plan input and plan review. Plan input refers to 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. Over 450 permits are processed each year. Key initiatives around these services are to: 1) improve customer service by reducing response times and 2) provide timely, succinct, and easily understood information regarding Conservation Halton's regulatory requirements and advisory comments, and 3) improve relationships and understanding of our roles and responsibilities with municipalities, partner agencies, consultants, and others through a strategic three-year communications plan. This will be done by implementing the recommendations from the Process Re-engineering Report the three-year communications plan.

Policy Review & Development

The Department is responsible for the review of provincial and federal policy papers and proposed legislation relating to natural resources management. In addition, it is responsible for developing and administering Board-approved policies for plan review and permitting.

Key initiatives include participation on the provincial plan review and hazards regulations committee for the implementation of the new Conservation Authorities Act. In addition, CH participates in on-going dialogue, with Halton Region, local municipalities and the other CAs who have jurisdiction within the Region of Halton. Discussions with the City of Hamilton will commence in 2018 as the existing MOU expires at the end of 2018.

Regional Infrastructure Team

RIT provides specific planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include: review and comment on Environmental Assessments (EA) and related planning and permitting and the review and comment on other Regional planning applications and process related permits. This service is provided through agreement with the Region of Halton who funds the program.

The key priority is to ensure efficient and timely delivery of the services outlined in the RIT agreement.

Source Water Protection Program

Source Water Protection under the Clean Water Act, 2006 is a community-wide initiative funded by the province. The program protects existing and future drinking water sources in Ontario from contamination and over use. Conservation Halton and Hamilton Conservation Authority deliver the program through a locally-appointed source protection committee and the support of municipalities, provincial agencies, and other stakeholders.

Current priorities are to develop a knowledge management plan, enhance tracking of program activities and deliverables, develop a methodology to bring climate change impacts on water quality into the source protection program, and to prepare the Annual Report.

Coastal Programs

The coastal program includes development of coastal planning initiatives such as the Halton Shoreline Regeneration Strategy and shoreline management planning. The staff also provide input and advice to member municipalities, provincial agencies and other stakeholders, regarding the planning and management of the shoreline.

Priorities are to discuss opportunities and recommendations for incorporating more environmentally-friendly techniques into shoreline protection works to improve aquatic habitats along the shoreline line and to understand and streamline approval processes among the approval agencies to improve agency response times. Another priority includes exploring the feasibility of a collaborative approach to shoreline management among the conservation authorities and member municipalities along the north Lake Ontario shoreline.

Integrated Watershed Management (IWM)

As a watershed management agency, Conservation Halton promotes collaborative IWM planning and management. This program is being revamped, revitalized, and modernized to create a new joint and integrated approach to watershed management.

Conservation Halton will act as the “secretariat” for this collaborative initiative that brings municipalities, agencies and others together to promote watershed health and activities which support, restore and enhance the features and functions of natural systems within the watershed. The focus of this work in 2019 will be to build partnerships, identify key issues and develop a joint approach for addressing these issues.

Planning & Watershed Management

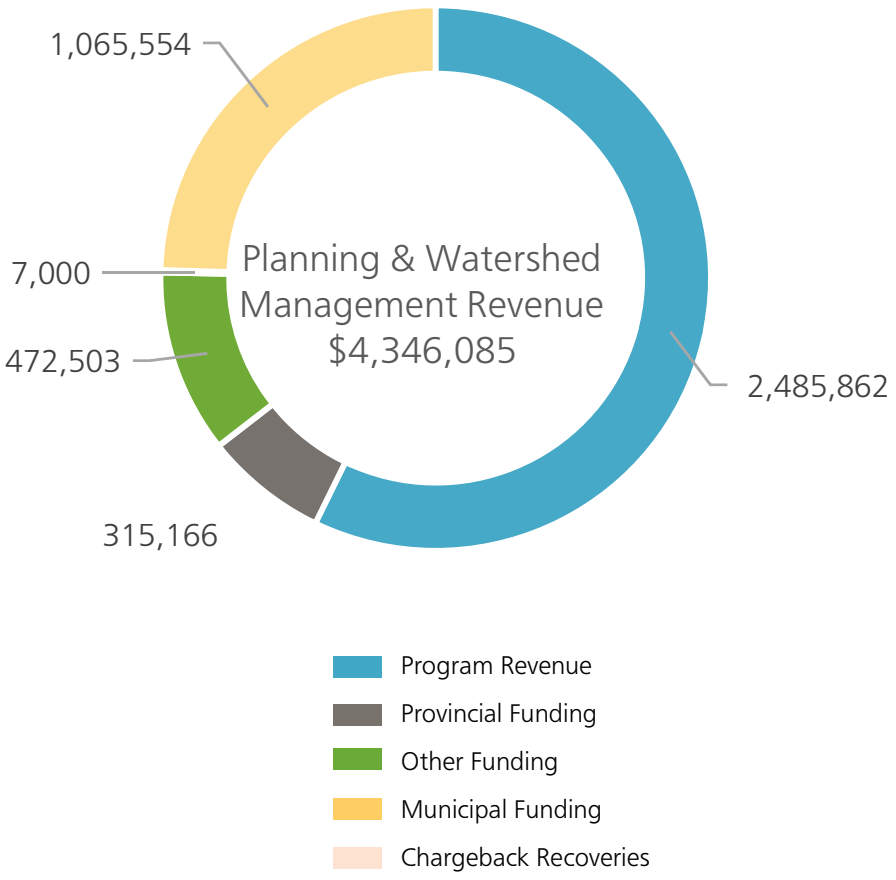
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program revenue	4.7%	2,485,862	-	-	-	111,862	2,374,000
Provincial Funding	-5.4%	315,166	-	-	-	(18,013)	333,179
Other	0.8%	472,503	-	-	-	3,761	468,742
Chargeback Recoveries	-93.1%	7,000	-	-	-	(95,000)	102,000
TOTAL REVENUE	**0.1%**	**3,280,531**	**-**	**-**	**-**	**2,610**	**3,277,921**
EXPENSES							
Planning & Watershed Management							
Salaries & Benefits	3.9%	3,124,497	-	-	87,796	28,360	3,008,341
Materials & Supplies	90.9%	10,500	.	-	5,000	-	5,500
Purchased Services	0.1%	428,000	-	-	-	500	427,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	3.5%	3,562,997	-	-	92,796	28,860	3,441,341
Regional Infrastructure Team							
Salaries & Benefits	0.8%	431,922	-	-	-	3,517	428,405
Materials & Supplies	0.0%	10,000	-	-	-	-	10,000
Purchased Services	0.0%	19,000	-	-	-	-	19,000
Financial & Rent expense	0.0%	-	-	-	-	-	-
	0.8%	460,922	-	-	-	3,517	457,405

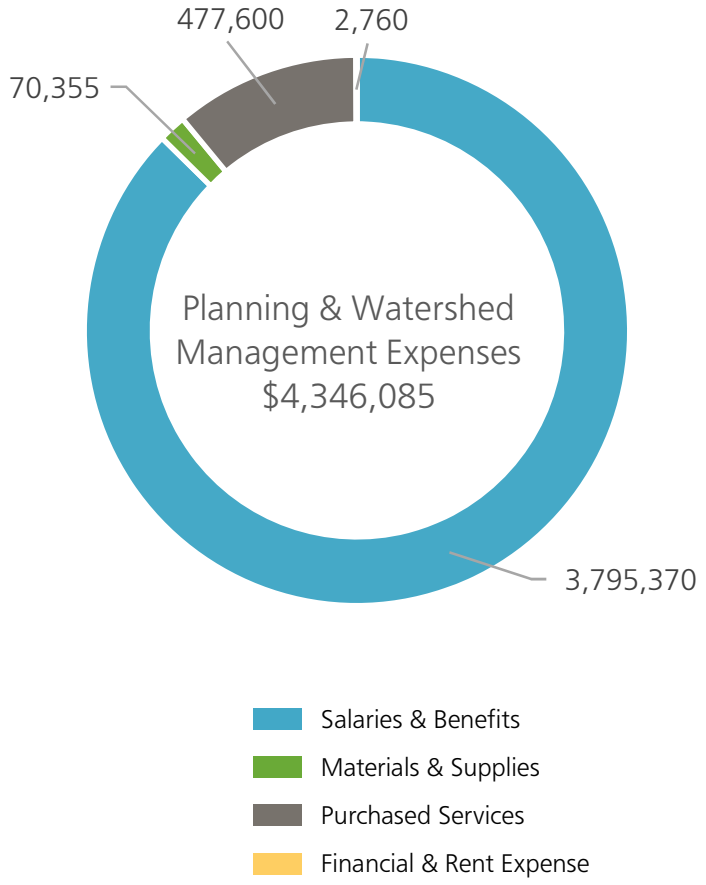
Planning & Watershed Management

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Source Protection							
Salaries & Benefits	-32.1%	238,951	-	-	-	(113,013)	351,964
Materials & Supplies	0.0%	49,855	-	-	-	-	49,855
Purchased Services	0.0%	30,600	-	-	-	-	30,600
Financial & Rent expense	0.0%	2,760	-	-	-	-	2,760
	-26.0%	322,166	-	-	-	(113,013)	435,179
TOTAL EXPENSES	**0.3%**	**4,346,085**	**-**	**-**	**92,796**	**(80,636)**	**4,333,925**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**0.9%**	**(1,065,554)**	**-**	**-**	**(92,796)**	**83,246**	**(1,056,004)**

Revenue & Expenses

Planning & Watershed Management





Planning & Watershed Management
Staffing Overview

Planning & Watershed Management

Planning & Watershed Management					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	28.0	1.0	0.7	29.7	1.7
Part-time/Contract	0.4	-0.4		0.0	-0.4
Total	28.4	0.6	0.7	29.7	1.3

The total 2019 staff complement is 29.7 FTE. The staff complement has increased by 1.3 with the following change:

Full-time - A new Integrated Watershed Management Coordinator position is being added to implement this strategic initiative. A staff position shared with the Source Protection program has been allocated to Planning and Watershed Management for the time spent on this program.

