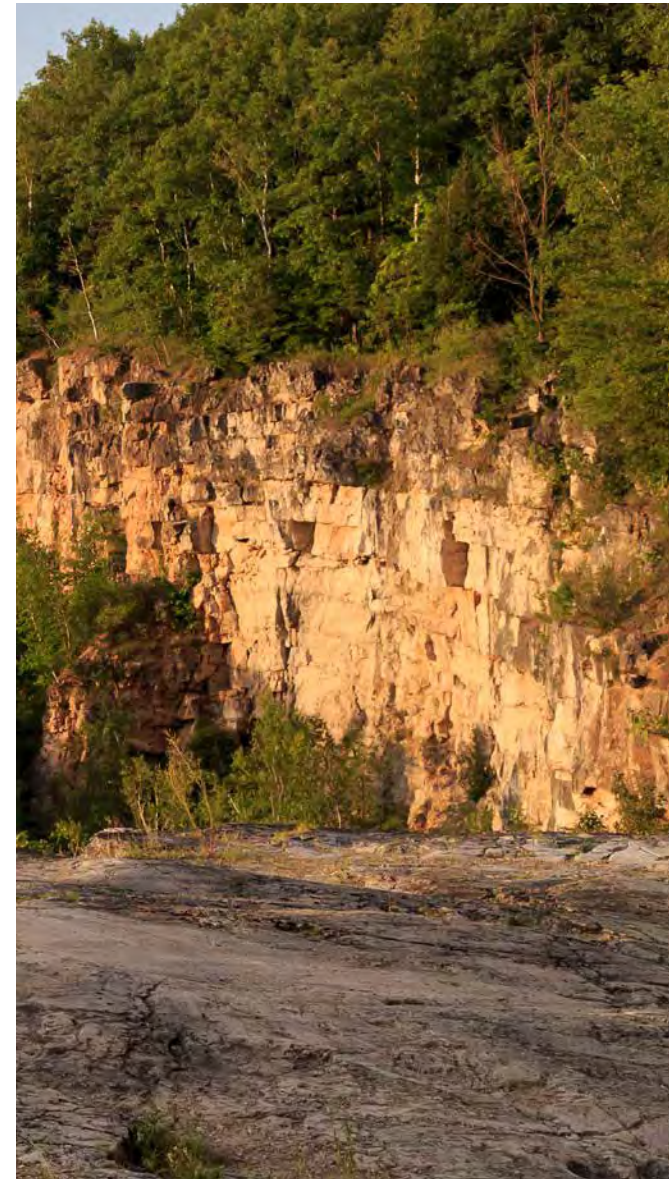


# CONSERVATION HALTON

## **2020 BUDGET & BUSINESS PLAN**



# Foreword

## Submitted by:

Hassaan Basit  
Chief Administrative Officer

## Prepared by:

Marnie Piggot, CPA, CA  
Director, Finance

Melissa Silber, CPA, CGA  
Manager, Accounting

Kimberly O'Malley, CPA, CGA  
Accounting Analyst

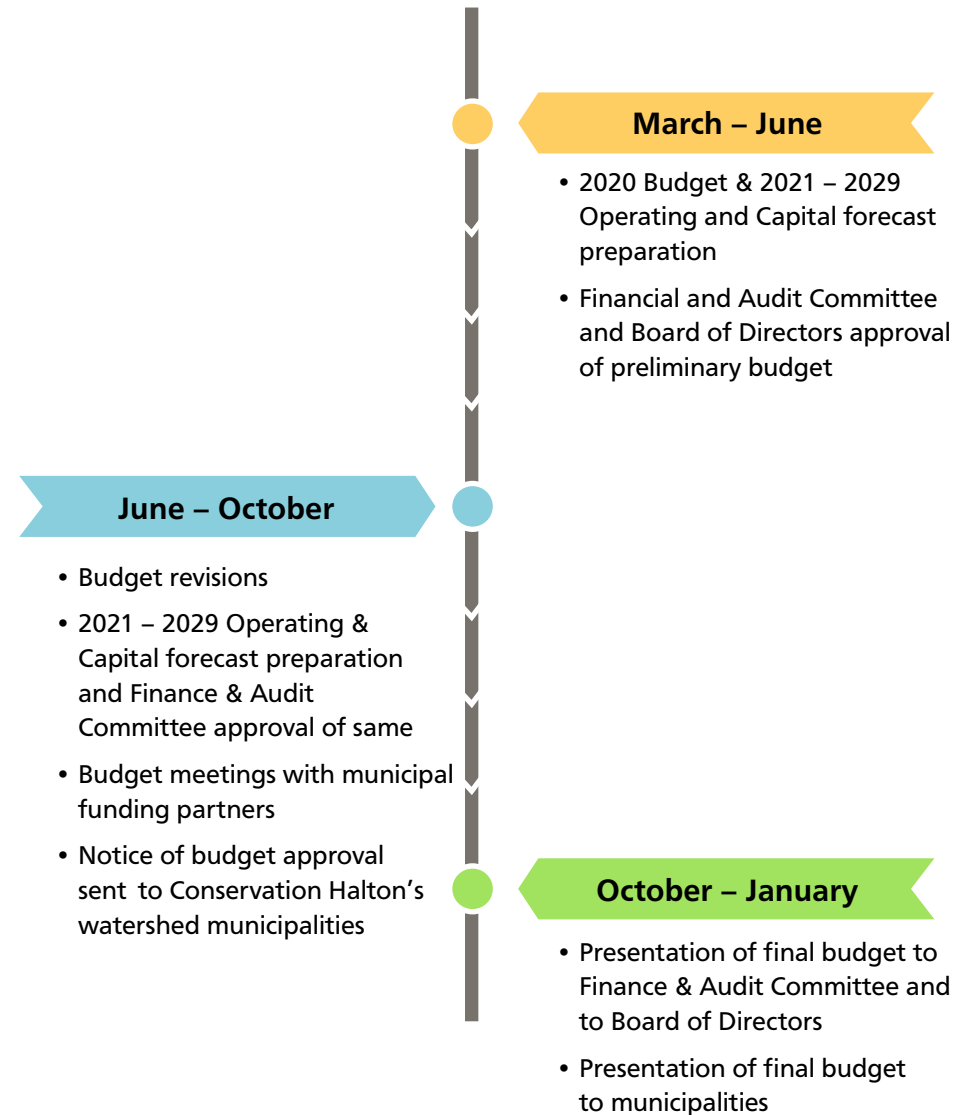
Brittany Theis  
Graphic Designer

## In Collaboration with:

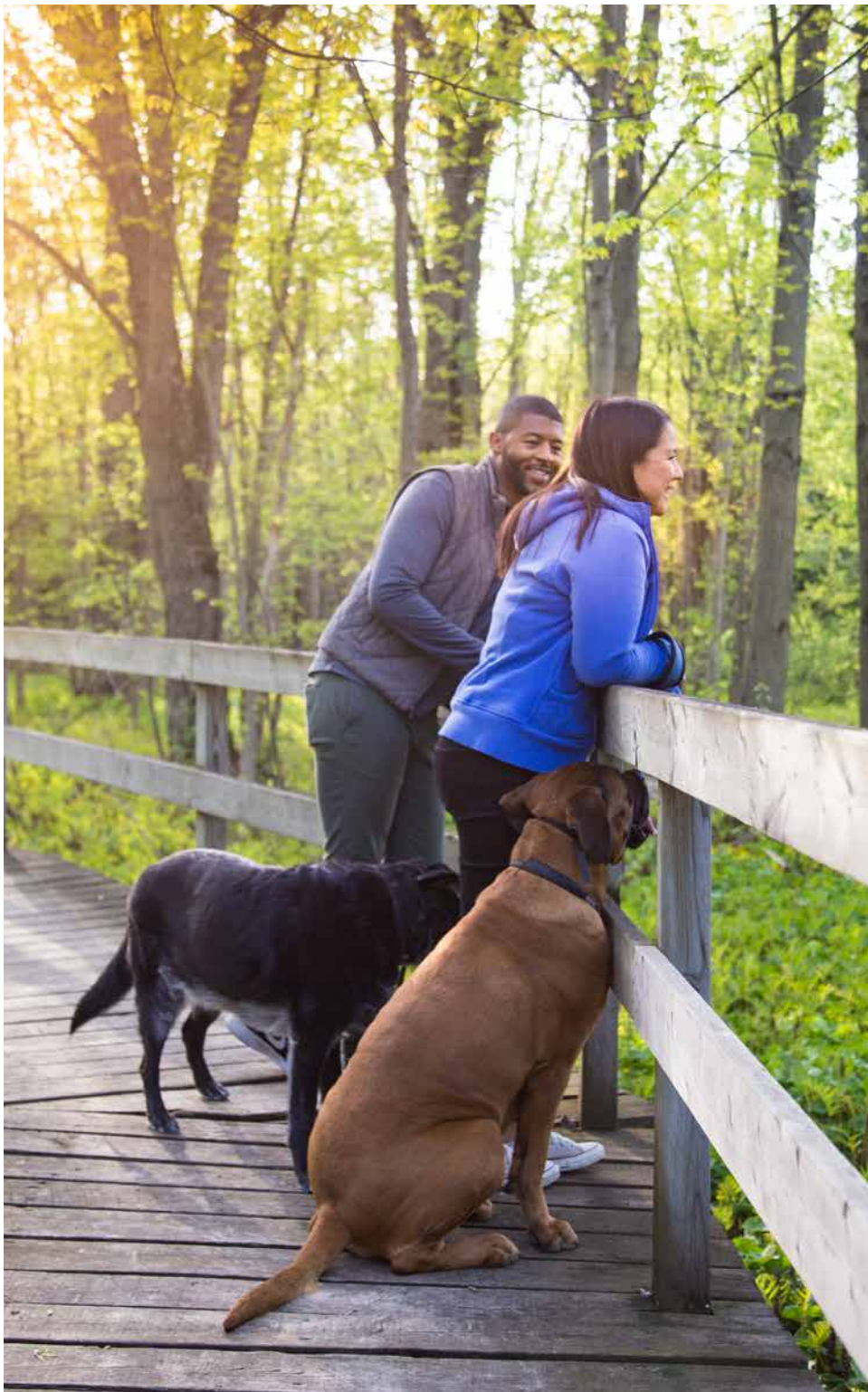
Senior Leadership Team and Departmental Staff from:

- Corporate Services
- Corporate Compliance
- Engineering
- Planning & Watershed Management
- Science & Partnerships
- Project Management Office
- Parks & Recreation

## 2020 Budget Preparation Timeline







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# INTRODUCTION

## Welcome Message

### Message from CAO Hassaan Basit

Our 2020 budget continues to enable progress on our strategic plan, Metamorphosis. One of our key objectives over the past three years has been a drive towards long term financial sustainability. The hard work we have done across the organization to ensure efficiency and transparency of our operations, our customer-centric approach to service delivery, and continued focus on our core priorities has resulted in a 2020 budget increase request to municipalities that ranges from 0 to 1.5%. This request is significantly lower than our forecast and below the guidelines offered by our municipal partners. It is also inclusive of the loss in provincial funding that impacted us in 2019 and had to be absorbed in our 2020 budget.

Along with tracking several Key Performance Indicators, which are shared through our Annual Report, this budget indicates that our strategy is working. As we look ahead to 2020, we are committed to investing sensibly in services that benefit our communities – maintaining flood control infrastructure, improving flood forecasting, reducing turn-around times for permits and plan reviews, investing in facilities and user experience at our parks, and taking significant strides towards modernizing our operations through technology. Our emphasis on programs that engage and involve our communities around Climate Change and help build resiliency will continue as strong as always through our education, forest management, environmental monitoring, stewardship and habitat restoration programs. We are also investing in our staff through a proactive talent management strategy, more training, better tools and workspaces, and a continued commitment on health, safety and wellness.

One of the key enablers of our success has been the backing of all our municipal partners, and especially the support of Halton Region in funding our hazard tree removal, asset management and floodplain mapping programs. On behalf of everyone at Conservation Halton, I would like to thank all our funders, supporters, customers, and most importantly our Board of Directors for their leadership in guiding us towards another successful year.





## About Conservation Halton

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Conservation Halton was established more than 60 years ago to protect our communities from flooding and erosion and manage and restore natural resources of the watershed. We have grown to become so much more. Today, it is our responsibility to prepare our communities for the impacts of climate change, support our partners in creating more sustainable communities, manage our natural areas and resources within the watershed, monitor and enhance the environmental health of our watershed and create opportunities to connect with nature through recreation and education. Here at Conservation Halton, you will find highly skilled and competent professional staff. Together, we are working to ensure a healthy watershed with clean streams, abundant forests and natural habitats that are in balance with our growing communities and engaged residents.



## 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 FOUR 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

### 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

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

### HALTON HILLS

Councillor Moya Johnson, *Vice-Chair*

Councillor Bryan Lewis

### MILTON

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

Mayor Gordon Krantz

### OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

## REGIONAL MUNICIPALITY OF PEEL

### MISSISSAUGA

Mr. Hamza Ansari

Mrs. Jean Williams

## CITY OF HAMILTON

Ms. Joanne Di Maio

Dr. Zobia Jawed

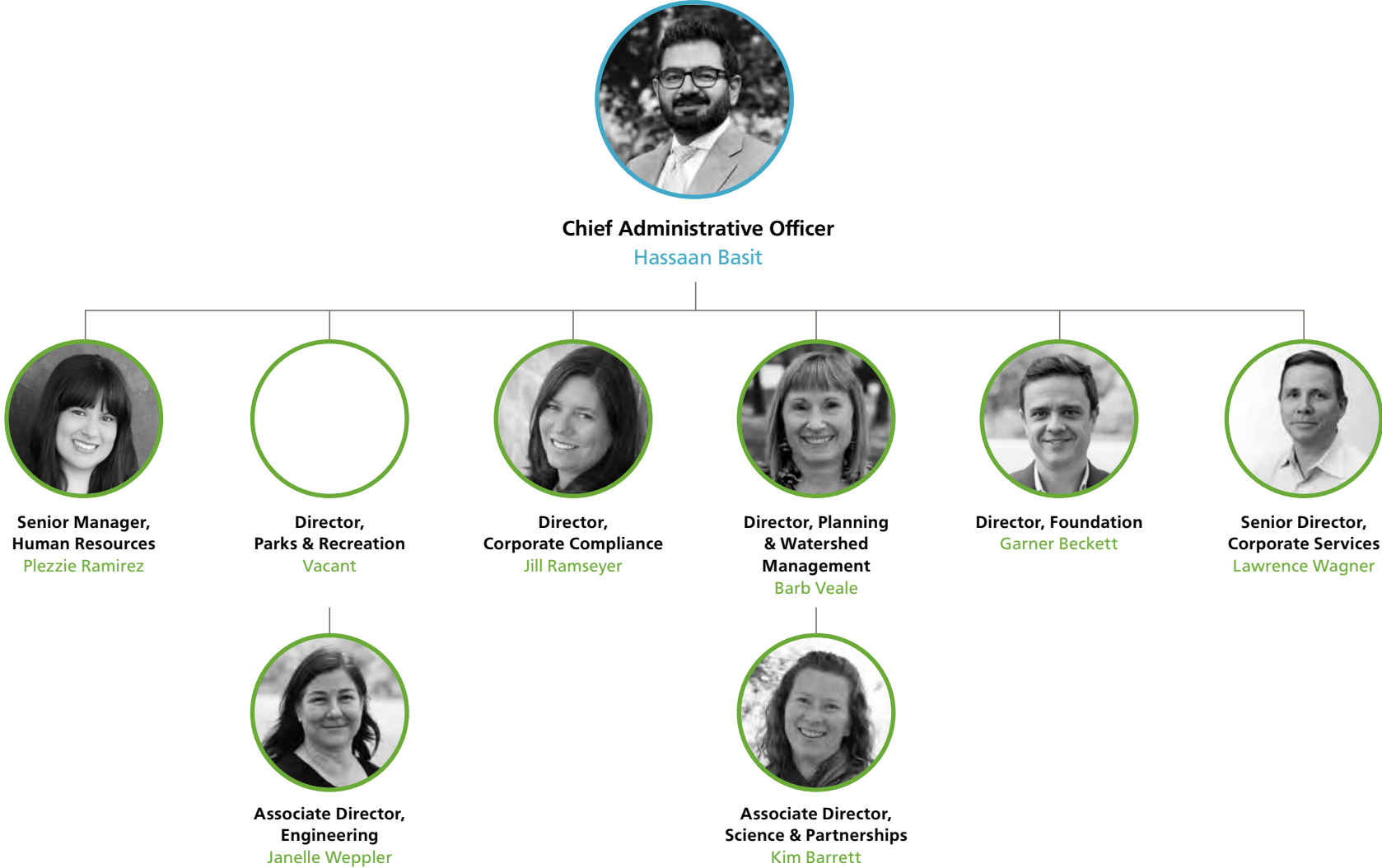
## TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour



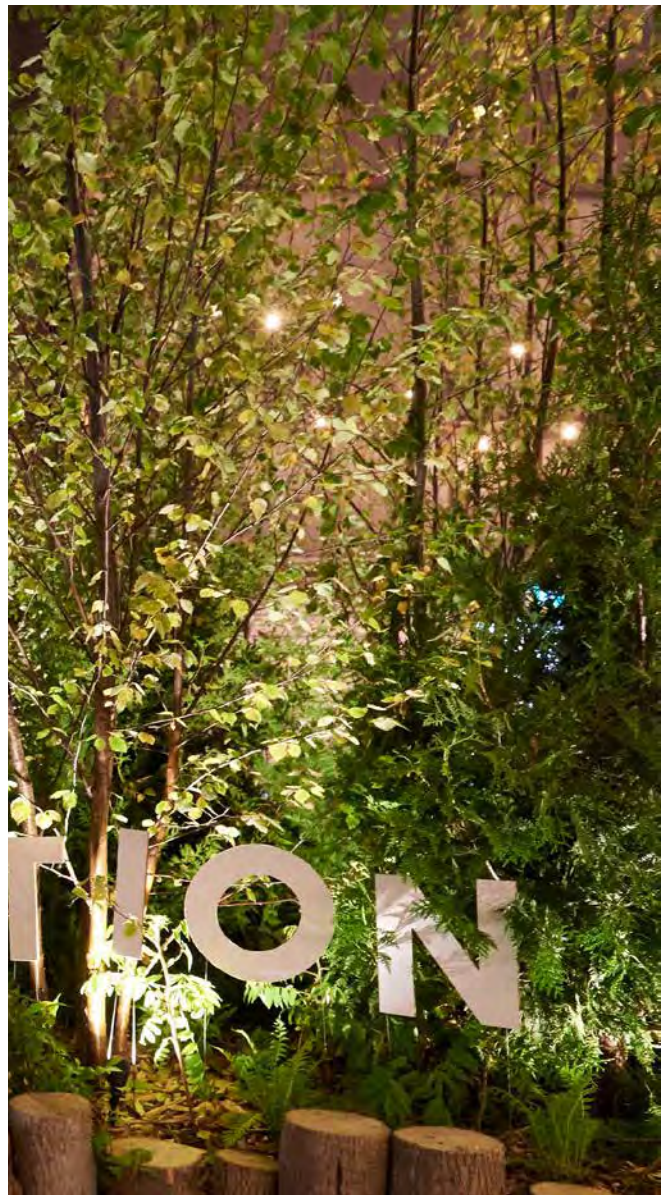


# Senior Leadership Team



The above organizational structure is as of November 2019



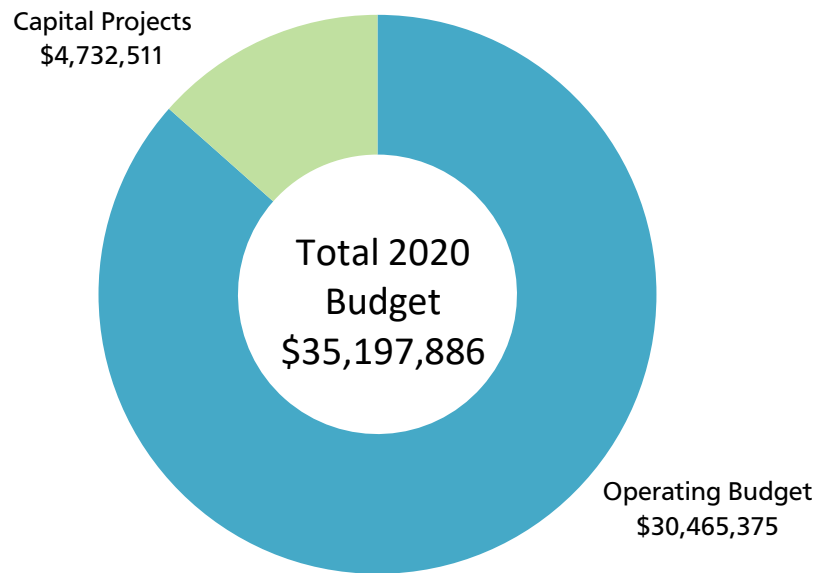


## EXECUTIVE SUMMARY



## Executive Summary

**Conservation Halton's 2020 operating and capital budget and 2021-2029 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.**



The 2020 budget addresses significant budget pressures as a result of operating and capital program funding reductions and increased costs from the implementation of a staff compensation review in a financially sustainable manner. The funding reductions and increases in expenses have been mitigated through departmental reviews resulting in operational efficiencies, a decrease of 2.6 staff FTE's, decreases in other expenses as well as increases in program revenue.

The 2020 budget continues to focus on meeting service level targets and the initiatives required to meet the key objectives in the Conservation Halton strategic plan, Metamorphosis. The 2020 budget provides for investments in our programs to enhance service delivery, digital transformation, watershed planning, floodplain mapping, flood forecasting, and park experiences. The total municipal funding increase of \$146,320 or 1.5% requested in the 2020 budget for operating and capital expenses and State of Good Repair Levy is within the regional guidelines received for 2020.

The 2020 operating budget maintains core programs and services offered by the Conservation Areas and in Watershed Management & Support Services. Watershed Management 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. Recreational and educational programs in our parks contribute to the health and well-being of

residents in our watershed and park visitors.

The capital budget provides for continued investment into maintaining our dams and channels infrastructure, maintaining building assets, updating floodplain mapping tools and addressing the impacts of the Emerald Ash Borer infestation. It

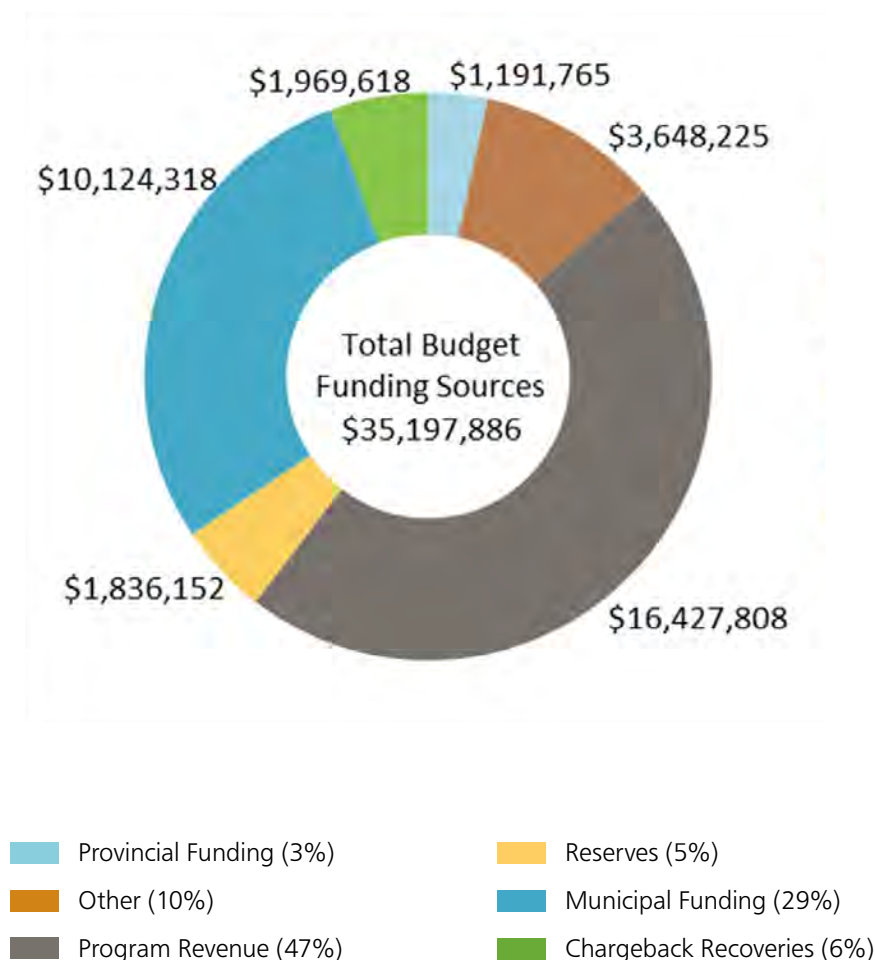
also provides funding for tools and technology to enable digital transformation and planning for the development of new infrastructure for a strong future in our parks.

Conservation Halton is proactive at looking for ways to increase self-generated revenues to mitigate the financial impact to our funding municipalities. Consistent with prior years the majority of funding is derived from self-generated revenues and less than one-third of the 2020 budget is municipal funding.

A key service target in Conservation Halton's Strategic Plan is to limit operating and capital municipal funding increases to regional budget guidelines. Staff have been proactive in achieving operational efficiencies through reductions in expenses and other sources of funding so that the increase in municipal operating funding is minimized to a 3.4% increase for operating expenses.

The operating and capital forecast has been prepared with municipal funding increases ranging from 4% to 4.5% annually. The municipal funding forecast 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 2020 budget includes Full Time Equivalent (FTE) staff of 246.7 FTE that are comprised of 113.2 FTE in Watershed Management & Support Services (WMSS) programs and 133.5

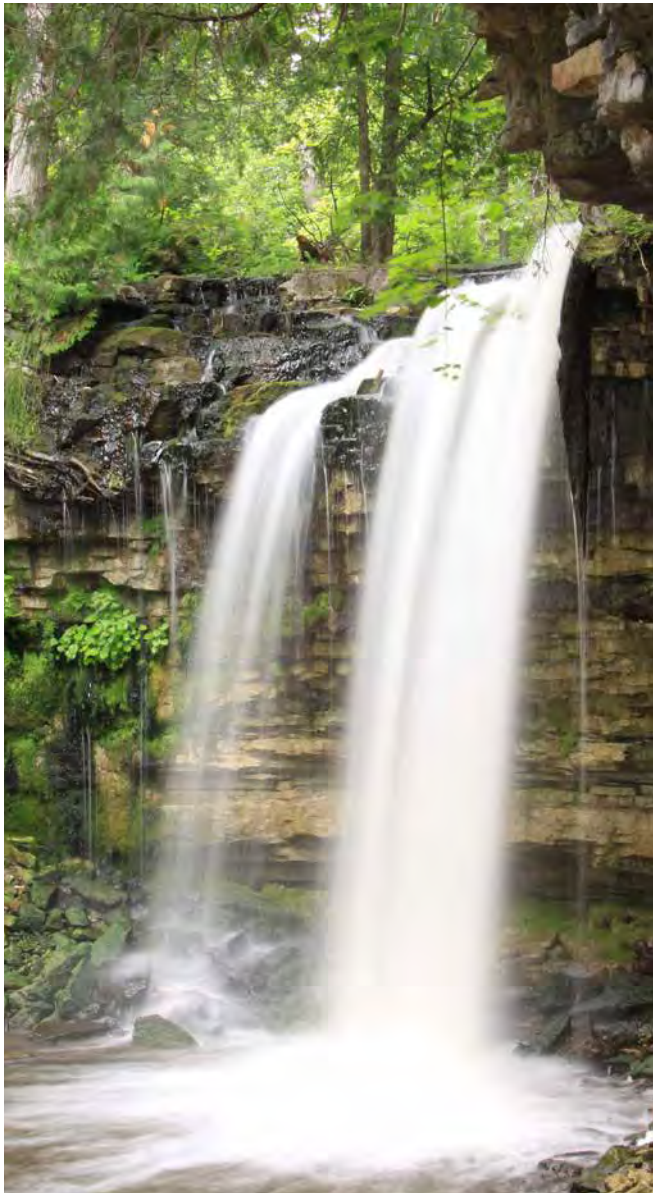




FTE in the Conservation Areas. The decrease in 2.6 total FTE's included in the 2020 budget consists of .4 FTE's in the WMSS programs and 2.2 FTE's in the Conservation Areas. Staffing is determined by the Senior Leadership Team through a review of program service delivery needs.

<b>Operating Budget</b>	<b>2020 Budget</b>	<b>2019 Budget</b>
Corporate Services	\$4,338,987	\$4,152,434
Corporate Compliance	\$708,615	\$681,652
Engineering	\$901,060	\$996,366
Planning & Watershed Management	\$4,511,176	\$4,339,085
Science & Partnerships	\$2,446,241	\$2,258,964
Project Management Office	\$1,686,665	\$1,684,262
WMSS Operations	\$1,088,770	\$1,102,874
Debt Financing	\$649,011	\$696,639
Reserves	\$25,000	\$50,000
Parks & Conservation	\$13,670,650	\$12,799,650
State of Good Repair Levy	\$439,200	\$414,200
	<hr/>	<hr/>
	\$30,465,375	\$29,176,126

<b>Capital Budget</b>	<b>2020 Budget</b>	<b>2019 Budget</b>
Corporate Services	\$364,000	\$298,700
Conservation Halton Foundation Projects	\$100,000	\$100,000
Corporate Compliance	\$125,000	\$100,000
Engineering	\$1,757,373	\$1,969,142
Planning & Watershed Management	\$25,000	-
Project Management Office	\$384,000	\$165,151
Emerald Ash Borer	\$862,243	\$1,154,000
Vehicle & Equipment Replacement	\$194,339	\$200,212
Conservation Areas	\$920,558	\$1,604,500
	<hr/>	<hr/>
	\$4,732,511	\$5,591,705
	<hr/>	<hr/>
<b>Total Operating &amp; Capital Budget</b>	<b>\$35,197,886</b>	<b>\$34,767,831</b>



# OPERATING BUDGET



## 2020 Operating Budget Summary

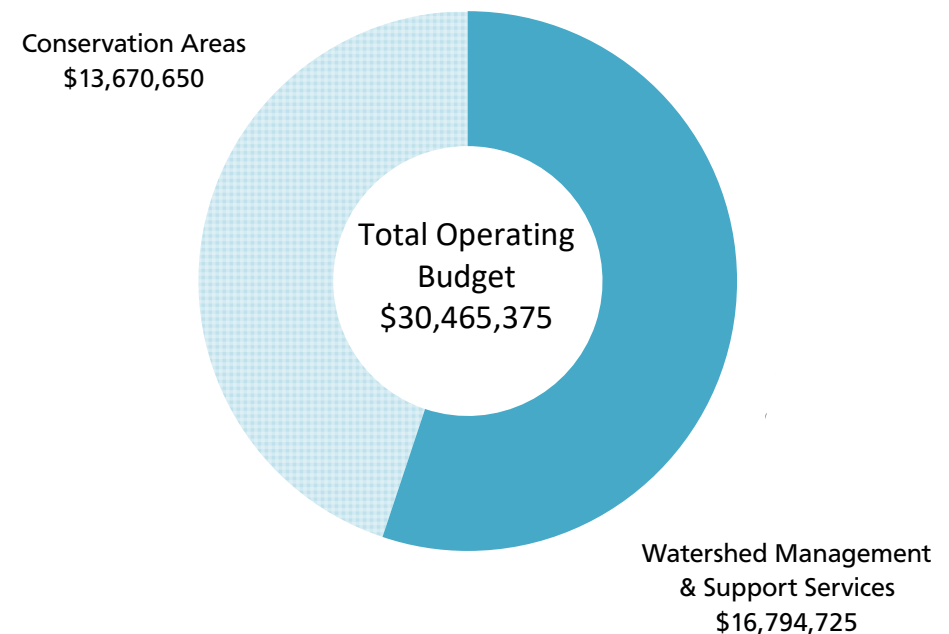
### Operating Budget Summary

**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 fastest 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.

Conservation Halton has established Budget Principles for the preparation of its annual budget. There are two primary programs included in the Budget; 1) Watershed Management and Support Services (WMSS) and 2) the Conservation Areas, based on the funding sources. Conservation Areas recreation programs are self sufficient and receive revenue through park program fees that generate an operating surplus. 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, with the exception of park education programs that receive \$240,000.

The 2020 operating budget of \$30.5 million provides for an investment of \$16.8 million in Watershed Management and Support Services programs and an investment of \$13.7 million into the Conservation Areas.



### Budget Restatements

A reorganization of the department structure at Conservation Halton took place in early 2019 to better meet service delivery objectives. The 2020 operating budget has been prepared according to the current organization department structure and the programs and services provided by those departments. The following table outlines the current departmental structure and the programs and services offered by each department.

---

## Corporate Services

Office Of The CAO; Conservation Halton Foundation Administration; Finance; Information Technology (IT); Geographic Information Systems (GIS); Human Resources; Digital Transformation; Marketing & Communications

## Corporate Compliance

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

## Engineering

Engineering; Flood Forecasting & Operations;

## Planning & Watershed Management

Planning & Regulations; Regional Infrastructure Team; Source Protection

## Science & Partnerships

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

## Project Management Office (PMO)

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

## Watershed Management & Support Services Operations

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

## Conservation Areas

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

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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 programs. The 2020 operating budget requires municipal funding of \$9.2 million excluding the State of Good Repair Levy, and an increase of 3.4% or \$304,333 from our municipal funding partners

to deliver the programs and services offered by Conservation Halton.

## Assumptions Used in Preparing the 2020 Operating Budget

- Inflation has been assumed at 1.75% to 2%. The Bank of Canada expects inflation to average 2% in 2020 and the Royal Bank of Canada Forecast for inflation in 2020 is 1.8%. According to Statistics Canada, the Consumer Price Index as of August 2019 for Ontario is at 1.9%.
- Staff salary bands for 2020 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 2019 Budget and represent the proportion of actual salaries to the top of the band. The staff salary bands take into account the compensation review completed in March 2019.

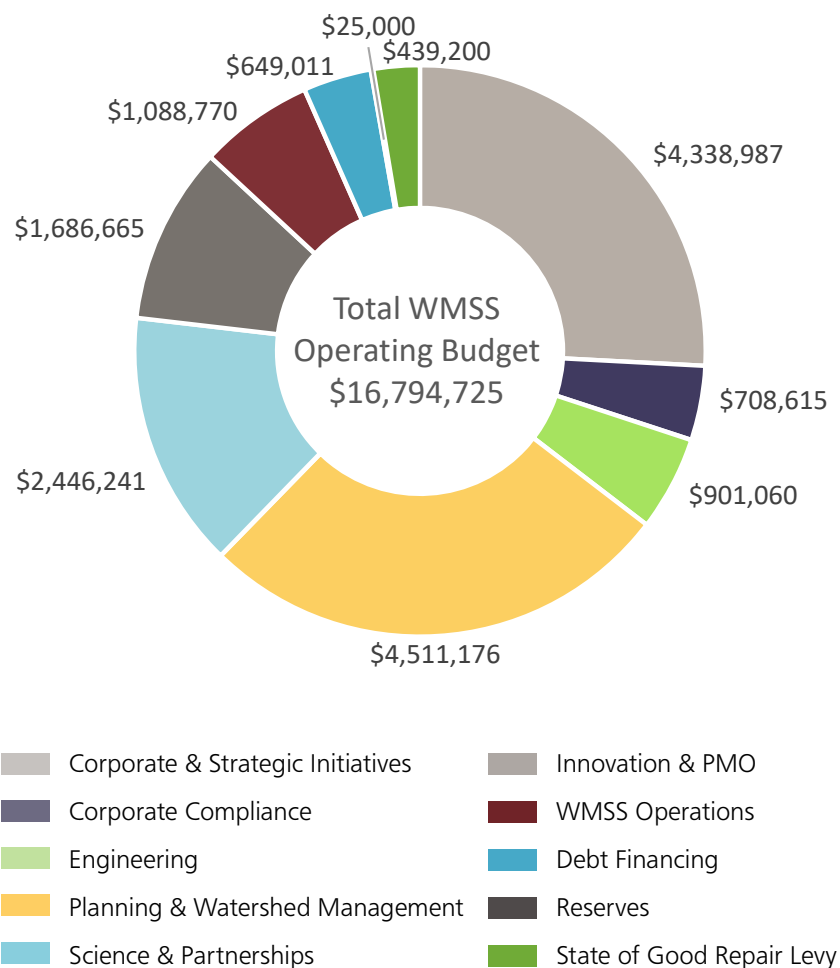


# Watershed Management & Support Services

## Operating Budget Summary

### Investing in the Watershed

The operating budget provides for an investment of \$16.8 million into the Watershed Management and Support Services programs.