Part time staff - The contract term for this position ended in 2018.

Planning & Watershed Management
Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	11.40%	11.50%	10.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Percentage of minor permit applications processed within 30 days	2017	2016	2015
Number of minor permit applications processed within 30 days / total number of minor permit applications	92%	80%	*note

Objective: 100% of minor permit applications approved in 30 days

Percentage of major permit applications processed within 90 days	2017	2016	2015
Number of major permit applications processed within 90 days / total number of major permit applications	89%	*note	*note

Objective: 100% of major permit applications approved in 90 days

Percentage of technical reviews completed on major permits and commented on within six weeks.	2017	2016	2015
Number of technical reviews completed on major permits and commented on within six weeks / total number of reviews completed on major permits and commented on	79%	70%	*note

Objective: 95% of technical reviews completed and commented on within six weeks

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

RIT
Staffing Overview

Planning & Watershed Management

Regional Infrastructure Team	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	4.0			4.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	4.0	0.0	0.0	4.0	0.0

There is no change in the total 2019 staff complement for this program of 4.0 FTE.

RIT
Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	1.60%	1.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Percentage of Technical Environmental Assessments reviews completed within 6 weeks	2017	2016	2015
Reviews completed within 6 week/Reviews received	85%	*note	*note
Objective: 95% completed by due date			

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Source Water Protection
Staffing Overview

Planning & Watershed Management

Source Protection	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.0		-1.1	2.0	-1.1
Part-time/Contract	0.0			0.0	0.0
Total	3.0	0.0	-1.1	2.0	-1.1

In the 2019 Budget, .05 FTE (2018 Budget .95 FTE) is charged back to other Conservation Halton departments for estimated time spent on these programs. Two of the staff shared by the Source Protection program that were previously included in the Chargeback have been partially reallocated in the 2019 Budget as .40 FTE to the GIS program and .65 FTE to Planning and Watershed Management for the time spent on these programs for a net decrease of .15 FTE staff.

Source Water Protection
Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.2%	1.2%	1.3%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Amount of support for source protection plan implementation	2017	2016	2015
Number of meetings, telephone calls, and e-mails to support implementing bodies	214	50	50
Objective: Tracks customer support for source protection plan implementation			

Number of government and stakeholder briefings on source protection	2017	2016	2015
Number of meetings/presentations to stakeholders and the public	127	10	10
Objective: Tracks our attempts to transfer source protection knowledge and engage communities			

Science & Partnerships

Departmental Business Plans

Science and Partnerships includes monitoring ecologists in addition to stewardship, restoration and community outreach staff. We have a diverse portfolio of work that supports two Key Objectives of the Strategic Plan, namely the conservation, restoration and responsible management of natural resources with a focus on evidence-based programs, and communicating to the public the value of science-based programs that conserve, restore and manage the natural resources of the watershed. We inventory and monitor fish, birds, forest health, benthic invertebrates, water quality, amphibians, worms and more. We work with both public and private landowners to restore degraded habitats and encourage good stewardship of the land. We provide outreach to the community to educate adults and school children about our shared responsibility to safeguard the ecological health of the watershed for present and future generations. We maintain and foster extensive partnerships within and beyond our watershed boundaries to achieve our goals and support the goals of like-minded organizations and individuals.

Key Objectives 2019

- ENHANCED BRANDING AND REACH OF COMMUNITY OUTREACH AND STEWARDSHIP:
  In 2019, we will enhance the branding and reach of our community outreach and stewardship programs with updated newsletters and factsheets, and expanded programming.

- REDSIDE DACE HABITAT RESTORATION:
  Through the Redside Dace Overall Benefit Project, the Ministry of Transportation of Ontario (MTO) will provide Conservation Halton with the funding necessary to undertake a landowner stewardship and habitat compensation project on MTO's behalf.

- WATERSHED HEALTH:
  In 2018, Conservation Halton released our Watershed Report Card, which provided grades for forest cover, surface water quality, groundwater quality and impervious cover. In 2019, we will delve deeper into the underlying physical factors driving these scores by evaluating our natural areas against federal habitat guidelines for forests, wetlands and riparian cover. This exercise is consistent with the Tier 2 phase of our Long-term Environmental Monitoring Program and will help identify actions that need to be taken to improve scores.

- SUSTAINABLE GREENSPACE OPERATIONS:
  Conservation Halton is responsible for the sustainable management of more than 10,000 acres of natural lands through the watershed. It is further a community organization recognized as being champions for the environment and leaders in sustainability. Through a new focus on sustainable forest management, Conservation Halton will reinvigorate this role as leaders within the area of sustainable landscape management. In addition, new programs and services will implement a review of corporate sustainability practices.

- FORESTRY TECH. TEAM
  Conservation Halton is responsible for the sustainable management of more than 10,000 acres of natural lands through the watershed. It is further a community organization recognized as being champions for the environment and leaders in sustainability.

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 (LEMP) was initiated in 2005 to track how species and environmental conditions change over time. Staff are also responsible for documentation and analysis of reports including the preparation of annual factsheets, monitoring reports and Conservation Halton's Watershed Report Card. In addition, the results of the monitoring program are used to inform and guide the plan review process, and to provide information to watershed studies, master plans, management plans etc. Staff also provide ecological guidance and advice to other departments within Conservation Halton by providing technical expertise in outreach festivals, participating in community and technical workshops, providing technical content for communications, assisting parks with staff training and ecological interpretation and overall technical advice on ecological communities.

Stewardship

Conservation Halton's Watershed Stewardship Program has been providing stewardship and restoration services to watershed residents for the past 23 years. Staff provide one-on-one on-site consultations for private landowners and assist them with implementing projects on their properties to protect and enhance water and habitat quality. The Watershed Stewardship Award program recognizes and provides resources for landowners acting as good environmental stewards of their properties. 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.

Outreach

Conservation Halton provides community outreach and educational programs that have an annual reach of over 10,000 participants. Programs include: Halton Children's Water Festival, Stream of Dreams and Healthy Neighboursheds. Our goal is to enable watershed residents to become more environmentally aware, connect communities to nature through programming, as well as 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.

Hamilton Harbour Remedial Action

Hamilton Harbour is one of 43 areas around the Great Lakes (internationally) that have been designated as Areas of Concern (AOC) 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 AOCs. The Hamilton Harbour RAP Office provides secretariat services to the Bay Area Implementation Team (BAIT) and 12+ committees. The HHRAP also prepares technical reports, facilitates and sponsors local training opportunities related to stormwater management and sediment control, and provides study support as key works are identified in committees. They also organize two research and monitoring workshops.

Forestry Tech. Team

Delivers strategic forest management operations, tree planting services and supports technical management of forests to enhance our watershed forest cover. This team also delivers our Emerald Ash Borer program.

Science & Partnerships

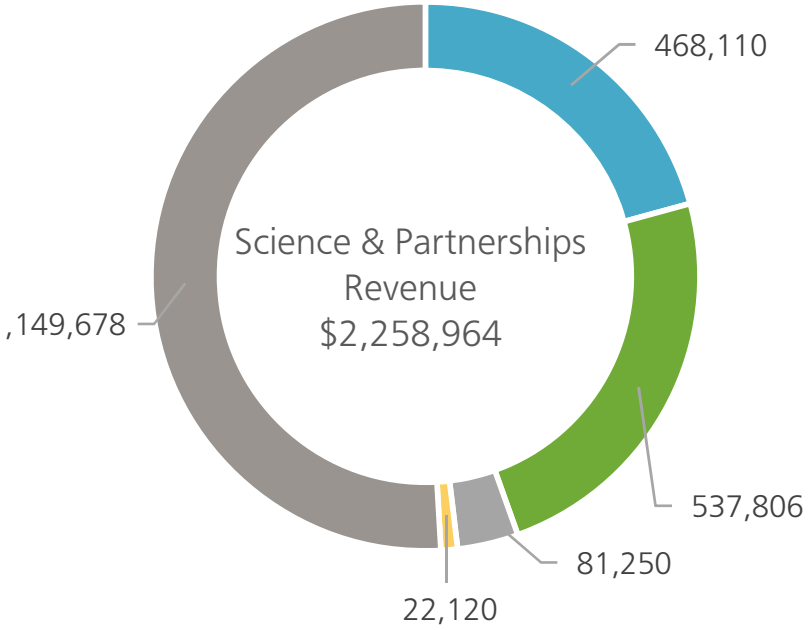
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	9.1%	468,110	-	-	103,300	(64,267)	429,077
Other	-41.3%	537,806	(380,088)	-	-	1,406	916,488
Recovery	-7.1%	81,250	-	-	-	(6,250)	87,500
Reserves	-18.1%	22,120	-	7,120	-	(12,000)	27,000
TOTAL REVENUE	**-24.0%**	**1,109,286**	**(380,088)**	**7,120**	**103,300**	**(81,111)**	**1,460,065**
EXPENSES							
Ecology							
Salaries & Benefits	4.1%	538,488	-	-	-	21,337	517,151
Materials & Supplies	0.0%	11,010	-	-	-	-	11,010
Purchased Services	72.6%	24,075	-	2,125	8,000	-	13,950
Financial & Rent expense	0.0%	-	-	-	-	-	-
	5.8%	573,573	-	2,125	8,000	21,337	542,111
Stewardship							
Salaries & Benefits	2.1%	394,522	-	-	-	8,148	386,374
Materials & Supplies	15.2%	38,000	-	-	5,000	-	33,000
Purchased Services	6.2%	31,326	-	-	-	1,826	29,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	3.3%	463,848	-	-	5,000	9,974	448,874