The WMSS 2020 operating budget expenses have increased by \$418,249 over the 2019 operating budget, including the State of Good Repair Levy. This increase is partially funded by program revenue, grants, reserves and chargebacks. Municipal operating funding for WMSS programs is proposed to increase by \$304,333 for programs and services and by \$25,000 to fund an increase to the State of Good Repair Levy for Buildings.

### Major WMSS operating budget changes include:

WMSS staff salaries and benefit increase	\$599,604
Staff decrease -.4 FTE	(\$78,845)
Decrease in materials and supplies – partnership projects & other	(\$212,198)
Increase in purchased services – IT, partnership projects & other	\$223,837
Transfer to Stewardship and restoration reserve	\$11,388
Chargeback expense decrease	(\$76,694)
Decrease in other expenses	(\$1,215)
Debt financing charges decrease	(\$47,628)
Transfer to vehicle & equipment reserve	(\$25,000)
State of Good Repair Levy	\$25,000

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Total increase in 2020 WMSS Operating Budget	\$418,249
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Salaries and benefits have increased for compensation review adjustments implemented in 2019 and by 1.75%, as previously discussed, as a conservative inflationary increase. A net decrease of .4 FTE's is included in the WMSS operating budget as a result of a service delivery review. Staff complement changes are discussed in greater detail on the following pages.

The increase in materials and supplies is more than offset by the decrease in purchased services. The majority of the changes in these amounts are related to the budget allocation of Partnership Projects. There are a number of Partnership Projects in the planning stages with funding sources yet to be confirmed.

Increases in purchased services of \$106,000 are related to the centralizing of the Information Technology (IT) budget under this department rather than expenses allocated through various departments.

The transfer to the Stewardship and Restoration reserve of \$11,388 is derived from Partnership Project funding received for expenses that will be incurred in future years designated for ongoing project monitoring.

Municipal debt financing charges will decrease in 2020 by (\$67,628) based on updated debt financing charges provided by Halton Region staff. This decrease is partially offset by an increase of \$20,000 in debt charges for the Hamilton Community Foundation loan for the Cootes to Escarpment EcoPark land acquisition in December 2015 and principal payments starting in 2019. The loan with the Hamilton Foundation matures in December 2020 and it has been assumed for budget purposes this loan will be renewed at that time.

Chargeback expenses are included in Partnership Projects, Source Protection and WMSS Operations related to staff in other departments allocating time on these programs. The chargeback amounts are decreasing in total by (\$76,694) based on the estimated amount of staff time to be spent on the respective projects and programs.

Based on an evaluation of the condition of the current fleet of vehicles, composition of the current fleet, and future needs the transfer to the Vehicle and Equipment Reserve has been decreased.

The increase in the State of Good Repair Levy of \$25,000 is discussed in more detail on the following pages.

## Investing in our Parks

**The Conservation Areas 2019 Operating Budget provides for an investment of \$13,670,650 into the Conservation Areas.**

Operating expenses have increased in the Conservation Areas 2020 operating budget by \$871,000. The increase in expenses is funded entirely by increased program revenue.

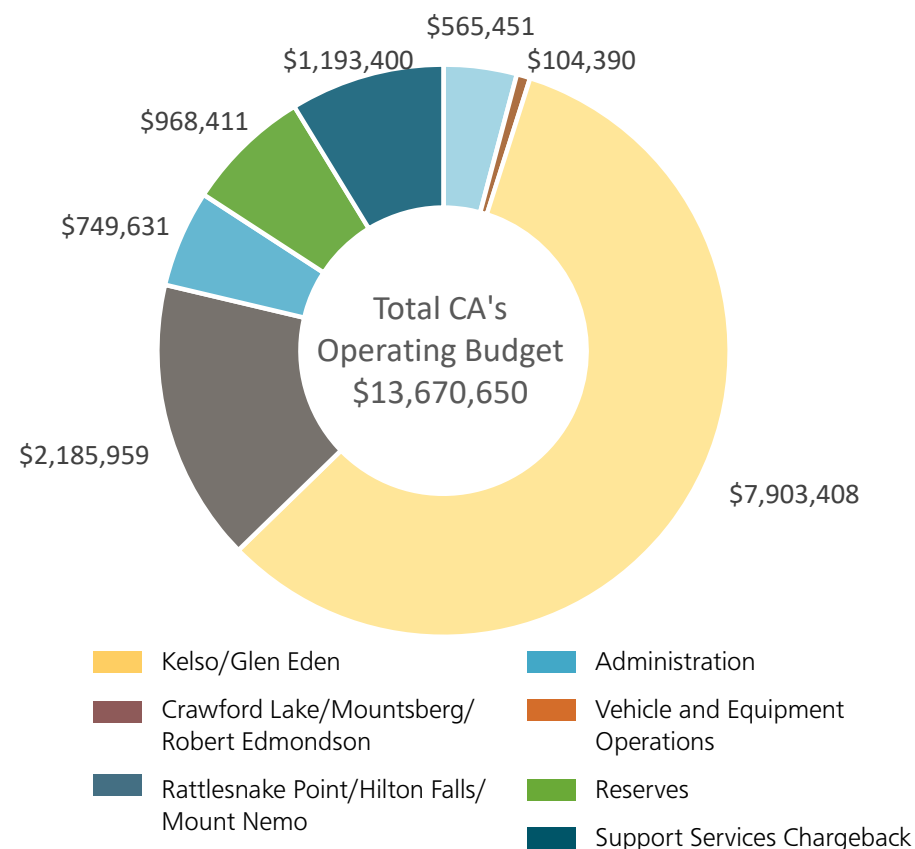
Increases in expenses of almost \$318,000 are related to staffing. Two full time positions included in the 2019 budget that are currently vacant will be filled by part time seasonal staff in the 2020 budget. The operating budget also includes higher costs for part time staffing partly due to the 22% minimum wage increase that occurred in 2018.

The Conservation Areas operating budget includes enhancements to the Visitor Impact Monitoring and Management program that is identified as a Strategic Plan initiative for 2020.

The chargeback to the Conservation Areas for support services has increased in the 2020 operating budget by \$155,300 to \$1,193,400. The chargeback increase is the net impact of the third year of a phased increase in the support services chargeback to the parks and changes in the allocation of staff.

Parks program revenue has increased by \$828,000 to \$13,340,250 from the 2019 Budget amount of \$12,512,050. Program revenue increases include adjustments based on the three-year average of historical actual amounts, new program offerings and proposed 2020 fee increases.

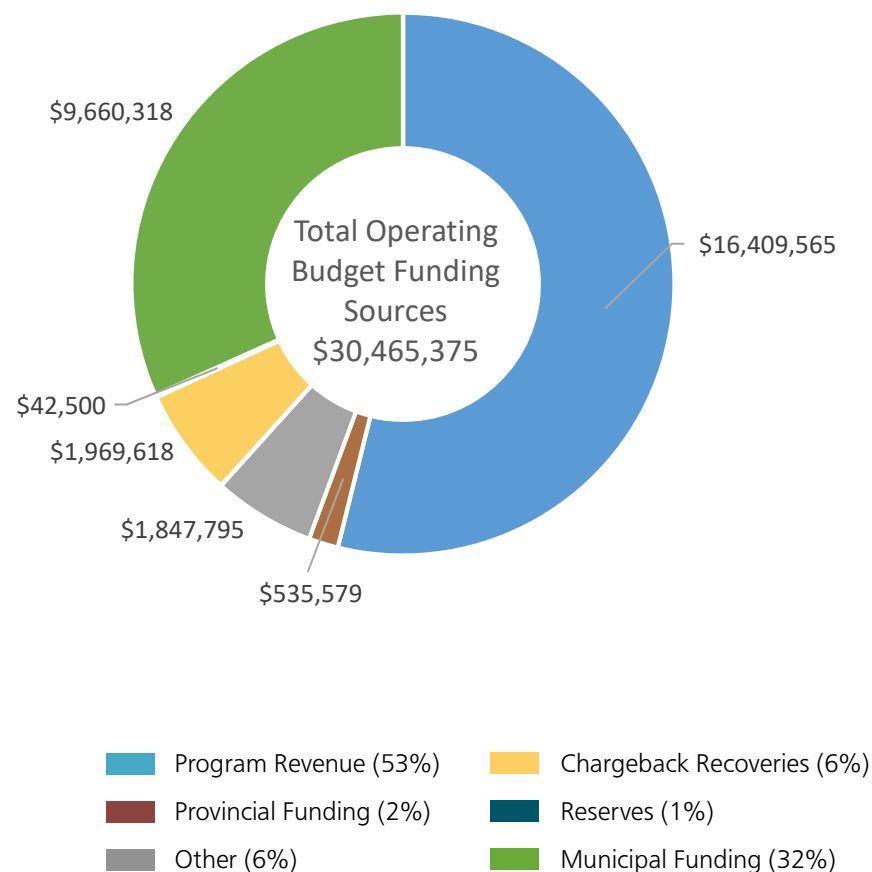
The parks revenue increase assumes average fee increases of 2 to 5% and continuing to transition to full cost recovery included in the Rates & Fees report provided by Watson & Associates in February 2019.





# 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. The 2020 operating budget funding sources are consistent with prior years with the majority of funding being derived from self-generated revenues and less than one-third of the budget funded by the municipal operating funding of \$9.66 million.**

Program revenue growth included in the operating budget assumes inflationary increases, market growth and increases identified in the Program Rates & Fees review report to transition to full cost recovery. The fees model 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.

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 Conservation Halton's watershed and is detailed in the Municipal Apportionment section of the 2020 Budget & Business Plan.

# Staff Complement Changes

## Operating Budget Summary

The 2020 operating budget provides for a net decrease of 2.6 full time equivalent (FTE) positions made up of .4 FTE decrease in Watershed Management and Support Services and 2.2 FTE decrease in the Conservation Areas. A summary of the changes is provided below.

*A summary of the changes is provided below with further details provided in the Departmental Business Plans*

Department Staffing Summary					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Corporate Services	32.3	-0.6	0.0	31.7	-0.6
Corporate Compliance	5.0	0.0	0.0	5.0	0.0
Engineering	7.3	-0.3	-1.0	6.0	-1.3
Planning & Watershed Management	35.7	0.0	0.0	35.7	0.0
Science & Partnerships	17.2	1.5	0.0	18.7	1.5
Project Management Office (PMO)	8.1	0.0	0.0	8.1	0.0
WMSS Operations	8.0	0.0	0.0	8.0	0.0
Conservation Areas	135.7	-2.2	0.0	133.5	-2.2
<b>Total</b>	<b>249.3</b>	<b>-1.6</b>	<b>-1.0</b>	<b>246.7</b>	<b>-2.6</b>



## State of Good Repair Levy

**Included in the operating budget is a request for a State of Good Repair (SOGR) Levy of \$439,200, an increase of \$25,000 over the 2019 amount of \$414,200. The 2020 State of Good Repair Levy consists of \$339,200 for dams and channels assets and \$100,000 for buildings and facility assets, an increase of \$25,000.**

The State of Good Repair Levy for Dams and Channels of \$339,200 is transferred to the Watershed Management Capital Reserve to fund future capital works. Dams and channels capital projects in the budget and capital forecast are funded from this reserve.

The Building SOGR levy of \$100,000 in the 2020 budget was based on facility condition assessments completed by a consultant in late 2018 and has been increased due to estimated required capital work. The State of Good Repair Levy will be transferred to the WMSS Building Reserve to fund 2020 and future capital works. Based on the Facilities Asset Management Plan completed after the budget was prepared, the recommended annual reserve contribution amount is \$159,000 to maintain WMSS building assets in a state of good repair. Conservation Halton staff will work towards phasing in the shortfall in the 2021 budget to minimize the municipal funding impact.

The Facilities Asset Management Plan was approved by the Conservation Halton Board of Directors in October 2019. The Facilities Asset Management Plan is phase 2 of Conservation Halton's three phase strategy to develop a comprehensive asset management plan. The first phase for dams and channels was completed in 2017. Dams and channels assets represent the largest category of amortized assets and are also considered the largest area of risk. The second phase for facilities was completed in October 2019. The remaining assets will be covered in phase 3.

## Debt Financing and Debt Capacity

**Municipal debt financing included in the 2020 budget of \$176,430 is related to 50% of the Scotch Block dam and channel capital projects. These projects will be partly funded by municipal debt financing as the Watershed Management Capital reserve balance is not sufficient to fund the 50% municipal portion. The reserve is funded by the State of Good Repair Levy of \$339,200 for 2020. The State**

**of Good Repair Levy is being phased in to an estimated amount of \$750,000 according to the Dams & Channels Asset Management Plan completed in 2017.**

The Debt Financing Charges included in the 2020 operating budget of \$649,011 includes \$599,011 municipal debt financing charges and \$50,000 for estimated principal and interest payments on the land acquisition loan with the Hamilton Community Foundation.

Debt financing charges are calculated based on Halton Region's estimated investment earning rate of 3.2%, with repayment over thirty years for the Kelso Dam Capital Project debt financing and twenty years for other projects. Projects that have been debt financed include significant dams and channels, capital projects and the Administration Office major renovations.

The total long-term debt balance is currently \$4,828,211. This amount includes 50% Kelso Dam capital project financing for costs incurred to March 31, 2019. Combining this amount with the remaining municipal debt financing amount approved for the Kelso Dam rehabilitation capital project, long term debt is expected to increase to \$7,203,500 by the end of 2019. The debt capacity ratio estimated for 2020 of 4.8% is based on estimated own source revenues excluding Conservation Areas program revenue. Conservation Halton has approved a debt capacity ratio of 10% in its Budget Principles.

## Reserve Funding

**In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, there is a transfer of \$25,000 to the Land Securement Reserve included in the 2020 budget.** The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy.

The reserve funding transfer to the Vehicle and Equipment Reserve funding of \$25,000 in the 2019 budget has been eliminated in the 2020 budget. 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 size 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.

Transfers from the Water Festival and Stewardship and Restoration reserves totaling \$42,500 are included in Outreach and Stewardship program funding in the 2020 budget to meet program operating expense needs.

The Reserve section of the 2020 Budget & Business Plan provides the projected reserve balances at December 31, 2020 and the proposed transfers to and from reserves in the 2020 budget. A reserve continuity schedule with reserve balances to 2029 is also provided in this section.



# Watershed Management & Support Services

## Operating Budget Summary

Description	% Increase (decrease) over 2019 Budget	2019 Budget Expenses	2020 Budget Expenses	2020 Budget Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS) PROGRAMS</b>									
<b>1 CORPORATE SERVICES</b>									
Office of the CAO		568,217	609,830				16,600		593,230
Conservation Halton Foundation Administration		137,148	142,847			-	15,000		127,847
Finance		749,130	789,142	62,000			228,649		498,493
General Corporate Services		50,000	-						-
Information Technology		446,792	559,217				103,800		455,417
Geographical Information Systems		684,100	642,135	8,000					634,135
Digital Transformation		99,309	119,546				35,900		83,646
Human Resources		659,774	701,320				169,500		531,820
Marketing & Communications		757,964	774,950				257,700	10,000	507,250
	4.5%	4,152,434	4,338,987	70,000	-	-	827,149	10,000	3,431,838
<b>2 CORPORATE COMPLIANCE</b>									
Corporate Compliance		285,563	298,073				97,600		200,473
Risk & Lands		396,089	410,542				79,300		331,242
	4.0%	681,652	708,615	-	-	-	176,900	-	531,715
<b>3 ENGINEERING</b>									
Engineering		346,608	333,963	3,000			131,200		199,763
Flood Forecasting		649,758	567,097		155,034	4,000			408,063
	(9.6%)	996,366	901,060	3,000	155,034	4,000	131,200	-	607,826
<b>4 PLANNING &amp; WATERSHED MANAGEMENT</b>									
Planning & Regulations		3,562,997	3,779,501	2,542,400			8,700		1,228,401
Regional Infrastructure Team		460,922	476,130			488,003			(11,873)
Source Protection		315,166	255,545		255,545		-		-
	4.0%	4,339,085	4,511,176	2,542,400	255,545	488,003	8,700	-	1,216,528

# Watershed Management & Support Services

## Operating Budget Summary

Description	% Increase (decrease) over 2019 Budget	2019 Budget Expenses	2020 Budget Expenses	2020 Budget Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>5 SCIENCE &amp; PARTNERSHIPS</b>									
Ecology		573,573	577,476	15,860			9,055		552,561
Stewardship		463,848	560,450	51,125			157,330	17,500	334,495
Outreach		284,428	321,839	191,930				15,000	114,909
HHRAP		303,421	272,922			273,750			(828)
Forestry Tech Team		406,894	368,426	100,000			127,500		140,926
Partnership Projects		226,800	345,128			345,128			-
	8.3%	2,258,964	2,446,241	358,915	-	618,878	293,885	32,500	1,142,063
<b>6 PROJECT MANAGEMENT OFFICE</b>									
Administration Office Facility		257,382	204,994						204,994
Project Management		118,321	221,409				63,800		157,609
Restoration		548,134	323,328	-			208,484		114,844
Construction		308,262	235,020				47,800		187,220
Partnership Projects		452,163	701,914			701,914			-
	0.1%	1,684,262	1,686,665	-	-	701,914	320,084	-	664,667
<b>7 WMSS OPERATIONS</b>									
Vehicles and Equipment		192,939	157,589						157,589
Property Management		118,800	92,100	33,000	125,000				(65,900)
Security		288,197	321,097				121,300		199,797
Forestry Operations		502,938	517,984	62,000			35,000		420,984
	(1.3%)	1,102,874	1,088,770	95,000	125,000	-	156,300	-	712,470
<b>8 DEBT FINANCING CHARGES</b>	(6.8%)	696,639	649,011						649,011
<b>TRANSFER TO RESERVE - VEHICLE &amp;</b>									
<b>9 EQUIPMENT</b>	(100.0%)	25,000	-						-



# Watershed Management & Support Services

## Operating Budget Summary

Description	% Increase (decrease) over 2019 Budget	2019 Budget Expenses	2020 Budget Expenses	2020 Budget Funding Sources					
				Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
10 TRANSFER TO RESERVE - WATER CAPITAL		-	-						-
TRANSFER TO RESERVE - STATE OF GOOD									
11 REPAIR (SOG) LEVY	6.0%	414,200	439,200						439,200
TRANSFER TO RESERVE - LAND									
12 SECUREMENT	0.0%	25,000	25,000						25,000
<b>TOTAL WATERSHED MGMT &amp; SUPPORT SERVICES (WMSS)</b>	<b>2.6%</b>	<b>16,376,476</b>	<b>16,794,725</b>	<b>3,069,315</b>	<b>535,579</b>	<b>1,812,795</b>	<b>1,914,218</b>	<b>42,500</b>	<b>9,420,318</b>
<b>CONSERVATION AREAS</b>									
13 <b>Conservation Areas</b>									
Conservation Areas Administration		809,643	565,451	935,000			55,400		
Vehicle and Equipment Operations - Conservation Areas		109,890	104,390						
Kelso/Glen Eden		7,452,164	7,903,408	9,399,250					
Crawford Lake/Mountsberg/Robert Edmondson		2,178,023	2,185,959	2,018,000		35,000			240,000
Rattlesnake Point/Hilton Falls/Mount Nemo		733,130	749,631	988,000					
Transfer Surplus to Conservation Area reserves		478,700	968,411						
<b>SUBTOTAL CONSERVATION AREAS - OPERA</b>	<b>6.1%</b>	<b>11,761,550</b>	<b>12,477,250</b>	<b>13,340,250</b>	<b>-</b>	<b>35,000</b>	<b>55,400</b>	<b>-</b>	<b>240,000</b>
Support Services Chargeback	15.0%	1,038,100	1,193,400						
<b>TOTAL CONSERVATION AREAS</b>	<b>6.8%</b>	<b>12,799,650</b>	<b>13,670,650</b>	<b>13,340,250</b>	<b>-</b>	<b>35,000</b>	<b>55,400</b>	<b>-</b>	<b>240,000</b>
<b>TOTAL OPERATING PROGRAMS</b>	<b>4.4%</b>	<b>29,176,126</b>	<b>30,465,375</b>	<b>16,409,565</b>	<b>535,579</b>	<b>1,847,795</b>	<b>1,969,618</b>	<b>42,500</b>	<b>9,660,318</b>



# CAPITAL BUDGET SUMMARY



## 2020 Capital Budget Summary

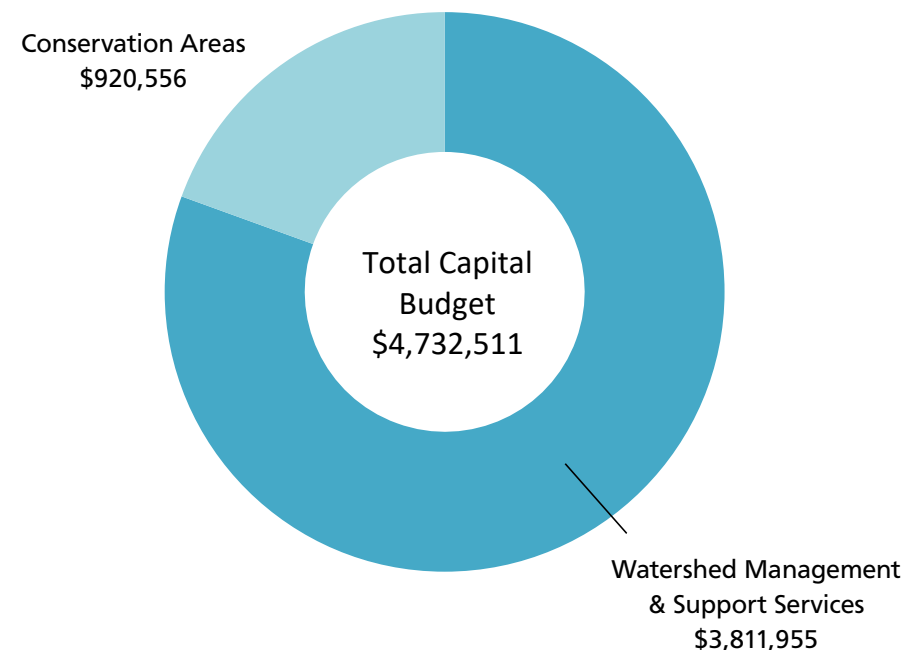
### Capital Budget Summary

**The 2020 capital budget represents an investment of almost \$4.7 million into infrastructure and studies to provide programs and services in the watershed of \$3.8 million and conservation areas of \$921,000.**

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of floodplain 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 total capital budget is decreasing by almost \$860,000.

Conservation Areas infrastructure projects have been reduced in the 2020 budget by approximately \$684,000 based on proposed capital project work in the parks. The Emerald Ash Borer (EAB) capital project is decreasing by almost \$300,000 consistent with the EAB project business plan prepared in 2017. Floodplain mapping project cost is decreasing by \$136,000 based on reduced funding sources and the areas proposed to be updated in 2020.





# Watershed Management & Support Services

## Capital Budget Summary

### Investing in the Watershed

**The proposed capital budget provides for an investment of \$3.8 million into Watershed Management and Support Services.** The municipal capital funding required for WMSS capital projects of \$464,000 has decreased by \$183,013. The decreased municipal capital funding is a largely the result of a new request for other municipal funding from the Region of Halton for the Floodplain Mapping Update project in 2020 and future years. The WMSS 2019 Capital Budget includes:

#### Corporate Services

**Lidar imagery purchase of \$40,000 is to acquire high resolution lidar imagery (3D dimension elevation data) to support staff in ongoing efforts in floodplain mapping, forestry and asset management.**

Information Technology Infrastructure capital costs of \$224,000 includes new and replacement computer equipment, software, and digital transformation enhancements to implement recommendations identified in the Technology Assessment report.

Website Upgrade of \$100,000 is planned to modernize our aging websites and to move five websites onto one platform.

#### Corporate Compliance

**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.**

Clappison & Waterdown Woods are two properties owned by Conservation Halton. Significant access by the public is occurring on these sites as a result of population growth without any formal management program

by Conservation Halton. The 2020 capital budget includes \$25,000 to undertake a study to determine visitation numbers and environmental considerations to inform a potential future trail and recreation network at these areas.

### Engineering

**Dams and channels major repair and maintenance projects in the 2020 capital budget have a total cost of \$1,312,373.** These projects are assumed to be funded 50% from the Watershed Management Capital Reserve through the State of Good Repair Levy, with the exception of Scotch Block Dam and Channel capital projects that are municipally debt financed. The remaining 50% is funded provincially through the Water and Erosion Control Infrastructure (WECI) fund. The 2020 proposed projects include estimated repairs costing \$825,084 to Hilton Falls Dam, \$84,430 for Hilton Falls Dam road resurfacing, Scotch Block Dam repairs identified in the dam safety review of \$246,738, Morrison Wedgewood spill study of \$106,121 and channel slab replacement design of \$50,000.

**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 \$330,000 is the third year of a multi-year capital project identified through the Strategic Plan. This project has been funded 50% municipally and 50% through a Federal National Disaster Mitigation Program grant. The 50% municipal capital funding was apportioned to all municipalities in the Conservation Halton watershed

With NDMP funding ending in March 2020 there is currently no federal or provincial funding program to replace this funding. As such, increased municipal funding is needed for the floodplain mapping update. The remaining watershed areas to be updated fall predominantly within the Halton Region portion of the Conservation Halton watershed making it difficult to apportion these costs to other municipalities. A business case is being provided to the Board of Directors in conjunction with the 2020 budget approval to approve the continuation of this multi-year program funded through Halton Region other municipal funding

## Planning & Watershed Management

**Planning & Watershed Management** Municipal Natural Assets Initiative of \$25,000 will guide Conservation Halton and partner municipalities in identifying and valuing natural assets and developing sustainable, cost-effective and climate resilient infrastructure in the Grindstone Creek watershed. This project aligns with Conservation Halton strategic plan objective to increase climate resiliency by promoting natural solutions.

## Project Management Office

**Administration Office** capital works funding of \$150,000 is to support infrastructure and landscape improvements at the office based on recommendations included in the Landscape Master Plan. The building improvements are planned to be implemented over a five year period.

**Facility** major maintenance works of \$102,000 includes maintenance work identified in the Facility Condition Assessment report to maintain WMSS buildings in a state of good repair.

The Operations Centre project of \$100,000 includes a space capacity review and design work for the potential renovation or new facility included in the capital forecast.

## Science & Partnerships

**Emerald Ash Borer (EAB)** treatment has been included at a cost of \$862,243 according to the 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 2020 of \$194,339 for WMSS will be funded by a transfer from the Vehicle and Equipment Reserve.

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

## Investing in Our Parks

**The 2020 capital budget provides for an investment of \$920,556 into the Conservation Areas.** Capital project expenditures are largely funded by the Conservation Areas Capital Reserve. This capital reserve is funded through annual park operating surplus transfers.

The Conservation Area 2020 Capital Budget includes:

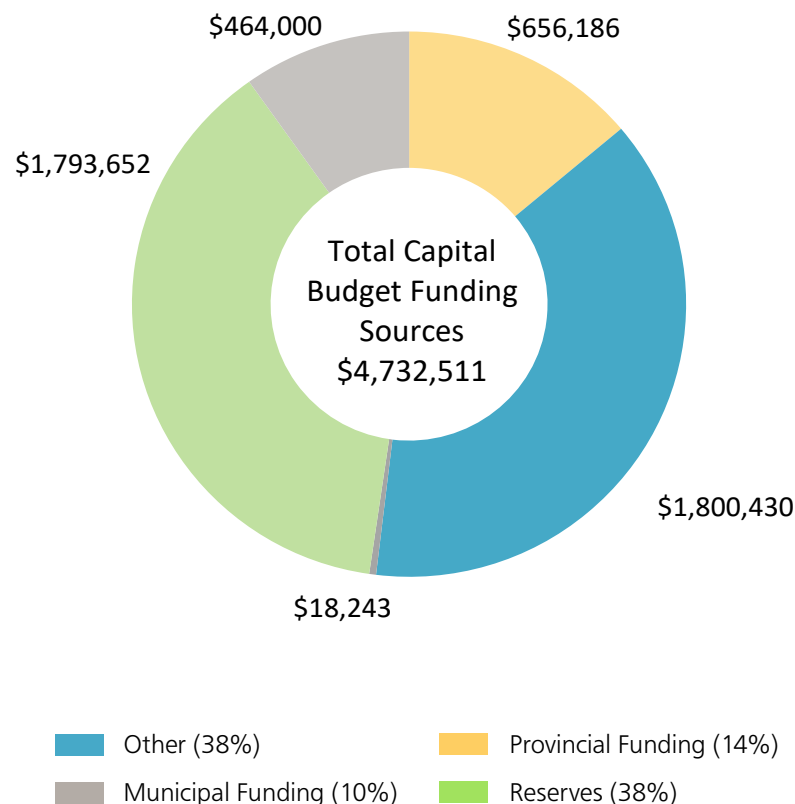
**Ski hill improvements of \$100,000, Facility major maintenance and IT infrastructure totalling \$405,000** will provide for Glen Eden snowmaking and electrical improvements, rental equipment replacement, and IT and other park infrastructure enhancements.

**Vehicle and equipment replacements** planned for 2020 of \$165,556 for the Conservation Areas will be funded by a transfer from the Conservation Areas Capital Reserve.

**Parks Developer Contribution Works for \$250,000** is for the continuation of preliminary design and costing, including archaeology work at Crawford Lake, for 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 and new visitor centres at Kelso/Glen Eden and Crawford Lake.

# Sources of Budget Funding

## Capital Budget Summary



**Capital Project funding sources are detailed in the 2020 capital budget and in the Departmental Business Plans. A summary of the funding sources is provided in the chart below.**

Transfers from Reserves fund 38% 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 14% of funding sources.

Other funding sources of 38% include other municipal funding for the Emerald Ash Borer (EAB) Capital and Floodplain Mapping update projects, grants to partially fund greenspace revitalization, Developer Contributions for the Parks capital projects, and debt funding for repairs to the Scotch Block Dam and Channels. It is important to note that approval of these projects to complete dams and channel repairs and committing to debt financing will require 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 10% of the capital budget funding sources.



## Asset Management & State of Good Repair

### **Conservation Halton staff have been working towards the completion of a comprehensive Asset Management Plan (AMP) in phases.**

The first phase focussed on dams and channels and was completed and approved by the Conservation Halton Board of Directors in 2017. Dams and channels assets represent the largest category of amortized assets with a net book value of \$10.9 million at December 31, 2018 accounting for 36% of total net book value excluding land of \$30.1 million. The dams and channels are also considered the largest area of risk.

The second phase of the Asset Management Plan process completed in October 2019 considered all Conservation Halton facilities, the second largest group of amortized assets at 34% of net book value of \$10.3 million. The remaining amortized assets will be included in the third phase to be completed in 2020 to develop a comprehensive Asset Management Plan.

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.

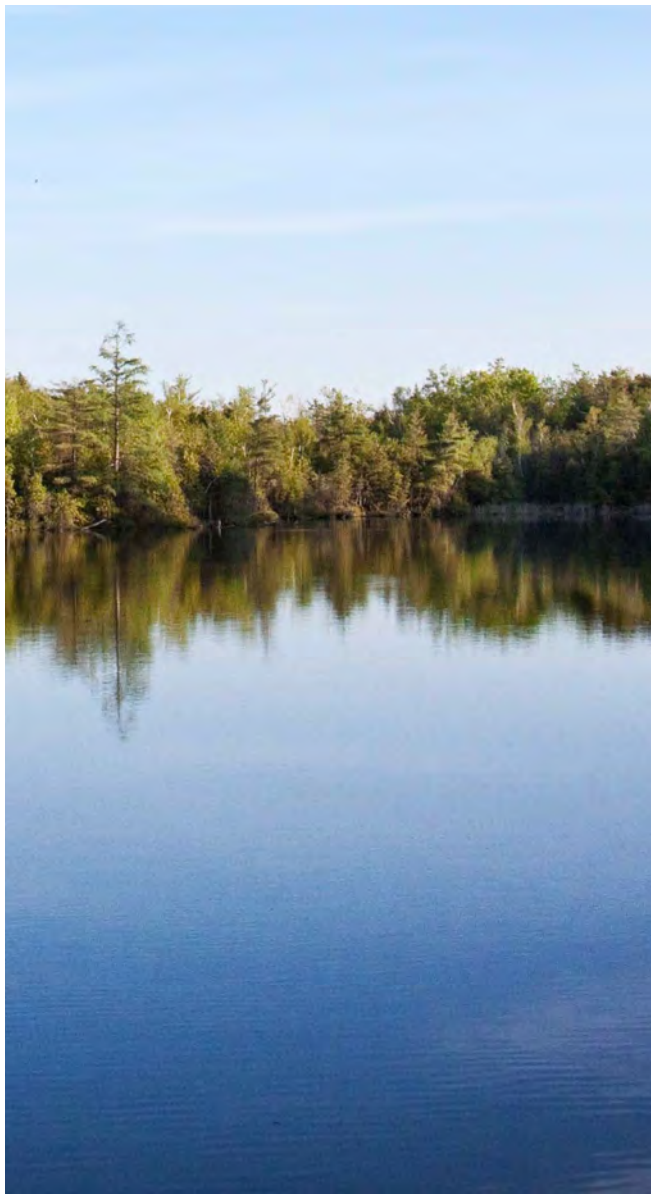
A Facility Condition Assessment completed to assess the current condition of building assets and estimated capital work identified a requirement of \$100,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair. The Facilities Asset Management Plan completed in October 2019 after the 2020 budget was prepared, recommended an annual reserve contribution amount of \$159,000. Conservation Halton staff will work towards phasing in the shortfall the 2021 budget to minimize the municipal funding impact.

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 2020 capital budget \$479,756 of funding is being allocated to dams and channels projects from reserves and \$102,000 to buildings to maintain these assets in a state of good repair.

# 2020 Budget Summary

## Capital Budget Summary

Description		% Increase (decrease) over 2019 Budget	2019 Budget Expenses	2020 Budget Expenses	2020 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>CAPITAL</b>										
<b>Capital - Watershed Management &amp; Support</b>										
<b>14a Services (WMSS)</b>										
<u>Corporate Services</u>										
Otho Imagery			60,000	-					-	
Lidar Imagery			-	40,000					40,000	
IT Infrastructure & Digital Transformation			238,700	224,000					224,000	
Website Upgrade			-	100,000				65,000	35,000	
<u>Corporate Compliance</u>										
Giant's Rib Geopark			100,000	100,000			100,000		-	
Clappison & Waterdown Woods			-	25,000					25,000	
<u>Engineering</u>										
Dams & Channels Maintenance Projects			1,387,516	1,312,373		656,186	176,430	479,757	-	
Flood Forecasting & Warning Program			115,000	115,000					115,000	
Floodplain Mapping Update			466,626	330,000			330,000		-	
<u>Planning &amp; Watershed Management</u>										
Municipal Natural Assets Initiative			-	25,000					25,000	
<u>Project Management Office</u>										
Administration Office Renovations			150,000	150,000				150,000	-	
Facility Major Maintenance			-	102,000				102,000	-	
Operations Centre - Capacity Study/Design			-	100,000				100,000	-	
Glenorchy			15,151	-					-	
Speyside Weir Removal			-	32,000				32,000	-	
<u>Emerald Ash Borer</u>			1,154,000	862,243	18,243		844,000		-	
<u>Vehicle and Equipment Replacement</u>			200,212	194,339				194,339	-	
<u>Other Foundation Funded Projects</u>			100,000	100,000			100,000		-	
<b>TOTAL CAPITAL WMSS</b>	(4.4%)		3,987,205	3,811,955	18,243	656,186	1,550,430	-	1,123,096	464,000
<b>14b Capital - Conservation Areas</b>										
Skihill Improvements			-	100,000				100,000	-	
Facility Major Maintenance & IT Infrastructure			996,000	405,000				405,000	-	
Vehicle and Equipment Replacement			108,500	165,556				165,556	-	
Developer Contribution Works			500,000	250,000			250,000		-	
<b>TOTAL CAPITAL CONSERVATION AREAS</b>	(42.6%)		1,604,500	920,556	-	-	250,000	-	670,556	-



# **2020 BUDGET & OPERATING FORECAST 2021 – 2029**



## 2020 Budget & Operating Forecast

2021 – 2029

**The 2020 Budget and 2021-2029 Operating Forecast takes into account the maintaining and enhancements of service levels, future obligations, and inflationary impacts.**

**Key assumptions and drivers included in the operating forecast are as follows:**

The addition of two new staff positions per year have been assumed in the Watershed Management and Support Services (WMSS) operating forecast. The estimated staffing additions reflect projected 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 and the proportion of staffing allocated to these programs.