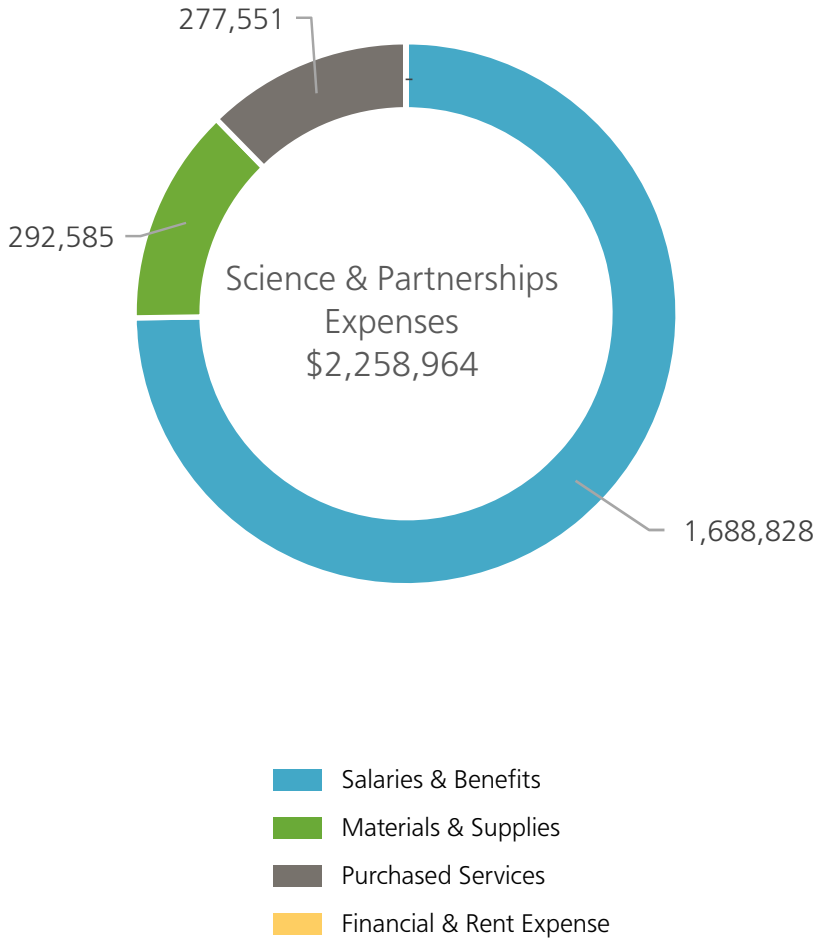
Science & Partnerships

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Outreach							
Salaries & Benefits	38.2%	156,628	-	-	39,726	3,579	113,323
Materials & Supplies	20.2%	48,700	-	2,500	5,673	-	40,527
Purchased Services	8.6%	79,100	-	5,500	782	-	72,818
Financial & Rent expense	0.0%	-	-	-	-	-	-
	25.5%	284,428	-	8,000	46,181	3,579	226,668
Forestry Tech Team							
Salaries & Benefits	50.3%	273,269	-	-	87,919	3,495	181,855
Materials & Supplies	2.5%	128,125	-	-	-	3,125	125,000
Purchased Services	0.0%	5,500	-	-	-	-	5,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	30.3%	406,894	-	-	87,919	6,620	312,355
Hamilton Harbour Remediation Program							
Salaries & Benefits	1.1%	215,171	-	-	-	2,296	212,875
Materials & Supplies	8.3%	9,750	-	-	-	750	9,000
Purchased Services	-2.2%	78,500	-	-	-	(1,750)	80,250
Financial & Rent expense	0.0%	-	-	-	-	-	-
	0.4%	303,421	-	-	-	1,296	302,125
Partnership Projects							
Salaries & Benefits	-28.0%	110,750	(43,105)	-	-	-	153,855
Materials & Supplies	-53.7%	57,000	(66,200)	-	-	-	123,200
Purchased Services	-82.1%	59,050	(270,783)	-	-	-	329,833
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-62.6%	226,800	(380,088)	-	-	-	606,888
TOTAL EXPENSES	**-7.4%**	**2,258,964**	**(380,088)**	**10,125**	**147,100**	**42,806**	**2,439,021**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**17.4%**	**(1,149,678)**	**-**	**(3,005)**	**(43,800)**	**(123,917)**	**(978,956)**

Revenue & Expenses

Science & Partnerships





Stewardship & Outreach
Staffing Overview

Science and Partnerships

Stewardship					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.4			3.4	0.0
Part-time/Contract	1.0			1.0	0.0
Total	4.4	0.0	0.0	4.4	0.0

There is no change in the total 2019 staff complement for this program of 4.4 FTE.

Community Outreach					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	1.2			1.2	0.0
Part-time/Contract	0.2	1.0		1.2	1.0
Total	1.4	1.0	0.0	2.4	1.0

The total 2019 staff complement is 2.4 FTE. The staff complement has increased by 1.0 FTE with the following change:
Part time staff – Staffing has been increased to 1.0 FTE to deliver outreach programs with costs funded by grants and sponsorships for the Outreach program.

Stewardship & Outreach
Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.70%	1.50%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of watershed residents who participate in conservation outreach and stewardship activities	2017	2016	2015
Number of participating residents	11,304	8,807	9,732

Objective: Assesses the level of engagement of watershed residents with S&P programming.

Number of floodplain, wetland and watercourse restoration activities	2017	2016	2015
Number of activities	37	23	17
Hectares of Floodplain, Wetland and Watercourse Restoration Projects	4.4	5.1	3.5
Linear Kilometres of Watercourse Restoration Projects	2.6	2.6	2.9

Objective: Assesses environmental, climate change adaptation, green infrastructure and natural capital advancement in the watershed.

Amount of protected terrestrial and aquatic area	2017	2016	2015
Hectares. Includes partner publicly owned, RBG and stewardship agreements	9,516 ha	9469 ha	*note

Objective: Assesses progress toward protected areas targets for biodiversity.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Stewardship & Outreach
Key Performance Indicators

Science and Partnerships

Number of stewardship and outreach public engagements			
	2017	2016	2015
Number of events	57	new in 2017	
Objective: Assesses reach of stewardship and community outreach.			

Ratio of partnership dollars leverageD for every dollar invested in stewardship and restoration work by Conservation Halton (includes Greenspace figures)			
Ratio of partnership dollars generated to CH cash project investment	2017	2016	2015
	$14.62	new in 2017	new in 2017
Objective: Assesses leveraging ratio for restoration/stewardship partnership projects.			

Number of environmental partnership initiatives			
	2017	2016	2015
Number of partners	133	new in 2017	
Objective: Assesses level of cooperation with community agencies and stakeholders.			

Ecology
Staffing Overview

Science and Partnerships

Ecology - Monitoring					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	5.5			5.5	0.0
Part-time/Contract	0.0			0.0	0.0
Total	5.5	0.0	0.0	5.5	0.0

There is no change in the total 2019 staff complement for this program of 5.5 FTE.

Ecology
Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	2.40%	2.80%	2.10%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Trend in key water quality indicators	2017	2016	2015
Baseline median values for Chloride, TSS, Phosphorus and Nitrate	chloride higher, P the same	*note	*note

Objective: Assesses water quality; provides an indirect measure of success of environmental planning, stewardship and restoration efforts.

Number of aquatic and terrestrial monitoring stations	2017	2016	2015
Number of LEMP monitoring stations	169	169	*note

Objective: Assesses the extent to which we understand the ecological conditions of our watershed.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

HHRAP
Staffing Overview

Science and Partnerships

Hamilton Harbour Remedial Action Plan					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	2.0			2.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.0	0.0	0.0	2.0	0.0

There is no change in the total 2019 staff complement for this program of 2.0 FTE.

HHRAP
Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs

	2017	2016	2015
Total program FTEs / Total organization FTEs	0.70%	0.70%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of HHRAP Facilitated Meetings

	2017	2016	2015
Number of HHRAP Committee Meetings	46	55	n/a

Objective: Assess the workload of the committees facilitated by the HHRAP Office.

Number of Beneficial Uses undergoing Status Updates

Number of Beneficial Uses undergoing Status Updates	1	-	1

Objective: Assess how many of the 13 Beneficial Uses are progressing with a scientific Status Update report.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Forestry Tech. Team
Staffing Overview

Science and Partnerships

Forestry Tech. Team	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	2.0	1.0		3.0	1.0
Part-time/Contract	0.0			0.0	0.0
Total	2.0	1.0	0.0	3.0	1.0

The total 2019 staff complement is 3.0 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full time staff – A Forest Technician position has been added to assist with for the Emerald Ash Borer Capital Project.