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 impact of capital projects once the assets become operational and excludes 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 2019 and 2020 budgets for design, cost certainty and regulatory needs.

**A summary of the 2020 operating budget and 2021– 2029 forecast by department is as follows:**

*(See chart on preceding page)*

Operating WMSS Expenditures	Ten Year Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Salaries &amp; Benefits</b>										
Balance, beginning of year restated	11,375,265	11,896,024	12,316,024	12,748,024	13,193,024	13,650,024	14,120,024	14,605,024	15,104,024	15,618,024
Staffing increase/decrease (2020 - 4 FTE decrease; 2 FTE staff 2021-29)	(78,845)	163,000	166,000	169,000	172,000	175,000	179,000	183,000	187,000	191,000
Compensation Increases (2020 1.75%, 2021-29 2% inflation; 94% of range)	546,708	190,000	194,000	201,000	208,000	215,000	223,000	230,000	238,000	246,000
Increase in benefits (2021-2029 2% inflation)	52,896	67,000	72,000	75,000	77,000	80,000	83,000	86,000	89,000	92,000
<b>Balance, end of year</b>	<b>11,896,024</b>	<b>12,316,024</b>	<b>12,748,024</b>	<b>13,193,024</b>	<b>13,650,024</b>	<b>14,120,024</b>	<b>14,605,024</b>	<b>15,104,024</b>	<b>15,618,024</b>	<b>16,147,024</b>
<b>Materials &amp; Supplies</b>										
Balance, beginning of year restated	965,758	753,560	771,160	786,560	802,260	818,260	834,660	851,360	868,360	885,760
HR program cost decrease	(9,611)									
Information Technology program supplies decrease	(17,000)									
Engineering and Flood Forecasting & Operations program costs decrease	(25,000)									
Planning & Watershed Management program supplies decrease	(33,460)									
Science & Partnerships program supplies decrease	(23,397)									
Project Management Office (PMO) program costs decrease	(84,230)									
WMSS operation costs decrease	(25,500)									
General Increases (Assumed 2020-2029 2% inflation)	6,000	17,600	15,400	15,700	16,000	16,400	16,700	17,000	17,400	17,700
<b>Balance, end of year</b>	<b>753,560</b>	<b>771,160</b>	<b>786,560</b>	<b>802,260</b>	<b>818,260</b>	<b>834,660</b>	<b>851,360</b>	<b>868,360</b>	<b>885,760</b>	<b>903,460</b>
<b>Purchased Services</b>										
Balance, beginning of year restated	2,271,642	2,495,479	2,542,979	2,593,979	2,645,979	2,698,979	2,752,979	2,807,979	2,863,979	2,920,979
Corporate Services Payroll processing system service cost increase	19,100									
IT improvements and centralization of IT budget from other departments	106,830									
Marketing costs allocated to Conservation Areas	(36,375)									
Engineering and Flood Forecasting & Operations program costs decrease	(15,000)									
Planning & Watershed Management program cost decrease	(35,340)									
Science & Partnerships - Partnership Projects cost increase	48,000									
Science & Partnerships - HHRAP cost decrease	(61,500)									
Project Management Office (PMO) - Partnership Projects cost increase	188,546									
General Increases (Assumed 2020-2029 2% inflation)	9,576	47,500	51,000	52,000	53,000	54,000	55,000	56,000	57,000	58,000
<b>Balance, end of year</b>	<b>2,495,479</b>	<b>2,542,979</b>	<b>2,593,979</b>	<b>2,645,979</b>	<b>2,698,979</b>	<b>2,752,979</b>	<b>2,807,979</b>	<b>2,863,979</b>	<b>2,920,979</b>	<b>2,978,979</b>
<b>Financial and Rent Expense</b>										
Balance, beginning of year (restated)	73,760	72,545	85,633	87,333	89,033	90,833	92,633	94,533	96,433	98,333
General Increases (2020-2029 Assumed 2.0% inflation)	(1,215)	13,088	1,700	1,700	1,800	1,800	1,900	1,900	1,900	2,000
<b>Balance, end of year</b>	<b>72,545</b>	<b>85,633</b>	<b>87,333</b>	<b>89,033</b>	<b>90,833</b>	<b>92,633</b>	<b>94,533</b>	<b>96,433</b>	<b>98,333</b>	<b>100,333</b>
<b>Chargeback Expense</b>										
Beginning of year	529,212	452,518	458,656	469,456	479,256	490,056	500,756	510,556	521,356	532,156
General Increases and decrease	(76,694)	6,138	10,800	9,800	10,800	10,700	9,800	10,800	10,800	10,900
<b>Balance, end of year</b>	<b>452,518</b>	<b>458,656</b>	<b>469,456</b>	<b>479,256</b>	<b>490,056</b>	<b>500,756</b>	<b>510,556</b>	<b>521,356</b>	<b>532,156</b>	<b>543,056</b>
<b>Debt Financing Charges (Hamilton Community Fdn &amp; Halton Region)</b>										
Balance, beginning of year	696,639	649,011	618,333	673,464	708,626	796,903	731,140	649,303	618,777	607,106
Increase/(decrease) in debt financing charges - Ham. Comm. Foundation	20,000	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	(67,628)	(30,678)	55,131	35,162	88,277	(65,763)	(81,837)	(30,527)	(11,671)	(7,194)
<b>Total Debt Financing Charges</b>	<b>649,011</b>	<b>618,333</b>	<b>673,464</b>	<b>708,626</b>	<b>796,903</b>	<b>731,140</b>	<b>649,303</b>	<b>618,777</b>	<b>607,106</b>	<b>599,912</b>

<b>Ten Year Operating Expenditures and Funding Forecast - Watershed Management &amp; Support Services (WMSS)</b>										
<b>Operating WMSS Expenditures</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Transfer to Reserves - Partnership Projects (Stewardship & Restoration)	11,388	-	-	-	-	-	-	-	-	-
Transfer to Reserves - State of Good Repair Levy (Dams and Channels)	339,200	376,500	376,500	388,300	413,000	585,400	765,800	997,700	1,102,800	1,124,900
Transfer to Reserves - State of Good Repair Levy (Buildings)	100,000	102,000	104,000	106,100	108,200	110,400	112,600	114,900	117,200	119,500
Transfer to Reserves - Land Securement	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfers to Reserves - Motor Pool	-	-	-	-	-	50,000	50,000	100,000	100,000	100,000
<b>TOTAL OPERATING EXPENDITURES - WATERSHED MGMT &amp; SUPPORT SERVICES</b>	<b>16,794,725</b>	<b>17,296,285</b>	<b>17,864,316</b>	<b>18,437,578</b>	<b>19,091,255</b>	<b>19,802,992</b>	<b>20,472,155</b>	<b>21,310,529</b>	<b>22,007,358</b>	<b>22,642,164</b>
<b>Funding of Operating Expenditures</b>										
Program Revenue	3,069,315	3,130,700	3,193,300	3,257,200	3,322,300	3,388,700	3,456,500	3,525,600	3,596,100	3,668,000
Ministry of Natural Resources & Forestry Grant	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034
Municipal Funding - Operating (Total incl. Education)	9,221,118	9,577,251	10,004,782	10,452,644	10,935,221	11,325,158	11,661,321	12,294,895	12,732,324	13,187,630
Municipal State of Good Repair Levy	439,200	478,500	480,500	494,400	521,200	695,800	878,400	1,112,600	1,220,000	1,244,400
Other Grants & Program Funding	2,193,340	2,234,800	2,277,100	2,320,200	2,364,100	2,408,900	2,454,500	2,501,200	2,548,800	2,597,200
Internal Chargebacks	1,674,218	1,690,000	1,723,600	1,758,100	1,793,400	1,829,400	1,866,400	1,721,200	1,755,100	1,789,900
Transfers from Reserves - Water Festival, Stewardship & Outreach	42,500	30,000	30,000	-	-	-	-	-	-	-
<b>TOTAL OPERATING FUNDING - WATERSHED MANAGEMENT &amp; SUPPORT SERVICES</b>	<b>16,794,725</b>	<b>17,296,285</b>	<b>17,864,316</b>	<b>18,437,578</b>	<b>19,091,255</b>	<b>19,802,992</b>	<b>20,472,155</b>	<b>21,310,529</b>	<b>22,007,358</b>	<b>22,642,164</b>



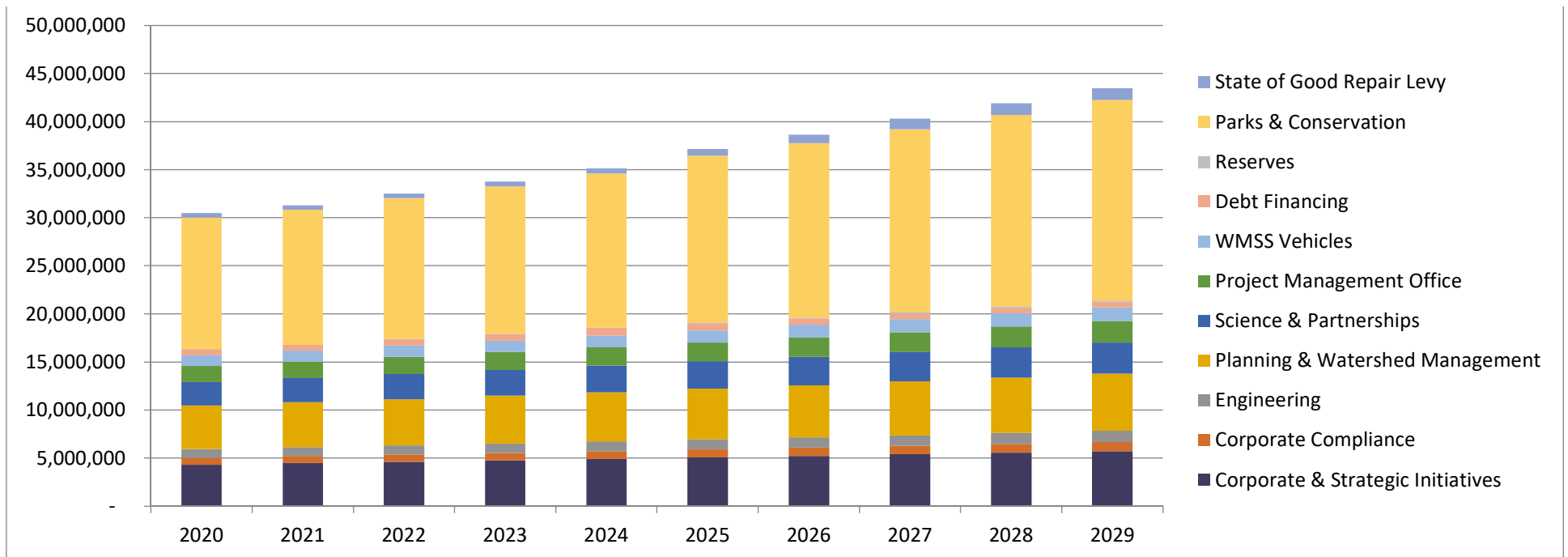
**2020 Budget & 2021-2029 Operating Expenditures and Funding Forecast - Conservation Areas**

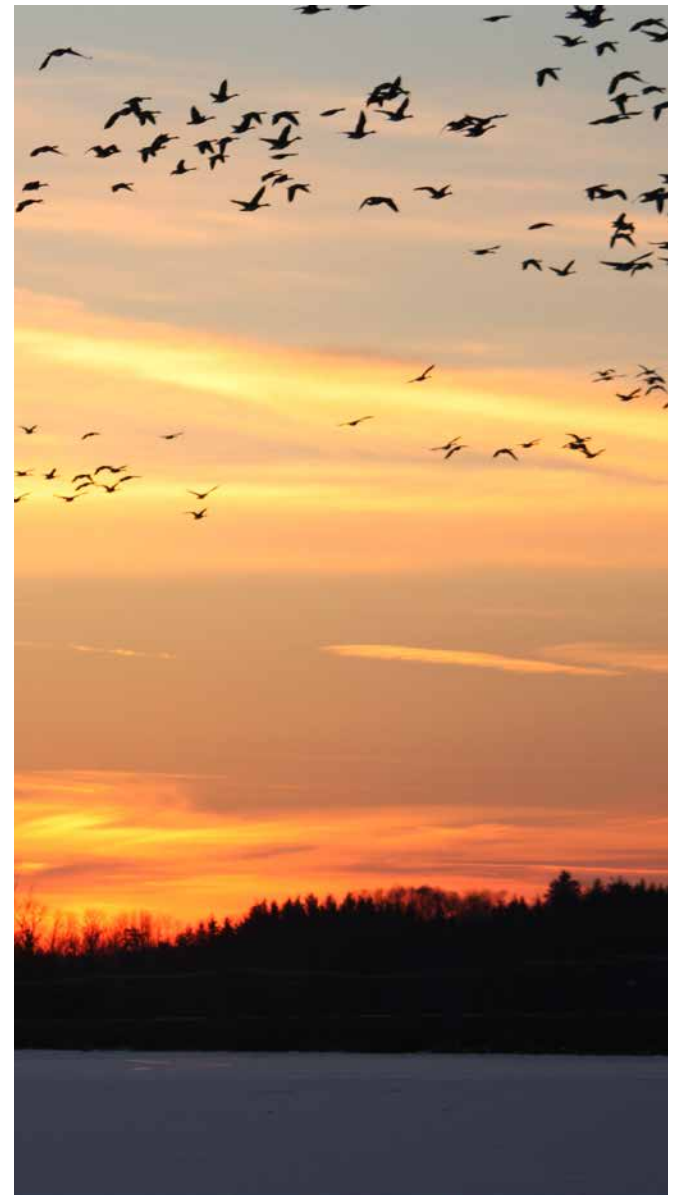
**CONSERVATION AREAS EXPENDITURES**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Salaries & Benefits	7,656,487	7,984,417	8,144,105	8,306,987	8,473,127	8,769,686	9,076,625	9,394,307	9,723,108	10,063,417
Materials & Supplies	1,682,189	1,715,833	1,750,149	1,785,152	1,820,855	1,884,585	1,950,546	2,018,815	2,089,474	2,162,605
Purchased Services	1,877,963	1,915,522	1,953,833	1,992,909	2,032,768	2,103,914	2,177,551	2,253,766	2,332,648	2,414,290
Financial & Rent Expense	292,200	298,044	304,005	310,085	316,287	327,357	338,814	350,673	362,946	375,649
Internal Chargebacks	1,193,400	1,217,300	1,241,600	1,266,400	1,291,700	1,317,500	1,343,900	1,370,800	1,398,200	1,426,200
Transfer to Reserve - Operating Surplus	968,411	867,282	1,253,839	1,665,813	2,104,590	2,953,223	3,278,433	3,625,595	3,997,011	4,392,953
<b>TOTAL OPERATING EXPENDITURES</b>	<b>13,670,650</b>	<b>13,998,398</b>	<b>14,647,531</b>	<b>15,327,347</b>	<b>16,039,327</b>	<b>17,356,266</b>	<b>18,165,870</b>	<b>19,013,956</b>	<b>19,903,386</b>	<b>20,835,115</b>

**REVENUES**

Program Fees	13,340,250	13,753,398	14,397,531	15,072,347	15,779,327	17,091,266	17,895,870	18,738,956	19,622,386	20,548,115
Other Grants and Funding	35,000	-	-	-	-	-	-	-	-	-
Municipal Funding - Conservation Areas Education	240,000	245,000	250,000	255,000	260,000	265,000	270,000	275,000	281,000	287,000
Chargeback Revenue	55,400	-	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING - CONSERVATION AREAS</b>	<b>13,670,650</b>	<b>13,998,398</b>	<b>14,647,531</b>	<b>15,327,347</b>	<b>16,039,327</b>	<b>17,356,266</b>	<b>18,165,870</b>	<b>19,013,956</b>	<b>19,903,386</b>	<b>20,835,115</b>





# **2020 BUDGET & CAPITAL** FORECAST 2021 – 2029



## 2020 Budget & Capital Forecast

2021 – 2029

**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 2020 capital budget, forecast for 2021-2029 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 Plans for Dams and Channels and Facilities, 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 almost \$25 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 new visitor centres, water distribution and sewer collection systems. The 2020 capital budget includes funding for completing preliminary designs, costing and archaeology work 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 continue to modernize operations, streamline service delivery and improve resource management.