Forestry Tech. Team
Key Performance Indicators

Science and Partnerships

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	0.80%	0.80%	0.80%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Watershed Tree Planting	2017	2016	2015
Total number of trees planted	115,000	105,000	100,000

Objective: To increase forest cover in the watershed

Emerald Ash Borer Response	2017	2016	2015
Number of ash trees removed through EAB program	7,500	n/a	n/a

Objective: To manage the risks posed by the Emerald Ash Borer on Conservation Halton owned property

Support Forest Health through Forest Management	2017	2016	2015
Number of forest management activities annually	New initiative		

Objective: To improve forest health of CH owned and managed forests through active forest management

Partnership Project Summary

Science & Partnerships

Description	2019 Capital Expenditures	Partnership Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Fish Telemetry	102,250			102,250			
Hamilton Harbour LID	40,000			40,000			
MTO Redside Dace Overall Benefit	35,739			35,739			
Hamilton Harbour Stewardship	28,800			28,800			
Red Mulberry Halton	16,834			16,834			
Red Mulberry Hamilton	3,177			3,177			
Total Partnership Expenditures	**226,800**	**-**	**-**	**226,800**	**-**	**-**	**-**

Partnership Project
Fish Telemetry

Science and Partnerships

Project Description/Rationale
The HHRAP helps to coordinate the Fish Telemetry project. The main partner is Fisheries and Oceans Canada. After completion of the first three year agreement (ending March 31, 2018), a new grant has been applied for through the federal Great Lakes Protection Initiative fund (replaces Great Lakes Sustainability Fund). This project will continue on from the first agreement by extending the existing receiver array, putting transponders in more fish, and using a more sophisticated receiver array that can be moved to target certain events (e.g spring walleye spawning).

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	95,000	45,000	40,000	10,000							
Purchased Services	128,500	57,250	57,000	14,250	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-				-	-	-	-	-	-	-
Contingency	-										
Total Costs	223,500	102,250	97,000	24,250	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	223,500	102,250	97,000	24,250							
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	223,500	102,250	97,000	24,250	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

The Fish Telemetry budget runs April 1 - March 31, but costs have been adjusted for this table to match the calendar budget. The current project is budgeted out until March 31, 2021 but it is anticipated there will still be need for a project and budget beyond that date. The extent of the need is not known at the time and cannot yet be projected. It will likely not extend all the way to 2028.

Partnership Project
Hamilton Harbour LID

Science and Partnerships

Project Description/Rationale
UNCONFIRMED - Some of this funding may extend into 2020 as this project start has been delayed as a result of the provincial election. The project is aimed at encouraging private landowners in the hamilton harbour watershed to undertake LID projects on their properties. Note that this is a joint application with HCA. We are the lead applicant and $10,000 will be sent to HCA for their staff salaries.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	10,000	10,000									
Materials & Supplies	15,750	15,750									
Purchased Services	-	3,750						-	-	-	-
Financial, Leases, Rentals	-										
Other		10,500						-	-	-	-
Contingency	-										
Total Costs	25,750	40,000	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	40,000	40,000									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other					-	-	-	-	-	-	-
Total Funding	40,000	40,000	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

$10,250 - HCA staff salaries and mileage, $250 for CH mileage.

Partnership Project
MTO Redside Dace Overall Benefit

Science and Partnerships

Project Description/Rationale
This is an overall benefit project being delivered on behalf of MTO. Funds will be used to cover staff salaries and to improve Redside Dace habitat in 2 tributaries of Sixteen Mile Creek. We are in the final stages of negotiation.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	89,424	26,739	27,139	27,546	2,000	2,000	4,000				
Materials & Supplies	33,000	8,000	25,000								
Purchased Services	55,000	-	10,000	45,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	3,000	1,000	1,000	1,000	-	-	-	-	-	-	-
Contingency	-										
Total Costs	180,424	35,739	63,139	73,546	2,000	2,000	4,000	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	180,424	35,739	63,139	81,546	-	-	-	-	-	-	-
Total Funding	180,424	35,739	63,139	81,546	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

At this point we're still negotiating the contract, but I believe we will be receiving the $8000 for the monitoring reports up from at the end of year 3.

Partnership Project
Hamilton Harbour Stewardship

Science and Partnerships

Project Description/Rationale
Implement water quality and habitat improvement projects in the Hamilton Harbour watersheds in an effort to reduce sediment and phosphorus inputs to the Hamilton harbour.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	15,000	15,000									
Materials & Supplies	12,000	12,000									
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other	1,800	1,800						-	-	-	-
Contingency	-										
Total Costs	28,800	28,800	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other		28,800			-	-	-	-	-	-	-
Total Funding	-	28,800	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

$400 for training, $400 for mileage, $1000 for event. Funding is a joint grant to Environment Canada. Hamilton CA is hte lead applicant, so funds are funnelled th

Partnership Project
Red Mulberry Halton

Science and Partnerships

Project Description/Rationale
Conservation Halton aims to locate historical and new records of Red Mulberry within the known occupied areas, assess health and through the use of DNA barcoding determine if trees are Red Mulberry or hybridized species. Restoration efforts to remove the exotic White Mulberry and its hybrids will be employed along with propagation of pure Red Mulberry to improve recovery of the species.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	8,206	8,206									
Materials & Supplies	6,628	6,628									
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other		2,000						-	-	-	-
Contingency	-										
Total Costs	14,834	16,834	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	16,834	16,834									
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other					-	-	-	-	-	-	-
Total Funding	16,834	16,834	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

The $2000 expenditures are related to mileage costs and promotional costs which may be Purhcased Services or Materials and Supplies

Partnership Project
Red Mulberry Hamilton

Science and Partnerships

Project Description/Rationale
Erin will be supporting HCA on the delivery of their Red Mulberry Species at Risk Stewardship Fund project.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	3,177	3,177									
Materials & Supplies	-										
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other								-	-	-	-
Contingency	-										
Total Costs	3,177	3,177	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other		3,177			-	-	-	-	-	-	-
Total Funding	-	3,177	-	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

HCA holds the grant, we will need to invoice them for this contribution.

Capital Project Summary

Science & Partnerships

Description	2019 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							
Emerald Ash Borer	1,154,000			1,154,000			
Total Capital Expenditures	**1,154,000**	**-**	**-**	**1,154,000**	**-**	**-**	**-**

Capital Project
Emerald Ash Borer

Science and Partnerships

Project Description/Rationale											
Continued role out of the EAB Capital program approved in 2018.											
Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	2,241,185	261,120	266,342	271,669	277,103	282,645	288,298	294,064	299,945		
Materials & Supplies	-										
Purchased Services	4,620,815	892,880	577,658	532,331	526,897	551,355	545,702	499,936	494,055	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-
Total Funding	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Note: Please note revised role out model, to improve operational delivery of this program, CH has elected to significantly reduce the staffing element and increase outsourced contractor support for delivery of this program. Capital costs approved in the 2018 Business Plan remain unchanged.

Innovation & Project Management Office

Departmental Business Plans

The team includes the newly established Project Management Office (PMO). This broad range of departmental specialists delivers across multiple areas of our Strategic Plan supporting long term financial planning through the delivery of Master Plans and Strategic Plans that guide the management of our assets. Our PMO team supports long-term financial sustainability through delivering capital infrastructure projects as well as developing long term land management plans, as well as developing and implementing major scale ecological restoration and enhancement projects.

Key Objectives 2019

- BOYNE SIXTEEN MILE CREEK RESTORATION:
  Conservation Halton is a leader in ecological restoration and has committed to increasing the number of floodplain, wetland and watercourse restoration projects by 5-10 percent. To achieve this target and further build internal knowledge and capacity, Conservation Halton has the opportunity to project manage a significant restoration project in Milton on behalf of a developers group. The project, preliminary valued at $3 million, would be undertaken at full cost recovery from the landowners group and would be planned and implemented from 2018 to 2021.

- SPACE NEEDS ASSESSMENT:
  This initiative involves undertaking a comprehensive space needs assessment for staffing at Conservation Halton; undertake improvements at the former Museum Visitor Centre at Kelso; and develop a project plan and implementation schedule for construction at the former Field Office site to meet space needs.

Current Facilities

The department is responsible for the daily operation of the Administrative Offices from a janitorial perspective, the provision and support of administrative infrastructure (office furniture, maintenance etc). The 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 with a specific area of focus on larger scale, watershed benefitting ecological restoration and enhancement projects. With a base (staff) budget supported by tax, major deliverables are funded through externally sourced funds.

Project Management

Responsible for the delivery of project based work at CH and includes the delivery of 'park' based capital projects, master planning and provide a range of support services to teams in Science and Partnerships, Forestry and is developing support for other teams at CH.

Construction

Increasing a function of the PMO, CH construction support services provide operational support for small scale infrastructure work, oversight on asset management programs, support to other teams delivering construction projects and helps implement infrastructure projects of the PMO.