### Initiatives included in the 2020 budget and 2021 – 2029 capital forecast include the continuation of:

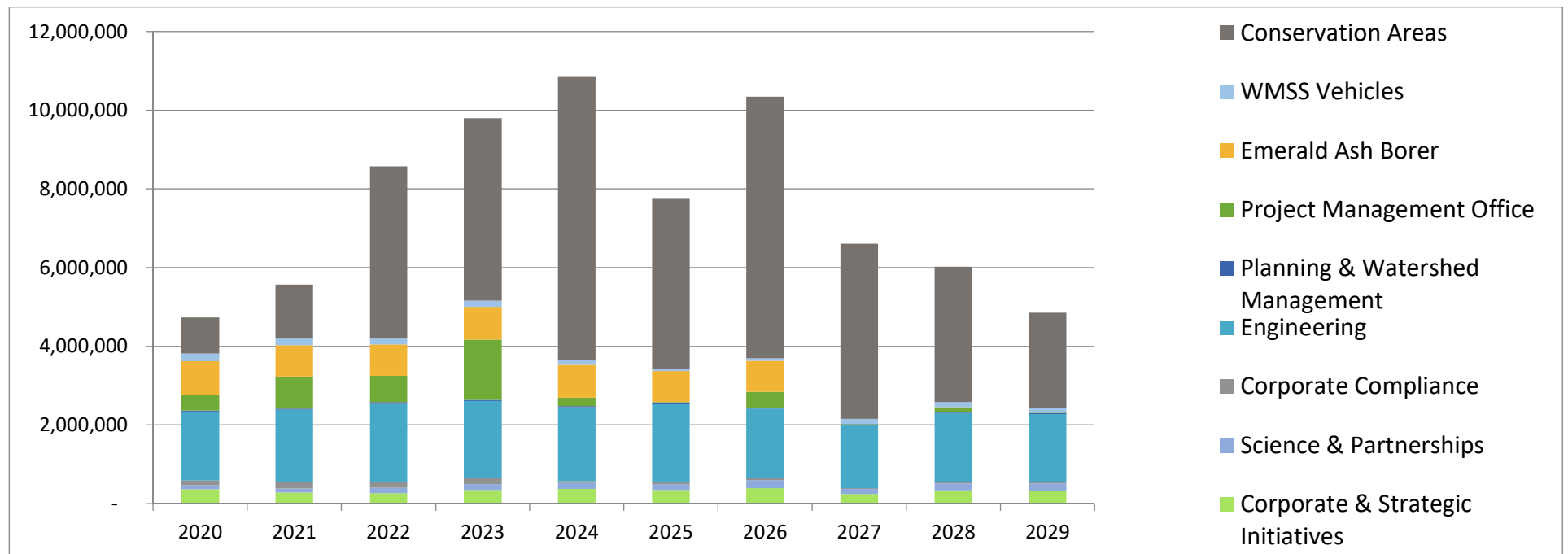
- Modernizing our flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across our systems to manage, analyze and share data

- 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
- Completing the third and final phase of the Asset Management Plan process for remaining assets. The Asset Management Plans 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 2020 capital budget and 2021 – 2029 capital forecast by department is as follows:

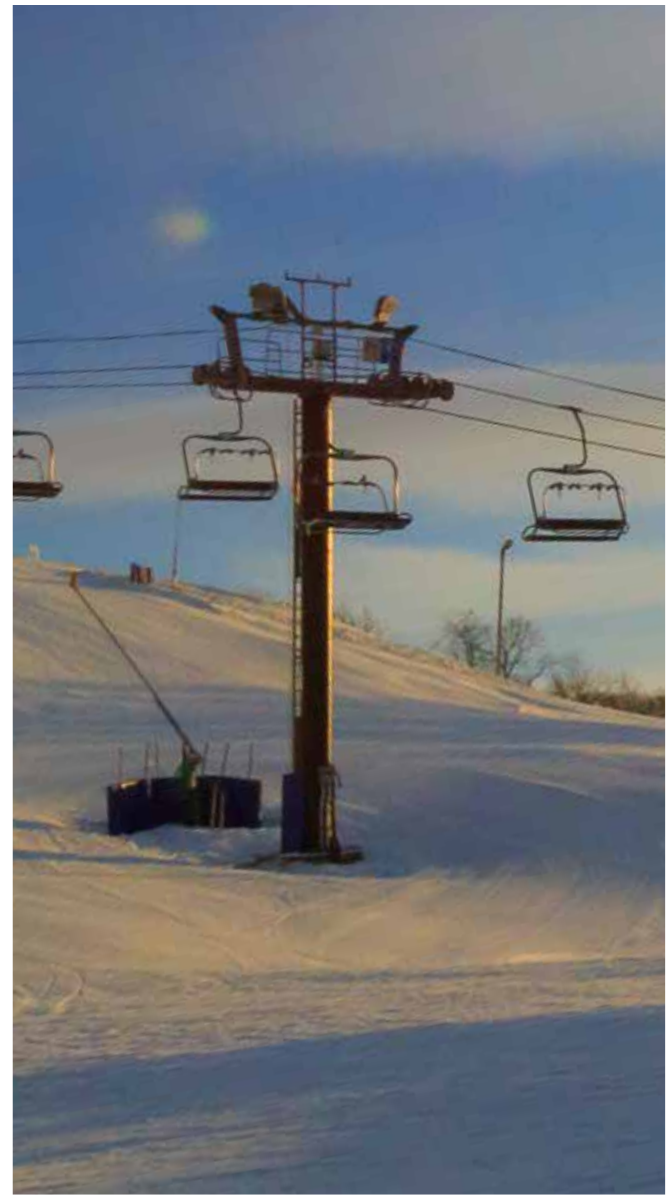
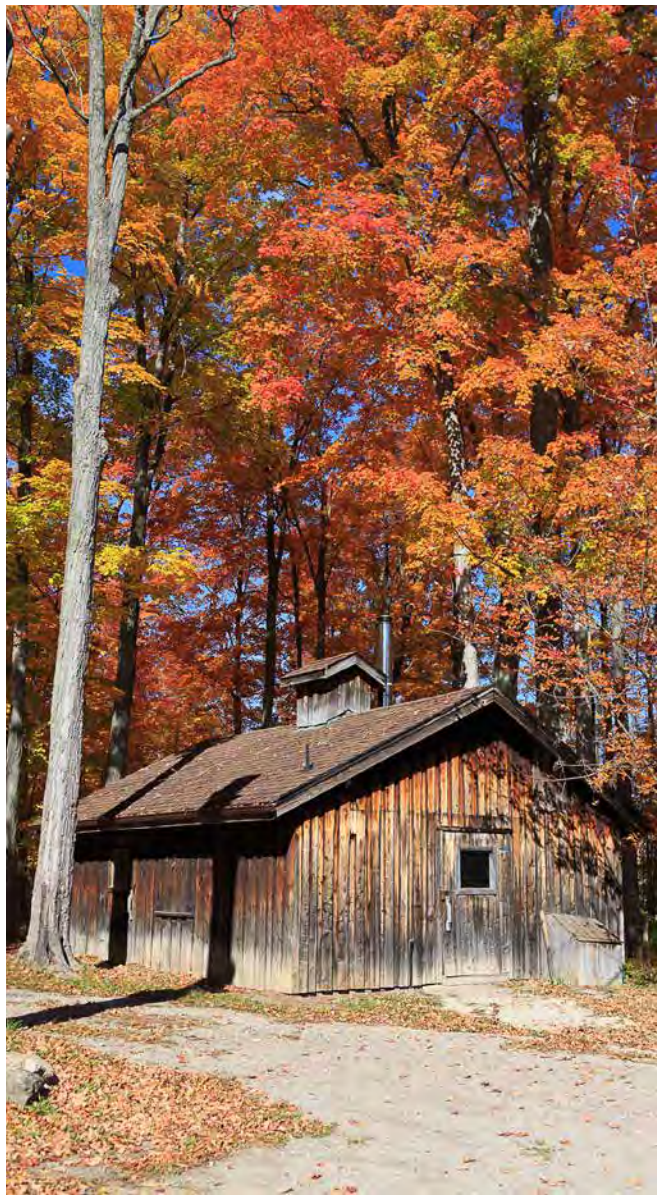


Capital Expenditures	2020 Budget & 2021-2029 Capital Expenditures and Funding Forecast - Watershed Management & Support Services									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Engineering, Flood Forecasting &amp; Operations</b>										
Scotch Block Major Maintenance	246,738	625,130	-	-	-	-	-	-	98,923	-
Hilton Falls Major Maintenance	909,514	86,118	130,105	-	62,856	-	-	-	-	-
Morrison-Wedgewood major maintenance	106,121	52,996	689,211	-	-	-	-	-	-	-
Kelso Dam Major Maintenance	-	86,118	-	161,627	-	-	-	-	-	-
Mountsberg Major Maintenance	-	148,076	-	-	-	-	-	-	-	-
Dams and Channels Maintenance Projects	50,000	-	525,000	1,230,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000	1,590,000
Dam Public Safety Projects	-	233,845	-	-	-	87,768	86,047	-	-	-
Flood Forecasting	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	40,000
Flood Plain Mapping	330,000	500,000	525,000	550,000	500,000	525,000	240,000	95,000	100,000	105,000
	1,757,373	1,852,283	1,994,316	1,966,627	1,880,356	1,992,768	1,768,547	1,600,000	1,766,423	1,735,000
<b>Corporate Services</b>										
Asset Management Plan Consulting	-	-	-	37,500	37,500	-	-	-	-	75,000
Program Rates & Fees Review	-	-	-	60,000	-	-	-	-	60,000	-
Engagement Survey	-	31,000	-	15,000	-	31,000	-	15,000	-	35,000
Compensation Review	-	-	30,000	-	-	-	-	35,000	-	-
Ortho Imagery	-	30,000	-	30,000	-	30,000	-	30,000	-	-
Satellite Imagery	40,000	-	40,000	-	40,000	-	40,000	-	40,000	-
Lidar	-	-	40,000	-	40,000	-	40,000	-	40,000	-
Website Upgrade	100,000	-	-	-	-	-	100,000	-	-	-
IT Infrastructure - upgrades - WMSS	224,000	226,000	156,000	202,000	256,000	290,000	216,000	166,000	198,000	211,000
	364,000	287,000	266,000	344,500	373,500	351,000	396,000	246,000	338,000	321,000
<b>Corporate Compliance</b>										
Giant's Rib GeoPark	100,000	100,000	100,000	100,000	-	-	-	-	-	-
Clappison & Waterdown Woods	25,000	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000
	125,000	150,000	150,000	150,000	50,000	50,000	50,000	25,000	25,000	25,000
<b>Planning &amp; Watershed Management</b>										
Municipal Natural Assets Initiative	25,000	-	-	-	-	-	-	-	-	-
Integrated Watershed Management Initiatives	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Science &amp; Partnerships</b>										
Watershed Implementation Plan	-	-	40,000	50,000	50,000	50,000	100,000	25,000	75,000	100,000
Emerald Ash Borer (EAB) Management	862,243	804,000	804,000	834,000	834,000	794,000	794,000	-	-	-
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	962,243	904,000	944,000	984,000	984,000	944,000	994,000	125,000	175,000	200,000



<b>Capital Expenditures</b>	<b>2020 Budget &amp; 2021-2029 Capital Expenditures and Funding Forecast - Watershed Management &amp; Support Services</b>									
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Project Management Office</b>										
Administration Office & Other Facility Renovations	252,000	170,136	155,000	530,000	207,851	7,403	395,000	5,500	125,000	5,500
Speyside Weir Removal	32,000	144,000	12,200	3,000	3,500	-	2,100	-	-	-
Operations Centre	100,000	500,000	500,000	1,000,000	-	-	-	-	-	-
	<b>384,000</b>	<b>814,136</b>	<b>667,200</b>	<b>1,533,000</b>	<b>211,351</b>	<b>7,403</b>	<b>397,100</b>	<b>5,500</b>	<b>125,000</b>	<b>5,500</b>
<b>WMSS Operations</b>										
Vehicle & Equipment Replacement	194,339	166,637	146,774	156,920	122,412	64,498	61,841	128,974	123,792	112,118
	<b>194,339</b>	<b>166,637</b>	<b>146,774</b>	<b>156,920</b>	<b>122,412</b>	<b>64,498</b>	<b>61,841</b>	<b>128,974</b>	<b>123,792</b>	<b>112,118</b>
<b>Total Capital Expenditures</b>	<b>3,811,955</b>	<b>4,199,056</b>	<b>4,193,290</b>	<b>5,160,047</b>	<b>3,646,619</b>	<b>3,434,669</b>	<b>3,692,488</b>	<b>2,155,474</b>	<b>2,578,215</b>	<b>2,423,618</b>
<b>Capital - Funding</b>										
Provincial Grants	656,186	616,142	672,158	695,814	676,428	718,884	748,024	735,000	814,462	795,000
Municipal Funding	464,000	482,000	506,000	494,500	526,000	506,000	553,500	451,000	600,500	616,000
Municipal Funding - EAB	844,000	804,000	804,000	834,000	834,000	794,000	794,000	-	-	-
Municipal Funding - Floodplain Mapping	330,000	500,000	525,000	550,000	500,000	525,000	240,000	-	-	-
Other Funding Grants and Program Fees	218,243	344,000	212,200	203,000	103,500	100,000	102,100	100,000	100,000	100,000
Transfer from Reserves	1,123,096	513,851	479,327	882,734	911,691	790,785	1,254,865	869,474	1,013,792	912,618
Municipal Debt Financing	176,430	939,063	994,606	1,500,000	95,000	-	-	-	49,462	-
<b>Total Capital Funding</b>	<b>3,811,955</b>	<b>4,199,056</b>	<b>4,193,290</b>	<b>5,160,047</b>	<b>3,646,619</b>	<b>3,434,669</b>	<b>3,692,488</b>	<b>2,155,474</b>	<b>2,578,215</b>	<b>2,423,618</b>

Capital Expenditures	2020 Budget & 2021 - 2029 Capital Expenditures & Funding Forecast - Conservation Areas									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Capital Expenditures Conservation Areas</b>										
Expenditures funds by Capital Reserve										
Vehicle and equipment replacement	165,556	127,278	147,494	131,856	99,605	98,497	115,364	53,062	90,780	108,500
Facility and Infrastructure Major Maintenance	330,000	370,000	-	250,000	175,000	250,000	180,000	470,000	-	800,000
Ski/Snowboarding Capital Expenditures	100,000	500,000	875,000	800,000	1,700,000	-	2,000,000	775,000	2,200,000	-
Park Master Plans	-	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-
Information Technology Infrastructure	75,000	75,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Subtotal Capital Expenditures Conservation Areas</b>	<b>670,556</b>	<b>1,122,278</b>	<b>1,222,494</b>	<b>1,381,856</b>	<b>2,174,605</b>	<b>548,497</b>	<b>2,495,364</b>	<b>1,448,062</b>	<b>2,440,780</b>	<b>1,058,500</b>
<b>Conservation Area - Developer Contribution Works</b>										
Projects funded by Development fees collected by Region of Halton:										
Kelso/Glen Eden Water Distribution and Collection			2,754,475	2,754,475	2,754,475					
Kelso Recreation and Trail Centre				500,000	2,259,900	3,259,900	1,159,900			
Crawford Lake Visitor Centre and Education Facility	250,000	250,000				500,000	3,000,000	3,000,000	1,000,000	1,367,050
<b>Subtotal Costs - Developer Contribution Works</b>	<b>250,000</b>	<b>250,000</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>
<b>Total Conservation Areas Capital Expenditures</b>	<b>920,556</b>	<b>1,372,278</b>	<b>3,976,969</b>	<b>4,636,331</b>	<b>7,188,980</b>	<b>4,308,397</b>	<b>6,655,264</b>	<b>4,448,062</b>	<b>3,440,780</b>	<b>2,425,550</b>
<b>Funding - Developer Contribution Works</b>										
Developer Contributions - Region of Halton	250,000	250,000	2,175,275	2,744,875	4,592,575	3,485,100	3,996,600	1,105,575		
Interest on Developer Contributions - estimate Halton Region			579,200	509,600	421,800	274,800	163,300	35,400	-	-
Conservation Halton Foundation & Other Funding								1,859,025	1,000,000	1,367,050
<b>Subtotal Funding-Developer Contribution Works</b>	<b>250,000</b>	<b>250,000</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>
<b>Funding - Capital Expenditures Conservation Areas</b>										
Conservation Halton Foundation & Other Grant Funding										
Transfer from Reserves	670,556	1,122,278	1,222,494	1,381,856	2,174,605	548,497	2,495,364	1,448,062	2,440,780	1,058,500
<b>Total Conservation Areas Capital Funding</b>	<b>920,556</b>	<b>1,372,278</b>	<b>3,976,969</b>	<b>4,636,331</b>	<b>7,188,980</b>	<b>4,308,397</b>	<b>6,655,264</b>	<b>4,448,062</b>	<b>3,440,780</b>	<b>2,425,550</b>



**MUNICIPAL FUNDING**



# 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 the Environment, Conservation and Parks.

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.

## Municipal Apportionment

<b>Total Municipal Funding:</b>	<b>Budget 2020</b>	<b>Budget 2019</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase</b>
Operating	\$9,221,118	\$8,916,785	\$304,333	3.4%
Capital	464,000	647,013	(183,013)	-28.3%
	9,685,118	9,563,798	121,320	1.3%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	439,200	414,200	25,000	6.0%
<b>Municipal Funding total</b>	<b>\$10,124,318</b>	<b>\$9,977,998</b>	<b>\$146,320</b>	<b>1.5%</b>

<b>Municipality:</b>	<b>Apportion- ment % 2020</b>	<b>Municipal Funding 2020</b>	<b>Apportion- ment % 2019</b>	<b>Municipal Funding 2019</b>	<b>% Increase</b>
Region of Halton	87.7576%	\$8,884,859	87.6577%	\$8,746,484	1.6%
Region of Peel	4.8142%	487,405	4.8745%	486,378	0.2%
City of Hamilton	7.2109%	730,054	7.2456%	722,966	1.0%
Township of Puslinch	0.2173%	22,000	0.2222%	22,170	(0.8%)
	<b>100.0000%</b>	<b>\$10,124,318</b>	<b>100.0000%</b>	<b>\$9,977,998</b>	

## Municipal Funding Forecast



	BUDGET	FORECAST			
Municipal Funding	2020	2021	2022	2023	2024
Operating	\$ 9,221,118	\$ 9,577,251	\$ 10,004,782	\$ 10,452,644	\$ 10,935,221
Capital	\$ 464,000	\$ 482,000	\$ 506,000	\$ 494,500	\$ 526,000
State of Good Repair (SOGR) Levy	\$ 439,200	\$ 478,500	\$ 480,500	\$ 494,400	\$ 521,200
<b>Municipal Funding - Total including SOGR Levy</b>	<b>\$ 10,124,318</b>	<b>\$ 10,537,750</b>	<b>\$ 10,991,282</b>	<b>\$ 11,441,544</b>	<b>\$ 11,982,421</b>
<b>% Change</b>	<b>1.5%</b>	<b>4.1%</b>	<b>4.3%</b>	<b>4.1%</b>	<b>4.7%</b>



# DEPARTMENTAL BUSINESS PLANS



## Corporate Services

### Departmental Business Plans

**The Corporate Services department is responsible for overseeing 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. Digital Transformation within Conservation Halton is being launched and is expected to support better internal information management. Corporate Services is also responsible for implementing business practices that ensure economic, social and environmental sustainability.