Innovation & PMO

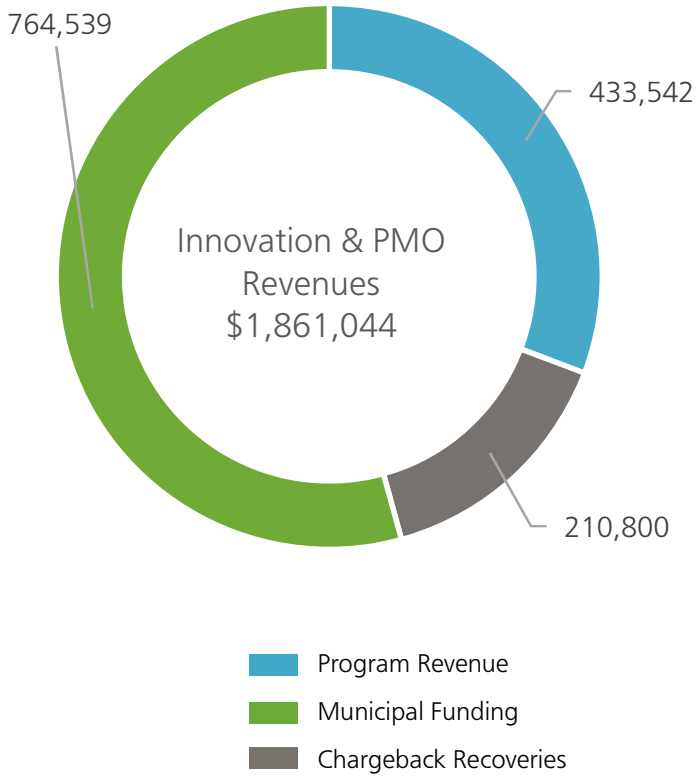
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	433,542	-	-	433,542	(216,106)	216,106
Provincial Funding	#DIV/0!	-	-	-	-	-	-
Other Funding	109.5%	452,163	-	-	452,163	(232,516)	215,853
Chargeback Recoveries	1.1%	210,800	-	-	-	2,314	208,486
Reserves		-					16,663
TOTAL REVENUES	**66.9%**	**1,096,505**	**-**	**-**	**885,705**	**(446,308)**	**657,108**
EXPENSES							
Administration Office Facility							
Salaries & Benefits	1.0%	75,899	-	-	-	720	75,179
Materials & Supplies	17.5%	47,000	-	-	-	7,000	40,000
Purchased Services	-2.8%	134,483	-	-	-	(3,817)	138,300
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.5%	257,382	-	-	-	3,903	253,479
Restoration							
Salaries & Benefits	39.5%	351,189	-	-	255,176	(155,821)	251,834
Materials & Supplies	-21.5%	23,980	-	-	23,980	(30,560)	30,560
Purchased Services	463.1%	172,965	-	-	170,765	(28,519)	30,719
Financial & Rent expense	0.0%	-	-	-	-	-	-
	75.1%	548,134	-	-	449,921	(214,900)	313,113

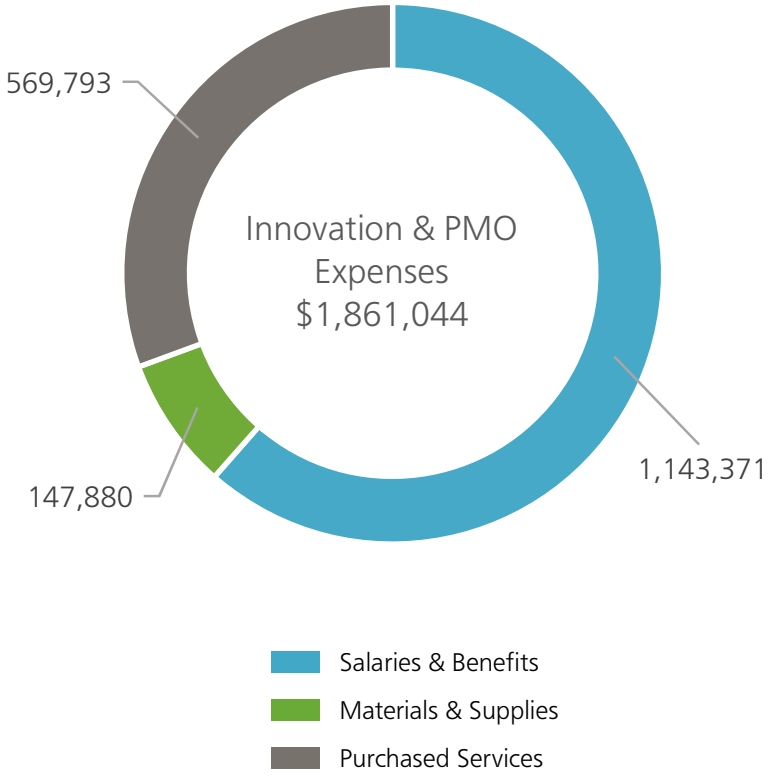
Innovation & PMO

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Project Management							
Salaries & Benefits	6.2%	281,603	-	-	-	16,498	265,105
Materials & Supplies	0.0%	4,000	-	-	-	-	4,000
Purchased Services	0.0%	9,500	-	-	-	-	9,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	5.9%	295,103	-	-	-	16,498	278,605
Construction							
Salaries & Benefits	-32.7%	177,262	-	-	-	(86,122)	263,384
Materials & Supplies	0.0%	62,500	-	-	-	-	62,500
Purchased Services	6.2%	68,500	-	-	-	4,000	64,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-21.0%	308,262	-	-	-	(82,122)	390,384
Partnership Projects							
Salaries & Benefits	595.7%	257,418			220,418		37,000
Materials & Supplies	-85.8%	10,400			(63,095)		73,495
Purchased Services	51.1%	184,345			62,324		122,021
Financial & Rent expense	0.0%	-			-		-
	94.5%	452,163	-	-	219,647	-	232,516
TOTAL EXPENSES	**26.8%**	**1,861,044**	**-**	**-**	**669,568**	**(276,621)**	**1,468,097**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**-5.7%**	**(764,539)**	**-**	**-**	**216,137**	**(169,687)**	**(810,989)**

Revenue & Expenses

Innovation & PMO





Project Management Office
Staffing Overview

Innovation & PMO

Project Management					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.3	-0.3		3.0	-0.3
Part-time/Contract	0.0			0.0	0.0
Total	3.3	-0.3	0.0	3.0	-0.3

The total 2019 staff complement is 3.0 FTE. The staff complement has decreased by .3 FTE with the following change:

Full time staff – As a result of a staffing review, the vacant Associate Director position has been removed in the 2019 Budget staff complement and responsibilities reassigned to other staff in the organization.

Project Management Office
Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	2.00%	2.40%	2.50%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

Provide a client focused project management support function	
Client satisfaction with PMO support	New initiative
Objective: Assess the value and customer responsiveness of the PMO through a customer focused survey.	

Manage projects effectively and efficiently	
Percentage of projects completed 'on time' and 'on budget'	New initiative
Objective: Demonstrate excellence in project management. Note: baseline not established as yet	

Restoration
Staffing Overview

Innovation & PMO

Restoration	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.0			1.0	0.0
Part-time/Contract	2.0	1.0		3.0	1.0
Total	3.0	1.0	0.0	4.0	1.0

The total 2019 staff complement is 4.0 FTE. The staff complement has increased by 1.0 FTE with the following change:

Part time staff – An increase of one staff is proposed for 2019 projects. Staff costs are being funding through the project funding received.

Restoration
Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	0.80%	0.40%	0.40%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Number of environmental partnership initiatives	2017	2016	2015
Number of partners	133	new in 2017	

Objective: Assesses level of cooperation with community agencies and stakeholders.

Construction
Staffing Overview

Innovation & PMO

Construction & Maintenance					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	2.0	-1.0		1.0	-1.0
Part-time/Contract	1.0			1.0	0.0
Total	3.0	-1.0	0.0	2.0	-1.0

The total 2019 staff complement is 2.0 FTE. The staff complement has decreased by 1.0 FTE with the following change:
Full-time - As a result of a staff reorganization in 2018 one full-time position was not replaced and has been removed from the 2019 staff complement.

Construction
Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	2.80%	2.80%	2.90%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Facilities
Staffing Overview

Innovation & PMO

Administration Office Facility					
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	1.0			1.0	0.0
Part-time/contract	0.0			0.0	0.0
Total	1.0	0.0	0.0	1.0	0.0

There is no change in the total 2019 staff complement for this program of 1.0 FTE.

Facilities
Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.00%	0.90%	0.90%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Provide a responsive facilities management service	2017	2016	2015
Number of helpdesk requests responded to	200	n/a	n/a

Objective: To measure customer service requests and performance in responding to them. Note: recording started in 2017

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Partnership Project Summary

Innovation & PMO

Description	2019 Capital Expenditures	Project Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Restoration Projects - Boyne	273,520			273,520			
Restoration Projects - various small projects	178,643			178,643			
Total Partnership Expenditures	**452,163**	**-**	**-**	**452,163**	**-**	**-**	**-**

Partnership Project
Boyne

Innovation & PMO

Project Description/Rationale
Conservation Halton is a leader in ecological restoration and has committed to increasing the number of floodplain, wetland and watercourse restoration projects by 5-10 percent. To achieve this target and further build internal knowledge and capacity, Conservation Halton has the opportunity to project manage a significant restoration project in Milton on behalf of a developers group. The project, preliminary valued at $3 million, would be undertaken at full cost recovery from the landowners group and would be planned and implemented from 2018 to 2023.

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	2,218,255	137,020	414,710	559,878	786,753	319,895	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	815,000	136,500	136,500	136,500	136,500	136,500	26,500	26,500	26,500	26,500	26,500
Contingency	91,000				30,333	30,333	30,333				
Total Costs	3,124,255	273,520	551,210	696,378	953,586	486,728	56,833	26,500	26,500	26,500	26,500
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	162,833	-	-	-	-	-	56,833	26,500	26,500	26,500	26,500
Capital Levy	-										
Debt Financing	-										
Other	2,961,422	273,520	551,210	696,378	953,586	486,728	-	-	-	-	-
Total Funding	3,124,255	273,520	551,210	696,378	953,586	486,728	56,833	26,500	26,500	26,500	26,500

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

The financial impact of the entire project will be covered by the landowners group, including a Conservation Halton project administrative fee. The cost estimates will be updated at key milestones throughout the full length of the project. The landowners shall deposit sufficient funds to a Trustee at various stages of the works and will make payment from the Security held for the CH works upon certificates and invoices.

Partnership Project
Star Oaks, Drumquin & Tremaine Road

Innovation & PMO

Project Description/Rationale
The Restoration team within the PMO are undertaking a number of ongoing restoration projects, supported by external funding. Star Oaks is a wetland and forest restoration in north Oakville being undertaken under a restoration agreement after these habitats were negatively impacted by a landowner. Drumquin Park is a significant project over 2 phases being undertaken in partnership with the Town of Milton to restore a section of creek including the removal of a weir structure, ecological improvements to the function of the creek and floodplain and support an overall benefit program for Silver Shiner. Tremaine Rd/James Snow Parkway Restoration is a compensation project being undertaken in respect to Regional Infrastructure projects associated with these road improvements

Project Budget

Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	79,267	10,400	59,526	8,437	452	452					
Purchased Services	301,824	57,095	236,431	2,766	2,766	2,766	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	405,536	111,148	172,027	38,817	38,161	38,383	3,500	3,500	-	-	-
Contingency											
Total Costs	786,627	178,643	467,984	50,020	41,379	41,601	3,500	3,500	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	113,105	-	13,210	9,915	41,379	41,601	3,500	3,500	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	673,522	178,643	454,774	40,105	-	-	-	-	-	-	-
Total Funding	786,627	178,643	467,984	50,020	41,379	41,601	3,500	3,500	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Funding source for Tremaine Rd and James Snow due to be signed summer 2018
Funding in Minutes of Settlement for Star Oaks
Funds for Drumquin to be received in 2018 and then reserves formed at the end of 2018 for 2019

Capital Projects Summary

Innovation & PMO

Description	2019 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							
Administration Office	150,000					150,000	
Giant's Rib Geopark	100,000			100,000			
Glenorchy	15,151			12,700		2,451	
Total Capital Expenditures	**265,151**	**-**	**-**	**112,700**	**-**	**152,451**	**-**

Capital Project
Administration Office

Innovation & PMO

Project Description/Rationale											
During 2017/18 a Landscape Master Plan was developed to support infrastructure and landscape improvements to the exterior environment of the Administration Office on Britannia Road. This capital request is to implement these measures over 5 phases.											
Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Total Funding	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Year One addresses major existing defects (driveway) and provides detail design. Years 2 - 5 are implementation phases. Exact price breakdown will be refined through year one detailed design. Grant aid opportunities reflect design elements that can be implemented if funding is available; if no funding is available, these elements will not be implemented.

Capital Project
Giants Rib Geopark

Innovation & PMO

Project Description/Rationale											
Implementing the Strategic Priority of the Giants Rib GeoPark system. This project will develop the concept to roll out.											
Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-
Total Funding	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

This is to support the implementation of a Concept Giants Rib GeoPark system. This initial capital investment will support materials and a website development.

Capital Project
Glenorchy

Innovation & PMO

Project Description/Rationale
The 2008 Glenorchy Conservation Area Master Plan established an ambitious program of restoration activities on this CH managed (Provincially owned) property in north Oakville. This capital project refects the completion of grant aid supported projects to establish a grassland and wetland and to manage invasive species. It also reflects an ongoing agreement to manage this grassland area through compensation agreement (over 20 years) with the Region of Halton to offset the impact of the Burnhamthorpe Road/William Halton Parkway construction which impacted habitat of the Bobolink and Eastern Medowlark both of which, and their habitats are protected under the Endangered Species Act.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-										
Materials & Supplies	500		500								
Purchased Services	12,878	5,189	7,689	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	12,258	9,962	2,296	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	25,636	15,151	10,485	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves (itemize below)	12,936	2,451	10,485	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other (itemize below)	12,700	12,700	-	-	-	-	-	-	-	-	-
Total Funding	25,636	15,151	10,485	-	-	-	-	-	-	-	-

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Funding Soures are already secured Foundation funding (2019) and MOU between CH and Region of Halton (2019 - 2028) for $72,413

Watershed Management & Support Services Operations

The following programs are managed by Conservation Areas staff. The program costs are related to Watershed Management & Support Services Operations (WMSS) only.

Forestry Operations

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

Property Management

The department provides management of all CH property 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 an operational security services (alarm, lock and securing premises as well as 24/7/365 on call) and risk (incident support and documentation, risk based 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 CH.

WMSS Vehicle & Equipment Operations

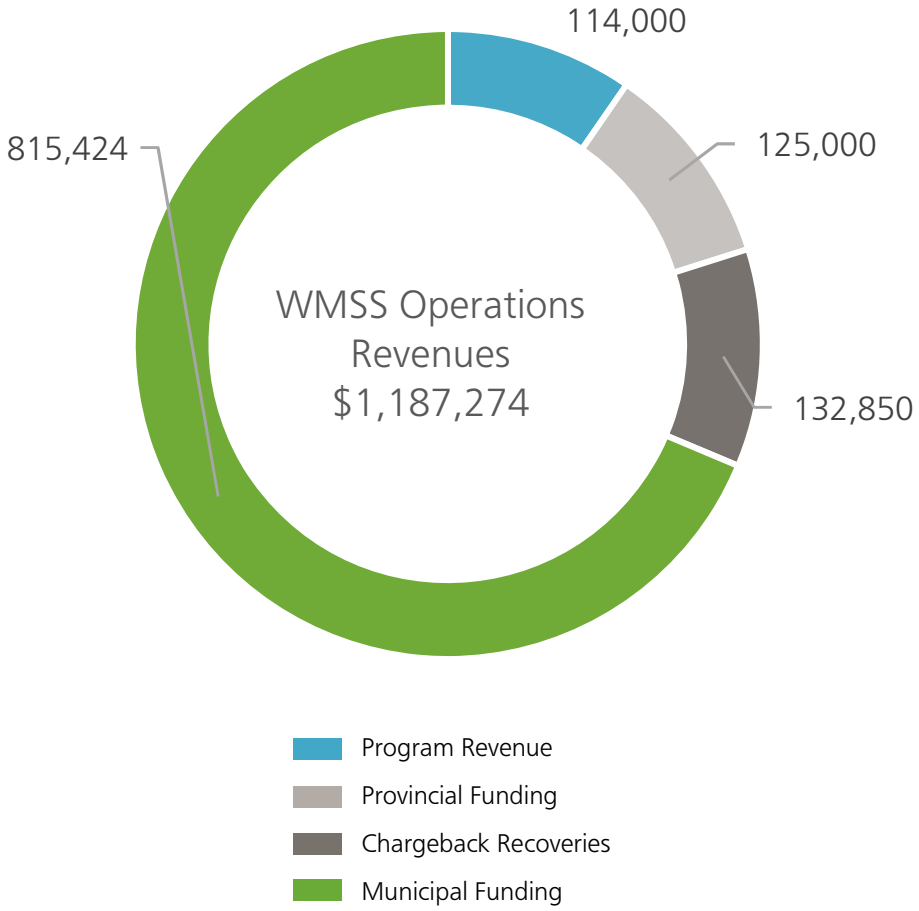
Vehicle and equipment are maintained by staff in a state of good repair. Staff also coordinate the replacement of the asset or an assessment if the asset is no longer needed at the end of the useful life of the asset.

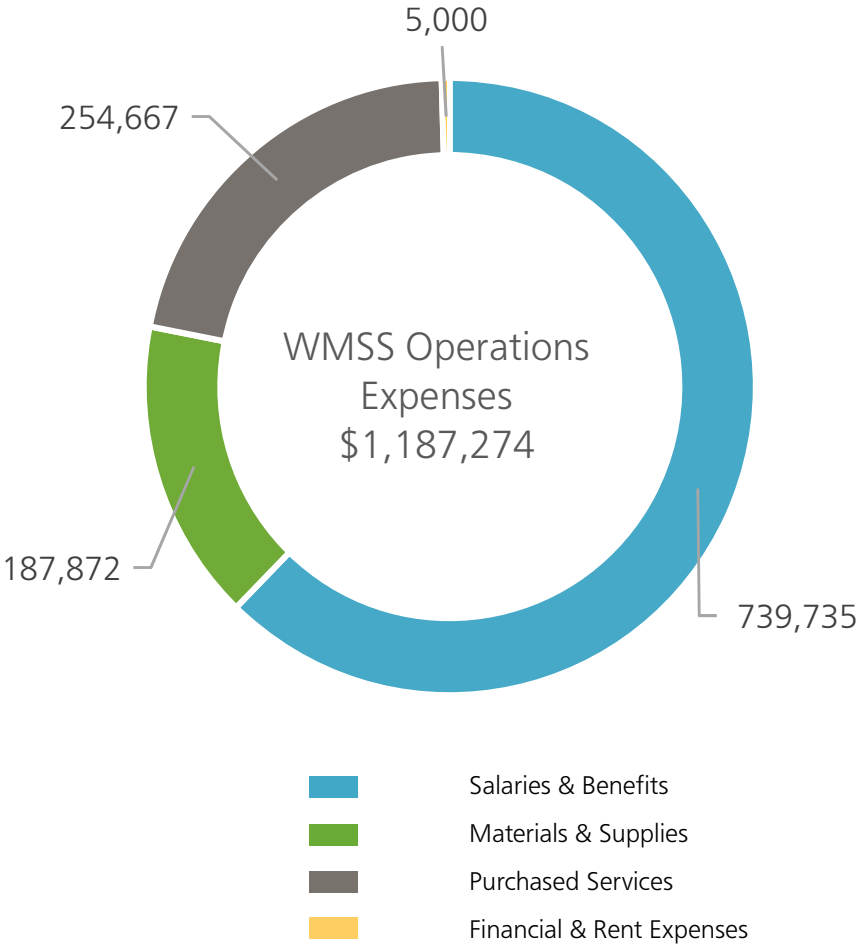
WMSS Operations

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	114,000	-	-	-	-	114,000
Provincial Funding	0.0%	125,000	-	-	-	-	125,000
Other Funding	#DIV/0!	-	-	-	-	-	-
Chargeback Recoveries	-28.4%	132,850	-	-	-	(52,750)	185,600
Reserves							
TOTAL REVENUES	**-12.4%**	**371,850**	**-**	**-**	**-**	**(52,750)**	**424,600**
EXPENSES							
Property Management							
Salaries & Benefits	-100.0%	-	-	-	-	(41,448)	41,448
Materials & Supplies	0.0%	72,000	-	-	-	-	72,000
Purchased Services	6.4%	166,900	-	-	-	10,000	156,900
Financial & Rent expense	0.0%	-	-	-	-	-	-
	-11.6%	238,900	-	-	-	(31,448)	270,348
Forestry							
Salaries & Benefits	-6.3%	444,538	-	-	-	(29,886)	474,424
Materials & Supplies	0.0%	7,000	-	-	-	-	7,000
Purchased Services	0.0%	22,600	-	-	-	-	22,600
Financial & Rent expense	0.0%	5,000	-	-	-	-	5,000
	-5.9%	479,138	-	-	-	(29,886)	509,024