## Key Objectives 2020

- **COMPREHENSIVE ASSET MANAGEMENT PLAN (AMP)** – In 2020, the final phase of the development of a comprehensive AMP will be undertaken by staff with assistance from consultants. The Comprehensive AMP 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 assets, the expected levels of service, asset management strategies and a financing strategy.
- **DIGITAL TRANSFORMATION:**  
A technology assessment was completed by a consultant in 2018 and 2019 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 and is a strategic priority for 2020.

## 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.

## Conservation Halton Foundation Administration

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.

## Finance

Finance provides financial stewardship and management in support of the strategic goals of the organization. The department is responsible for the preparation and administration of the annual budget, financial reporting, safeguarding of financial resources, financial planning, investments and cash flow management, capital asset management, accounts payable and receivable, purchasing, 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 and Digital Transformation

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

## Geographical Information Systems (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 oversees 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.

## Human Resources

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 drive employee engagement, development and wellness.

## Marketing & Communications

The Marketing and Communications 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 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.



## Corporate Services

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>REVENUES</b>						
Program Revenue	-6.04%	70,000	-	-	(4,500)	74,500
Grant Revenue	0.00%	-	-	-	-	-
Chargeback Recoveries	28.92%	827,149	-	-	185,544	641,605
Transfers from Reserves		10,000	(5,000)	-	-	15,000
<b>TOTAL REVENUES</b>	<b>24.08%</b>	<b>907,149</b>	<b>(5,000)</b>	<b>-</b>	<b>181,044</b>	<b>731,105</b>
<b>EXPENSES</b>						
<u>Office of the CAO</u>						
Salaries & Benefits	6.66%	411,530	-	-	25,713	385,817
Materials & Supplies	30.00%	39,000	-	(500)	9,500	30,000
Purchased Services	4.53%	159,300	-	-	6,900	152,400
Financial & Rent expense	0.00%	-	-	-	-	-
	7.32%	609,830	-	(500)	42,113	568,217
<u>Conservation Halton Foundation Administration</u>						
Salaries & Benefits	4.16%	142,847	-	-	5,699	137,148
Materials & Supplies	0.00%	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-
	4.16%	142,847	-	-	5,699	137,148
<u>Finance</u>						
Salaries & Benefits	3.21%	673,042	-	-	20,912	652,130
Materials & Supplies	0.00%	-	-	-	-	-
Purchased Services	26.53%	91,100	-	35,100	(16,000)	72,000
Financial & Rent expense	0.00%	25,000	-	-	-	25,000
	5.34%	789,142	-	35,100	4,912	749,130

## Corporate Services

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<a href="#">General Corporate Services</a>						
Salaries & Benefits	-100.00%	-	-	-	(50,000)	50,000
Materials & Supplies	0.00%	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-
	-100.00%	-	-	-	(50,000)	50,000
<a href="#">Information Technology</a>						
Salaries & Benefits	5.98%	400,387	-	-	22,595	377,792
Materials & Supplies	-62.96%	10,000	-	-	(17,000)	27,000
Purchased Services	254.36%	148,830	-	106,830	-	42,000
Financial & Rent expense	0.00%	-	-	-	-	-
	25.16%	559,217	-	106,830	5,595	446,792
<a href="#">Geographical Information Systems</a>						
Salaries & Benefits	-6.05%	579,735	-	(56,823)	19,458	617,100
Materials & Supplies	-40.00%	3,000	-	-	(2,000)	5,000
Purchased Services	-4.19%	59,400	-	22,400	(25,000)	62,000
Financial & Rent expense	0.00%	-	-	-	-	-
	-6.13%	642,135	-	(34,423)	(7,542)	684,100
<a href="#">Digital Transformation</a>						
Salaries & Benefits	20.38%	119,546	-	-	20,237	99,309
Materials & Supplies	0.00%	-	-	-	-	-
Purchased Services	0.00%	-	-	-	-	-
Financial & Rent expense	0.00%	-	-	-	-	-
	20.38%	119,546	-	-	20,237	99,309

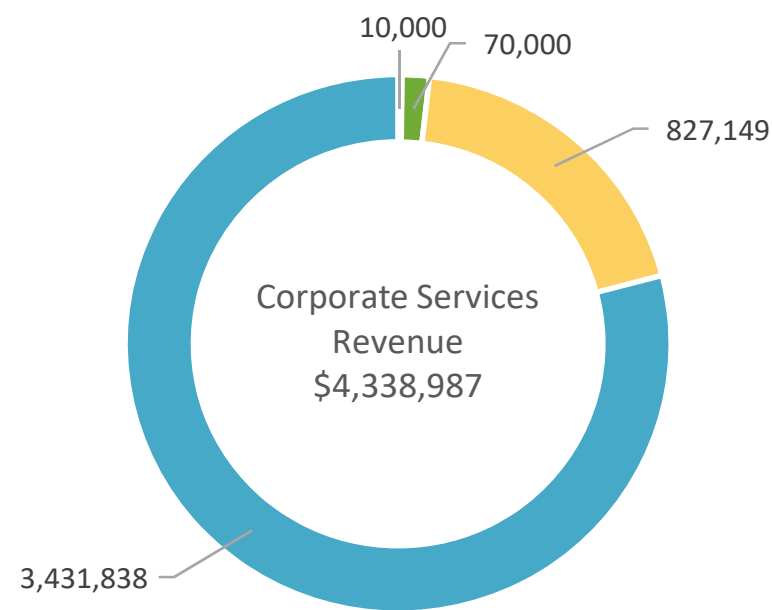
## Corporate Services

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<a href="#">Human Resources</a>						
Salaries & Benefits	17.69%	380,240	-	-	57,157	323,083
Materials & Supplies	-9.19%	95,000	-	-	(9,611)	104,611
Purchased Services	-3.14%	185,080	-	-	(6,000)	191,080
Financial & Rent expense	0.00%	41,000	-	-	-	41,000
	6.30%	701,320	-	-	41,546	659,774
<a href="#">Marketing &amp; Communications</a>						
Salaries & Benefits	8.93%	687,475	-	-	56,361	631,114
Materials & Supplies	-5.53%	51,250	-	-	(3,000)	54,250
Purchased Services	-50.10%	36,225	-	(5,000)	(31,375)	72,600
Financial & Rent expense	0.00%	-	-	-	-	-
	2.24%	774,950	-	(5,000)	21,986	757,964
<b>TOTAL EXPENSES</b>	4.49%	<b>4,338,987</b>	-	<b>102,007</b>	<b>84,546</b>	<b>4,152,434</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>0.3%</b>	<b>(3,431,838)</b>	<b>(5,000)</b>	<b>(102,007)</b>	<b>96,498</b>	<b>(3,421,329)</b>

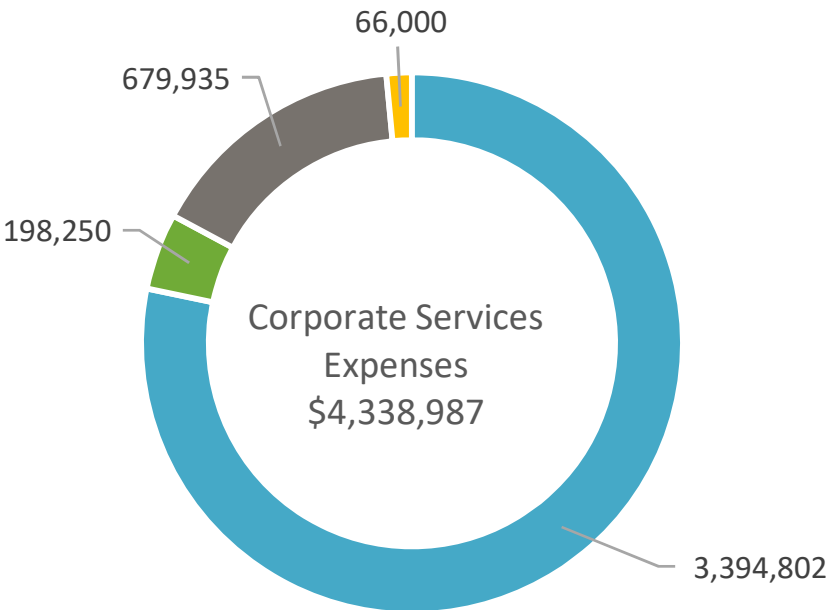


# Revenue & Expenses

## Corporate Services



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



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

# Office of CAO

## Staffing Overview

Office Of The CAO

Office of the CAO					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

# Office of CAO

## Key Performance Indicators

Office Of The CAO

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.20%	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			
	2018	2017	2016
	Achieved	Achieved	Achieved

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

Annual increase self-generated revenue			
	2018	2017	2016
Increase in program revenue year over year	9.7%	7.1%	6.0%

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			
	2018	2017	2016
	Achieved	*note	*note

Objective: Ensure customers 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.

## Foundation Staffing Overview

Corporate Services

Conservation Halton Foundation Administration					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

## Foundation Key Performance Indicators

Corporate Services

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	0.50%	0.40%	0.40%

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



# Finance

## Staffing Overview

Corporate Services

Finance					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	6.3	0.0		6.3	0.0
Part-time/Contract	0.0	0.0		0.0	0.0
Total	6.3	0.0	0.0	6.3	0.0

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

## Finance

### Key Performance Indicators

#### Corporate Services

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	3.2%	2.6%	2.0%

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			
	2018	2017	2016
Total stabilization reserves / total own source revenues	12.8%	11.8%	9.7%

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 unforeseen events.

Debt capacity ratio			
	2018	2017	2016
Total debt principal and interest charges / total own source revenues WMSS (excludes Conservation Areas)	4.8%	4.9%	4.4%

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			
	2018	2017	2016
Net surplus/(deficit) / annual approved operating budget	5.1%	8.6%	6.0%

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

# Information Technology (IT)

## Staffing Overview

Corporate Services

Information Technology (IT)					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	3.7			3.7	0.0
Part-time/Contract	0.0			0.0	0.0
Total	3.7	0.0	0.0	3.7	0.0

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

# Information Technology (IT)

## Key Performance Indicators

### Corporate Services

#### Percentage of Total FTEs

	2018	2017	2016
Total program FTEs / Total organization FTEs	1.50%	1.20%	1.20%

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

	2018	2017	2016
Number of computers over 5 years/total computers	11%	28%	10%

Objective: Improve staff efficiency by ensuring they have tools that meet their needs

#### Percentage of tickets solved within 24 hours

	2018	2017	2016
Number of issues solved within 24 hours / total number of issues	97%	98%	95%

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 Services

Geographic Information Systems (GIS)					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	6.2	-0.6		5.6	-0.6
Part-time/Contract	0.0			0.0	0.0
Total	6.2	-0.6	0.0	5.6	-0.6

The total staff complement is 5.6 FTE. The staff complement has decreased by .6 FTE with the following change:  
Full-time staff – As a result of a staffing review, a vacant staff position has been partially removed by .6 FTE from the 2020 budget staff complement.

# Geographic Information System (GIS)

## Key Performance Indicators

Corporate Services

### Percentage of Total FTEs

	2018	2017	2016
Total program FTEs / Total organization FTEs	2.30%	2.40%	2.00%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

### Accurate Base Data For Watershed Modeling

	2018	2017	2016
KPI – Percentage of watershed with updated and accurate elevation information	100	*note	*note
Objective is to update digital elevation and aerial photography throughout Conservation Halton watershed			

### Number of external GIS Website hits

	2018	2017	2016
Identify the number of visits to our external GIS interactive map websites.	30,832	*note	*note
Objective: Improve data sharing with external clients			

### Number of internal GIS Website hits

	2018	2017	2016
Identify the number of visits to our internal GIS interactive map websites.	8,892	*note	*note
Objective: Improve data sharing with internal clients			

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

# Human Resources Staffing Overview

Corporate Services

Human Resources					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

# Human Resources

## Key Performance Indicators

### Corporate Services

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs including part-time / Total town FTEs including part-time	1.00%	2.30%	2.20%
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			

STD as Percentage of Payroll			
	2018	2017	2016
Short term disability as a % of gross payroll disability absences.	0.24%	0.39%	0.67%

Investment in training			
	2018	2017	2016
Dollars invested in training annually for staff	\$ 93,103	\$ 84,075	\$ 94,309
Objective: Employee Engagement & Investments in training			

Employee Turnover Rate			
	2018	2017	2016
total number of employees	8.90%	7.00%	5.90%
Objective: Monitor the trend in employees leaving Conservation Halton			

Page views on the employment section of our website			
	2018	2017	2016
Number of page views	44,385	54,989	44,328
Objective: Increase profile of Conservation Halton as an Employer			



# Marketing & Communications Staffing Overview

Corporate Services

Marketing & Communications					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	7.0	0.3		7.3	0.3
Part-time/Contract	0.3	-0.3		0.0	-0.3
Total	7.3	0.0	0.0	7.3	0.0

The total staff complement is 7.3 FTE. The staff complement has changed for the following:

Full-time staff - A part-time .3 FTE position was converted in 2019 to full-time to increase to 1.0 FTE Graphic Design staff with the retirement of a .7 FTE position.

# Marketing & Communications

## Key Performance Indicators

Corporate Services

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	3.00%	2.30%	3.10%

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

Number of followers on social media sites			
	2018	2017	2016
Total number of social media followers	60,400 (18%)	51,090 (18%)	42,029 (16%)

Objective: Build awareness by increasing number of social media followers by 10% annually

Number of social media engagements (likes, shares, retweets, etc.)			
	2018	2017	2016
Total number of social media engagements	334,319 (83%)	182,608 (185%)	64,100

Objective: Demonstrate engagement by increasing number of social media engagements by 15% annually

Number of unique visitors to Conservation Halton's website			
	2018	2017	2016
Total number of unique visitors	1,639,716 (95%)	839,202 (64%)	510,573 (18%)

Objective: Build awareness by increasing number of unique visitors to Conservation Halton's website by 10% annually

Number of subscribers to the Grindstone			
	2018	2017	2016
Total number of subscribers	435 (73%)	252 (91%)	132

Objective: Demonstrate engagement by increasing number of subscribers to the Grindstone by 10% annually

# Capital Projects Summary

Corporate Services

Description	2020 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							
IT Infrastructure & digital Transformation	224,000						224,000
Website upgrade	100,000					65,000	35,000
Lidar Imagery	40,000						40,000
Total Capital Expenditures	364,000	-	-	-	-	65,000	299,000

# Capital Project

## IT Infrastructure & Digital Transformation

### Corporate Services

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											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	2,145,000	224,000	226,000	156,000	202,000	256,000	290,000	216,000	166,000	198,000	211,000
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>2,145,000</b>	<b>224,000</b>	<b>226,000</b>	<b>156,000</b>	<b>202,000</b>	<b>256,000</b>	<b>290,000</b>	<b>216,000</b>	<b>166,000</b>	<b>198,000</b>	<b>211,000</b>
<b>Funding Sources</b>											
Municipal Funding	2,145,000	224,000	226,000	156,000	202,000	256,000	290,000	216,000	166,000	198,000	211,000
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>2,145,000</b>	<b>224,000</b>	<b>226,000</b>	<b>156,000</b>	<b>202,000</b>	<b>256,000</b>	<b>290,000</b>	<b>216,000</b>	<b>166,000</b>	<b>198,000</b>	<b>211,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											



# Capital Project Website Upgrade

Corporate Services

Project Description/Rationale											
This project is to modernize our aging CH websites, with the intent of building them on one platform. Currently they exist on different platforms, requiring staff to be trained and proficient on these different platforms. CH currently has 5 separate websites.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	200,000	100,000						100,000			
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>200,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	70,000	35,000						35,000			
Provincial Funding	-										
Federal Funding	-										
Reserves	130,000	65,000	-	-	-	-	-	65,000	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>200,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)</b>											

# Capital Project

## LiDAR Imagery

### Corporate Services

Project Description/Rationale											
This project is to acquire high resolution LiDAR (3D elevation data) to support our ongoing efforts in floodplain mapping, forestry, asset management etc. From the partnership perspective, sharing the the cost with our local municipalities reduces the financial impact to all, will providing each with high quality data.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	200,000	40,000		40,000		40,000		40,000		40,000	
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>200,000</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	200,000	40,000		40,000		40,000		40,000		40,000	
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>200,000</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>

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

# Corporate Compliance

## Departmental Business Plans

**The newly established corporate compliance department brings together experts responsible for health and safety, property and risk management, internal audit, insurance and procurement initiatives at Conservation Halton.**

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

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



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## Key Objectives 2020

- **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.

- **ETHICS & COMPLIANCE:**

An ethics and compliance program is made up of organizational policies and procedures put in place to promote law abiding and ethical conduct that are designed to meet internal and external requirements, guided by CH core values; accountability, sustainability, adaptability, collaboration and respect for people. By creating an ethics and compliance program we will promote a culture of ethical, compliant behavior and integrity that supports and guides employees as they do their jobs through a meaningful governance framework, tools and resources, training and communication, and monitoring for compliance. The program will promote a culture that encourages everyone to raise their hands when they have concerns, and guards against retaliation of any kind.