WMSS Operations

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Security							
Salaries & Benefits	1.8%	272,797	-	-	-	4,713	268,084
Materials & Supplies	#DIV/0!	-	-	-	-	-	-
Purchased Services	0.0%	3,500	-	-	-	-	3,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.7%	276,297	-	-	-	4,713	271,584
WMSS Vehicles							
Salaries & Benefits	#DIV/0!	22,400	-	-	22,400	-	-
Materials & Supplies	1.4%	108,872	-	-	-	1,500	107,372
Purchased Services	24.2%	61,667	-	-	12,000	-	49,667
Financial & Rent expense	0.0%	-	-	-	-	-	-
	22.9%	192,939	-	-	34,400	1,500	157,039
TOTAL EXPENSES	**-1.7%**	**1,187,274**	**-**	**-**	**34,400**	**(55,121)**	**1,207,995**
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**4.1%**	**(815,424)**	**-**	**-**	**(34,400)**	**2,371**	**(783,395)**


114,000
125,000
815,424
WMSS Operations
Revenues
$1,187,274
132,850
Program Revenue
Provincial Funding
Chargeback Recoveries
Municipal Funding


5,000
254,667
WMSS Operations
Expenses
$1,187,274
187,872
739,735
Salaries & Benefits
Materials & Supplies
Purchased Services
Financial & Rent Expenses

Forestry Operations
Staffing Overview

WMSS

Forestry Operations	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	4.3	-0.3		4.0	-0.3
Part-time/Contract	1.0			1.0	0.0
Total	5.3	-0.3	0.0	5.0	-0.3

The total 2019 staff complement is 5.0 FTE. The staff complement has decreased by .3 FTE with the following change:

Full time staff – As a result of a staffing review, the vacant Associate Director position has been removed from the the 2019 Budget staff complement and responsibilities have been reassigned to other staff in the organization .

Forestry Operations
Key Performance Indicators

WMSS

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	1.60%	2.20%	2.20%

Security
Staffing Overview

WMSS

Security					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	3.3	-0.3		3.0	-0.3
Part-time/Contract	0.0			0.0	0.0
Total	3.3	-0.3	0.0	3.0	-0.3

The total 2019 staff complement is 3.0 FTE. The staff complement has decreased by .3 FTE with the following change: Full time staff – As a result of a staffing review, the vacant Associate Director position has been removed in the 2019 Budget staff complement and responsibilities reassigned to other staff in the organization.

Security
Key Performance Indicators

WMSS

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.30%	2.90%	2.80%

Parks & Recreation

Departmental Business Plans

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 comprising of annual/seasonal pass sales, daily access fees, educational visit fees, and lesson/ camp registrations. Major themes addressed within the 2019 Operational and Capital budget proposals include: improved service delivery, addressing aging infrastructure, and accounting for recent legislative changes affecting seasonal wages. Long term planning focused on environmental and fiscal sustainability will remain a funded priority for senior Conservation Halton and Parks and Recreation staff. Gaining design and cost certainty for the Conservation Halton Board of Directors endorsed Developer Contribution funded capital projects will be a key deliverable for 2019. These projects are Kelso/Glen Eden water/wastewater infrastructure, Kelso/Glen Eden Recreation Centre & Sport Arrival Centre, and Crawford Lake Interpretive and Education Centre and are crucial to the long term success of Conservation Halton's Park system.

Key Objectives 2019

- ESCARPMENT RIM TRAIL WORKS:
  This initiative supports the Niagara Escarpment rim/trail improvements within Conservation Halton's active use park system. Increased visitation to Conservation Parks has created stress to the natural areas surrounding escarpment trails and viewing areas. Funding and resources will be used to implement trail and viewing solutions that will positively impact environmental, trail delineation, and viewing area challenges.

- MILTON HEIGHTS CONSERVATION AREA:
  This initiative supports the development of a new Conservation Area – Milton Heights Conservation Area. This will be Conservation Halton's eighth active use park and will be themed around the opportunity for families and their pets to enjoy our natural setting. Park infrastructure and operations will take every reasonable effort to engage 'green' construction methods, business practices, and operational functions. Funding and resources will be used to engage Park design, planning/permitting, and infrastructure requirements.

- MOUNT NEMO CONSERVATION AREA CAPITAL WORKS:
  Over recent years annual visitation at Mount Nemo has grown to over 33,000 in 2017 from 15,000 in 2013. Halton Region residents enjoy the easy walking trails to Brock Harris lookout on the edge of the Niagara Escarpment. Over 200 climbing routes on the Niagara Escarpment face make Mount Nemo one of the premier climbing destinations in Ontario. Infrastructure at Mount Nemo has reached a reasonable life span and does not meet visitor needs or expectations. Parks and Recreation staff are planning the construction of a new gatehouse allowing for easier interactions with Park visitors and alleviating access issues. The addition of a four season accessible washroom will allow for a better visitor experience throughout the year. Staff are submitting a grant application to the Enabling Accessibility Fund in support of these works.

- DEVELOPER CONTRIBUTION CAPITAL PROJECT PLANNING:
  In support of the Conservation Halton Board of Directors endorsed Developer Contribution projects (Kelso/GE Water/Waste Water Infrastructure, Kelso / GE Recreation Centre and Sport & Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2019 is required to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10 Year Capital Forecasts associated with these significant projects. Funding of these efforts are to be provided from the Developer Contribution Funds collected by Halton Region on behalf on Conservation Halton.

Kelso/Glen Eden

Kelso/Glen Eden offers a variety of recreational programs & activities including mountain biking & cyclocross races, boat rentals, summer camps, skiing & snowboard lessons, 3 terrain parks, picnic and camping sites, food services and special events. Kelso/ Glen Eden has a dedicated team that is divided into departments: Operations, Visitor Safety, Programs & Services and Visitor Services. The team operates 364 days a year providing recreational programming. Total Kelso/GE visitation for 2017 exceeded 500,000. Corporate Motor Pool services are provided through the Kelso/GE Operational team.

Crawford Lake/Mountsberg/Robert Edmondson

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Providing educational programs to approximately 55,000 school children annually with topics ranging from, life in a longhouse village, to maple syrup, and owl prowls. These parks offer education based family programs, Christmas Town, our Iroquoian village, a birds of prey compound, animal barn and Maple Town. 2017 total visitation exceeded 190,000.

Hilton Falls/Rattlesnake Point/Mount Nemo

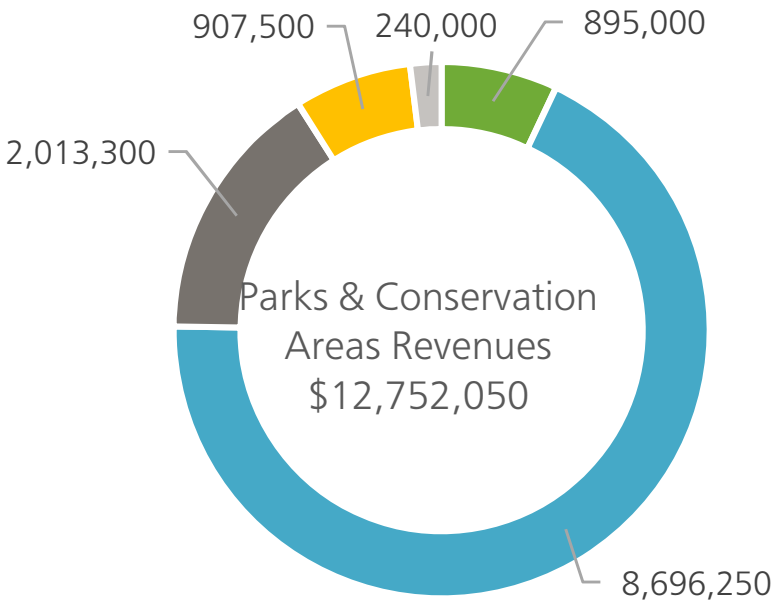
Hilton Falls, Rattlesnake Point and Mount Nemo staff are responsible for the overall management of the 3 Conservation Areas. This includes the maintenance of park infrastructure (including 55 km of trails), Annual Membership Program for the Conservation Lands, customer service program, any special events, signage, marketing, and capital projects. The areas have seen visitation double since 2012 so the staff are also responsible for monitoring the impacts to the environment, and improving customer service processes. Priorities for the staff is to implement a Visitor Impact Monitoring Program across the division, increase our Corporate Membership sales and increase the number of special events while remaining cost effective.
2017 total visitation exceeded 350,000.

Parks & Conservation Areas

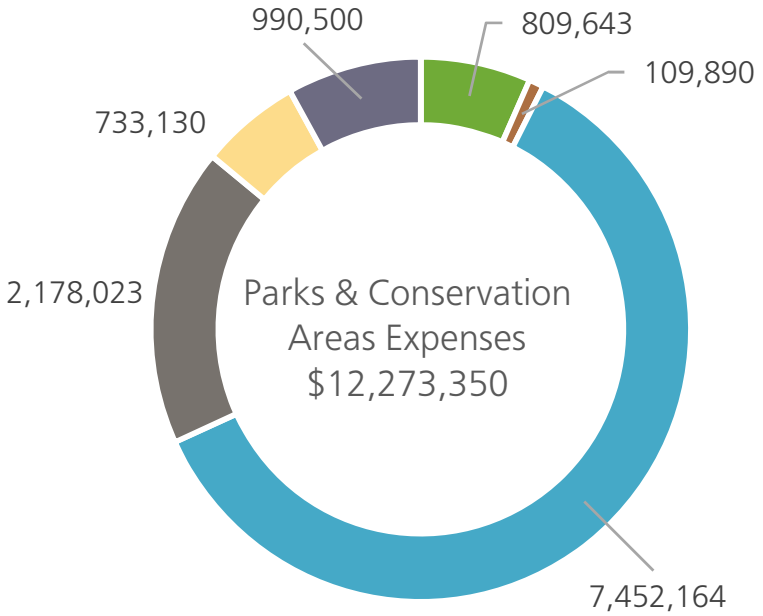
Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Conservation Lands	7.2%	895,000	-	-	-	60,000	835,000
Kelso/Glen Eden	9.6%	8,696,250	-	-	(100,000)	859,000	7,937,250
Crawford Lake/Mountsberg/Robert Edmondson	5.8%	2,013,300	-	-	66,000	45,000	1,902,300
Hilton Falls/Mount Nemo/Rattlesnake Point	21.5%	907,500	-	-	-	160,500	747,000
Municipal Funding - education		240,000	-	-	-	47,646	192,354
	9.8%	12,752,050	-	-	(34,000)	1,172,146	11,613,904
EXPENSES							
Conservation Lands	22.7%	809,643	-	-	139,100	10,723	659,820
Vehicles	0.0%	109,890	-	-	-	-	109,890
Kelso/Glen Eden	10.5%	7,452,164	-	-	133,294	572,837	6,746,033
Crawford Lake/Mountsberg/Robert Edmondson	5.0%	2,178,023	-	-	-	104,400	2,073,623
Hilton Falls/Mount Nemo/Rattlesnake Point	11.4%	733,130	-	-	5,000	69,772	658,358
Chargeback		990,500	-	-	-	(65,286)	1,055,786
	8.6%	12,273,350	-	-	277,394	692,446	11,303,510
PROGRAM SURPLUS (MUNICIPAL FUNDING)	**54.2%**	**478,700**	**-**	**-**	**(311,394)**	**479,700**	**310,394**

Revenue & Expenses

Parks & Recreation



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



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

Kelso/Glen Eden
Staffing Overview

Parks & Recreation

Kelso / Glen Eden	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	21.2	2.0		23.2	2.0
Part-time/Contract	73.4	0.2		73.6	0.2
Total	94.6	2.2	0.0	96.8	2.2

The total 2019 staff complement is 96.8 FTE. The staff complement has increased by 2.2 FTE with the following changes:
Full time staff – Staffing has been increased by two full time positions to assist with increased Lift and Facilities Maintenance service delivery needs at the park.

Part time staff – Staffing has been adjusted to assist with park seasonal programs.

Crawford Lake/Mountsberg/Robert Edmondson Staffing Overview

Parks & Recreation

Crawford Lake / Mountsberg / Robert Edmondson					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	9.0			9.0	0.0
Part-time/Contract	18.8			18.8	0.0
Total	27.8	0.0	0.0	27.8	0.0

There is no change in the total 2019 staff complement for this program of 27.8 FTE.

Rattlesnake Point/Hilton Falls/Mount Nemo Staffing Overview

Parks & Recreation

Rattlesnake Point / Hilton Falls / Mount Nemo					
	2018 Approved FTE	**2019 Service Adjustment**	**2019 Reallocation of Staff**	**2019 Total FTE**	**Net Change 2019 vs 2018**
Full-time	5.0			5.0	0.0
Part-time/Contract	3.8	0.3		4.1	0.3
Total	8.8	0.3	0.0	9.1	0.3

The total 2019 staff complement is 9.1 FTE. The staff complement has increased by .3 FTE with the following change:

Part time staff – Staffing has been adjusted to assist with park seasonal programs.

Key Performance Indicators

Parks & Recreation

Percentage of Total FTEs	2017	2016	2015
Total program FTEs / Total organization FTEs	54.30%	53.60%	55.70%

Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.

Glen Eden revenue per skier/snowboarder visit	17/18 season	16/17 season	15/16 season
Glen Eden revenue / number of skiers/snowboarders	$23.91	$22.76	$18.90

Objective: Increase revenue per skier/snowboarder by 10% annually.

Park visitor satisfaction rate	2017	2016	2015
Total Park visitor satisfaction rate.	*note	*note	*note

Objective: Reach an average customer satisfaction rate of 90 percent.

Participation in all Conservation Halton recreation programs and events	17/18 season	16/17 season	15/16 season
Total number of participants / total capacity of programs and events	93%	92%	92%

Objective: Achieve participation rate of 80% in recreation programs and events.

*Note: Information is not currently available. Data is being collected to measure this Key Performance Indicator in the future.

Capital Projects Summary

Parks & Recreation

Description	2019 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							
CH Parks Infrastructure Projects	996,000			100,000		896,000	
Water/Wastewater Servicing	500,000			500,000			
Vehicle & Equipment Replacement - Conservation Areas	108,500					108,500	
Total Capital Expenditures	**1,604,500**	**-**	**-**	**600,000**	**-**	**1,004,500**	**-**

Capital Project
CH Parks Infrastructure Projects

Parks & Recreation

Project Description/Rationale
This Project Detail Sheet includes capital pertaining to GE Snowmaking & Electrical; GE Ski/Board Rental Replacement; Mount Nemo Four Season Restroom; Hilton Falls Observation Platform Repair; IT Infrastructure; Milton Heights Conservation Area, Kelso Site 6 Stair Replacement and Vehicle and Equipment replacement

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-	-									
Materials & Supplies	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Financial, Leases, Rentals	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	13,275,118	1,004,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372
Capital Levy	-										
Debt Financing	-										
Other	100,000	100,000	-	-	-	-	-	-	-	-	-
Total Funding	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372

Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)

Administration / staffing requirements needed for project completion are provided for in existing Operational Budget values.

Capital Project
Parks Developer Contribution Works

Parks & Recreation

Project Description/Rationale
In support of the Conservation Halton Board of Director endorsed Developer Contribution projects (Kelso/GE Water/Waste Water Infrastructure, Kelso / GE Recreation Centre and Sport & Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2019 is required to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10 Year Capital Forecasts associated with these significant projects. Funding of these efforts are to be provided from the Developer Contribution Funds collected by Halton Region on behalf on Conservation Halton.

Project Budget											
Description	**Total**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028+**
Costs											
Salaries & Benefits	-	-									
Materials & Supplies	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Financial, Leases, Rentals	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
Total Costs	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Conservation Halton FDN and other	4,605,975								2,238,925	1,000,000	1,367,050
Developer Contribution Fund	20,704,200	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	761,075	-	-
Total Funding	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050

Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)

Administration / staffing requirements needed for project completion are provided for in existing Operational Budget values.

Reserves

Reserves

Name of Reserve	Reserves Projected Balance Dec. 31, 2018	Contribution from Municipal Funding	Contirbution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2019
Watershed Management & Support Services							
Vehicle & Equipment	1,026,235	25,000			(200,212)		851,023
Building	190,879			75,000	(150,000)		115,879
Watershed Management Capital - Municipal Funds and Self Generated Funds	564,184			339,200	(565,794)		337,590
Watershed Management & Support Services Stabilization	702,413						702,413
Capital Projects - Debt Financing Charges	186,567						186,567
Legal	258,889						258,889
Water Festival	171,911					(22,120)	149,791
Land Securement	8,336	25,000					33,336
Property Management	93,900						93,900
Stewardship and Restoration	239,837				(2,451)	(15,000)	222,386
Conservation Areas							
Capital	2,311,351		478,700		(1,004,500)		1,785,551
Stabilization	854,568						854,568
Total Reserves	**6,609,070**	**50,000**	**478,700**	**414,200**	**(1,922,957)**	**(37,120)**	**5,591,893**

Reserves

Continuity

	RESERVE CONTINUITY									
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**
Watershed Management and Support Services										
Vehicle and Equipment	$ 851,023	$ 672,656	$ 530,094	$ 419,923	$ 338,003	$ 315,591	$ 351,093	$ 389,252	$ 360,278	$ 361,486
Building Reserve	115,879	92,590	150,454	200,778	244,499	214,448	291,544	82,403	156,066	245,766
Watershed Management - Capital Projects	337,590	316,853	693,365	742,325	434,855	171,321	36,790	54,567	317,246	655,046
Watershed Mgmt - Revenue Stabilization	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413	702,413
Debt Financing Charges	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567	186,567
Legal	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889	258,889
Community Outreach	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791	149,791
Land and Property Management	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236	127,236
Stewardship & Restoration	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386	222,386
Conservation Areas										
Conservation Areas - Revenue Stabilization	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568	854,568
Conservation Areas - Capital Reserve	1,785,551	1,161,786	836,137	987,601	1,550,655	1,840,178	3,925,456	4,299,403	5,910,478	6,900,862
TOTAL RESERVES	**$ 5,591,893**	**$ 4,745,735**	**$ 4,711,900**	**$ 4,852,477**	**$ 5,069,862**	**$ 5,043,388**	**$ 7,106,734**	**$ 7,327,475**	**$ 9,245,918**	**$ 10,665,010**