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## Health & Safety

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

## Land & Risk Management

Land and Risk Management provides strategic oversight and planning for

the current and long-term management for all Conservation Halton owned property. This includes administration and record keeping relating to legal land management as well as the creation and implementation of master plans and the Conservation Halton Land Securement Strategy. The goal is to proactively plan for suitable ongoing management of CH owned and maintained lands to ensure alignment with organizational and industry priorities by working closely with all other departments and various external partners. The risk management program creates a comprehensive approach to anticipate, identify, prioritize, manage and monitor the portfolio of risks impacting our organization. Our team ensures that the policies, processes, competencies, accountabilities, reporting and enabling technology are in place to execute that approach successfully.

## Procurement

The Procurement function ensures that the required services, materials, equipment, and construction are sourced and secured while ensuring that quality, safety, and cost-effectiveness are achieved; that procurement transactions are conducted in a manner providing full and open competition; that complies with procurement rules and applicable laws and regulations; ensures that participation from all qualified and responsible contractors and suppliers in the procurement process is solicited; assures equity for all parties involved in the procurement process; that the best value for money spent is obtained and eliminates the possibility of corruption or unethical practices in the procurement process.

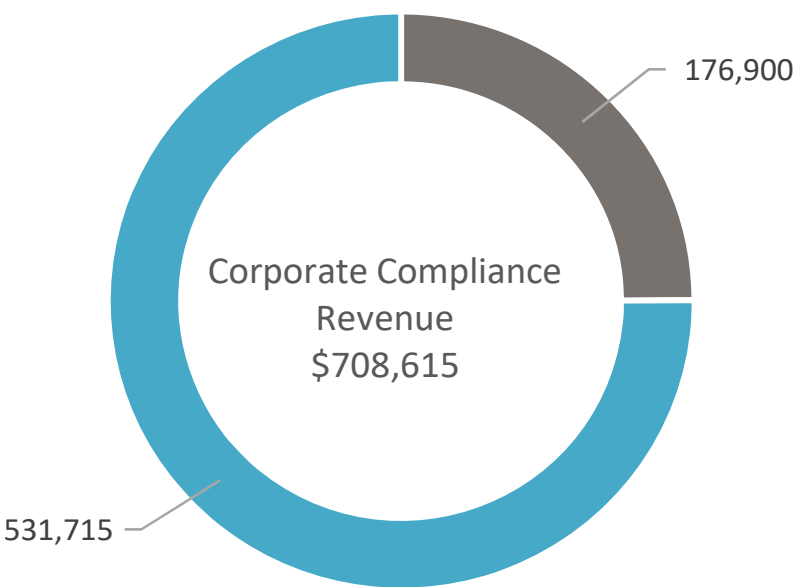


## Corporate Compliance

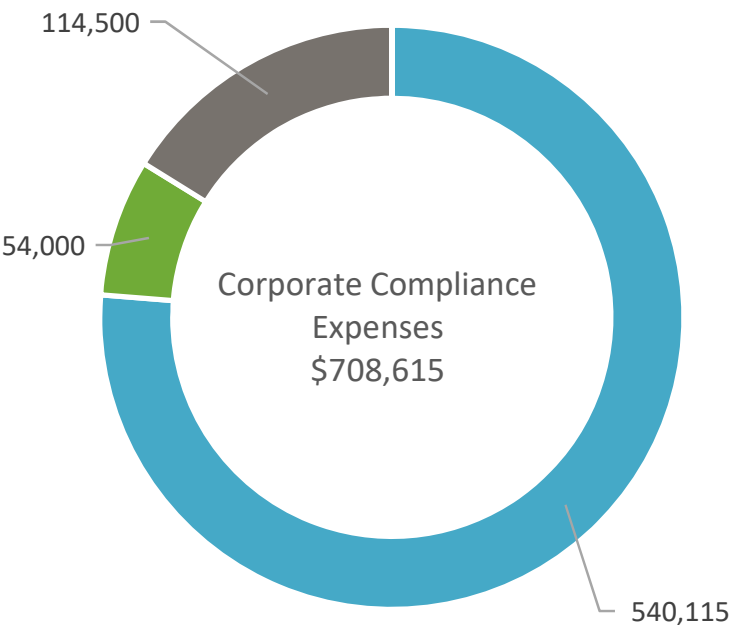
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Chargeback Recoveries	-24.95%	176,900	-	-	(58,800)	235,700
Reserves		-				
<b>TOTAL REVENUE</b>	<b>-24.95%</b>	<b>176,900</b>	<b>-</b>	<b>-</b>	<b>(58,800)</b>	<b>235,700</b>
<b>EXPENSES</b>						
<u>Corporate Compliance</u>						
Salaries & Benefits	4.94%	265,573	-	-	12,510	253,063
Materials & Supplies	0.00%	8,000	-	-	-	8,000
Purchased Services	0.00%	24,500	-	-	-	24,500
Financial & Rent expense		-	-	-	-	-
	4.38%	298,073	-	-	12,510	285,563
<u>Risk &amp; Lands</u>						
Salaries & Benefits	3.96%	274,542	-	-	10,453	264,089
Materials & Supplies	4.55%	46,000	-	2,000	-	44,000
Purchased Services	2.27%	90,000	-	11,500	(9,500)	88,000
Financial & Rent expense		-	-	-	-	-
	3.65%	410,542	-	13,500	953	396,089
<b>TOTAL EXPENSES</b>	<b>3.96%</b>	<b>708,615</b>	<b>-</b>	<b>13,500</b>	<b>13,463</b>	<b>681,652</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>19.2%</b>	<b>(531,715)</b>	<b>-</b>	<b>(13,500)</b>	<b>(72,263)</b>	<b>(445,952)</b>

# Revenue & Expenses

## Corporate Compliance



- Chargeback Recoveries
- Reserves
- Municipal Funding



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

# Corporate Compliance

## Staffing Overview

Corporate Compliance

Corporate Compliance					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	2.5			2.5	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.5	0.0	0.0	2.5	0.0

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

# Corporate Compliance

## Key Performance Indicators

### Corporate Compliance

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	0.60%	n/a	n/a

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

Incident Frequency and Severity			
	2018	2017	2016
Total number of injuries	90	57	72
WSIB reportable injuries	26	15	15
Lost time injuries	12	6	3
Average number of lost days per Lost time claim	6.6	4	3.7

Objective: Illustrates frequency and severity trends and health and safety performance over time

Safety Observations			
	2018	2017	2016
Total number of safety observations completed	New Initiative		

Objective: Increase the number of safety conversations to encourage safe work practices and eliminate at risk behaviours



## Risk & Lands Staffing Overview

Corporate Compliance

Risk & Lands					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	2.5			2.5	0.0
Part-time/Contract	0.0			0.0	0.0
Total	2.5	0.0	0.0	2.5	0.0

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

## Risk & Lands

### Key Performance Indicators

Corporate Compliance

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.00%	n/a	n/a
Objective: Assesses the capacity of the program by examining the proportion of staff expertise against total FTEs.			
Support use of CH owned lands for educational, scientific and partnership initiatives			
	2018	2017	2016
Issue permits to enter for groups to access CH property	22	23	23
Objective: Support scientific and educational access to CH owned properties			
Modernize CH owned property records			
	2018	2017	2016
Number of CH owned properties moved to digital file format	New Initiative in 2019		
Objective: Improve land management processes while supporting digital transformation initiatives			

# Capital Projects Summary

Corporate Compliance

Description	2020 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Giant's Rib Geopark	100,000			100,000			
Clappison & Waterdown Woods	25,000						25,000
<b>Total Capital Expenditures</b>	<b>125,000</b>	-	-	<b>100,000</b>	-	-	<b>25,000</b>

# Capital Project

## Giant's Rib Geopark

Corporate Compliance

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
<b>Costs</b>												
Salaries & Benefits	-											
Materials & Supplies	-											
Purchased Services	400,000	100,000	100,000	100,000	100,000		-	-	-	-	-	
Financial, Leases, Rentals	-											
Other	-	-	-	-	-	-	-	-	-	-	-	
Contingency	-											
<b>Total Costs</b>	<b>400,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Funding Sources</b>												
Municipal Funding	-											
Provincial Funding	-											
Federal Funding	-											
Reserves	-	-	-	-	-	-	-	-	-	-	-	
Capital Levy	-											
Debt Financing	-											
Other	400,000	100,000	100,000	100,000	100,000	-	-	-	-	-	-	
<b>Total Funding</b>	<b>400,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>												
This is to support the implementation of a Concept Giants Rib Park system. This initial capital investment will support materials and a website development as well as integrated planning for CH parks system.												

# Capital Project

## Clappison and Waterdown Woods

### Corporate Compliance

Project Description/Rationale											
Clappison Woods and Waterdown Woods are two properties owned and managed by Conservation Halton on the Niagara Escarpment south of the growing settlement of Waterdown. The properties have been owned by Conservation Halton since the mid 1980's and are significant land holdings of the Cootes to Escarpment EcoPark System. Clappison Woods has a historical network of previously managed and unmanaged trails as well as the Bruce Trail and Waterdown Woods has a limited recreational trail network predominately made up of the Bruce Trail. Increasing population is seeing significant access being made on these sites without any formal management by CH. It is hoped that these two properties will be included within our formal Parks system, and in order to prepare these sites to be revenue generating, significant infrastructure works are required to address risk and implement existing Master Plan recommendations.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	400,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>400,000</b>	<b>25,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Funding Sources</b>											
Municipal Funding	400,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-					
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>400,000</b>	<b>25,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)</b>											
Year One: Complete Environmental Impact Study (EIS) and visitation numbers to inform trail and suitable recreation network. Year Two: Develop a phased project plan, implement immediate measures including community engagement and signage as well as incorporate the property into the visitor impact management. Years 4 and 5 see significant capital works in respect to trail development, access and management. Years 7 to 10 include management and further enhancements to on site infrastructure to support assumption by Parks and Recreation for the 2025 operating season. Funding to be picked up after assumption by Parks for 2025 and beyond.											



# Engineering

## Departmental Business Plans

**The Engineering Department is responsible for the Key Objective identified in Conservation Halton's Strategic Plan to enhance public safety through the maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.**

This key objective helps fulfill the strategic themes of protecting our natural, cultural and scenic assets, taking care of our growing communities and preparing for the effects of climate change by protecting people and property from flooding. The Engineering team is responsible for the management, operation and maintenance of Conservation Halton's flood management infrastructure (capital asset value of more than \$100 million), including dams and channels that provide flood protection and low-flow augmentation through the Capital and Flood Forecasting & Operations programs. The Engineering team is also responsible for identifying areas at risk of flooding through the Floodplain Mapping Program. This responsibility is integrated with Conservation Halton's critical role in supporting municipal emergency response to flooding by monitoring local watershed conditions, predicting flooding potential and providing flood messaging to watershed stakeholders.



## Key Objectives 2020

- **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

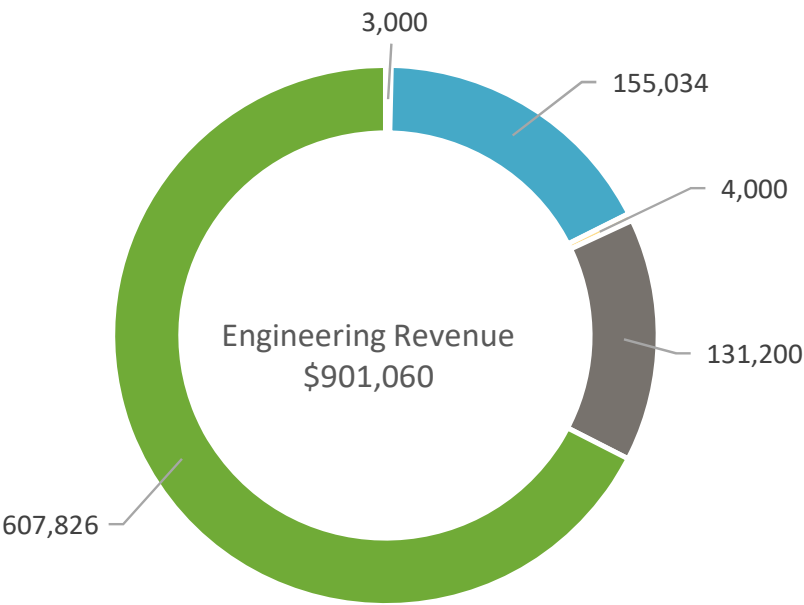
Flood forecasting and warning involves the collection, evaluation and prediction of precipitation and the associated response of Conservation Halton's watershed related to flooding and drought and the operation of Conservation Halton's four dams (Kelso, Hilton Falls, Mountsberg and Scotch Block). This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

## Engineering

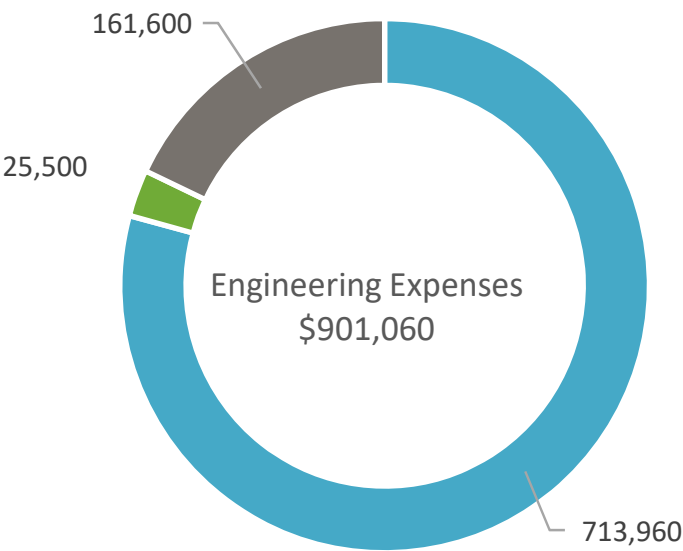
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Program Revenue	0.0%	3,000	-	-	-	3,000
Provincial Funding	-48.4%	155,034	-	-	(145,277)	300,311
Other Funding	0.0%	4,000	-	-	-	4,000
Chargeback Recoveries	-41.0%	131,200	(91,203)	-	-	222,403
<b>TOTAL REVENUE</b>	<b>-44.6%</b>	<b>293,234</b>	<b>(91,203)</b>	<b>-</b>	<b>(145,277)</b>	<b>529,714</b>
<b>EXPENSES</b>						
<u>Engineering</u>						
Salaries & Benefits	5.3%	322,163	-	-	16,355	305,808
Materials & Supplies	-45.5%	3,000	-	(2,500)	-	5,500
Purchased Services	-75.1%	8,800	-	-	(26,500)	35,300
Financial & Rent expense	0.0%	-	-	-	-	-
	-3.6%	333,963	-	(2,500)	(10,145)	346,608
<u>Flood Forecasting &amp; Operations</u>						
Salaries & Benefits	-15.5%	391,797	-	(113,473)	41,812	463,458
Materials & Supplies	-50.0%	22,500	-	-	(22,500)	45,000
Purchased Services	8.1%	152,800	-	(5,000)	16,500	141,300
Financial & Rent expense	0.0%	-	-	-	-	-
	-12.7%	567,097	-	(118,473)	35,812	649,758
<b>TOTAL EXPENSES</b>	<b>-9.6%</b>	<b>901,060</b>	<b>-</b>	<b>(120,973)</b>	<b>25,667</b>	<b>996,366</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>30.3%</b>	<b>(607,826)</b>	<b>(91,203)</b>	<b>120,973</b>	<b>(170,944)</b>	<b>(466,652)</b>

# Revenue & Expenses

## Engineering



- Provincial Funding
- Municipal Funding
- Other Funding
- Chargeback Recoveries
- Program Revenue



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

# Engineering Staffing Overview

## Engineering

Engineering					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.



# Engineering

## Key Performance Indicators

### Engineering

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.10%	1.60%	2.00%

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			
	2018	2017	2016
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			
	2018	2017	2016
Completed area with modernized models that provide clearly defined and defensible 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					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	4.6	-0.3	-1.0	3.3	-1.3
Part-time/Contract	0.0			0.0	0.0
Total	4.6	-0.3	-1.0	3.3	-1.3

The total staff complement is 3.3 FTE. The staff complement has decreased by 1.3 FTE for the following changes:  
Full-time staff - A Technician position has been reallocated to the Project Management Office to assist with Engineering and other capital project management. A shared Flood Forecasting Technician position has been reduced b .3 FTE to 1.0 FTE.

# Flood Forecasting Operations

## Key Performance Indicators

### Engineering

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.50%	1.10%	0.70%

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

Reliable Maintenance Services			
	2018	2017	2016
Track the number of complaints received from municipal partners and the public e.g., trees, debris, grass, fencing, etc. and CH response time ( #)	24	17	21

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			
	2018	2017	2016
Number of climate stations	32	26	8
Number of stream gauges	12	9	9

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	2020 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	825,084		412,542			412,542	
Floodplain Mapping Update	330,000			330,000			
Scotch Block DSR	246,739		123,369	123,370			
Morrison Wedgewood Channel Spill	106,120		53,060	53,060			
Hilton Falls Dam - Road Surface Upgrade	84,430		42,215			42,215	
Channel replacement/Design and Tender	50,000		25,000			25,000	
Flood Forecasting & Warning Tools	65,000						65,000
Flood Forecasting & Warning Equipment	50,000						50,000
Total Capital Expenditures	1,757,373	-	656,186	506,430	-	479,757	115,000

# 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. Ecological timing windows invoked this project to take place over 2019 and 2020. Phase 1 (tree protection, sediment and erosion controls, clearing and grubbing) of this project will be carried out in 2019 with Phase 2 (diversion construction) in 2020.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	68,757	68,757									
Materials & Supplies	-										
Purchased Services	1,035,406	756,327	86,118	130,105	-	62,856	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>1,104,163</b>	<b>825,084</b>	<b>86,118</b>	<b>130,105</b>	<b>-</b>	<b>62,856</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	552,082	412,542	43,059	65,053		31,428					
Federal Funding	-										
Reserves	552,081	412,542	43,059	65,052	-	31,428	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>1,104,163</b>	<b>825,084</b>	<b>86,118</b>	<b>130,105</b>	<b>-</b>	<b>62,856</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
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. Phase 1 of 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, identify flood vulnerable structures and roads, and determine the extent of Flood Damage Centres (FDC's) within Conservation Halton's watersheds. Updated mapping will inform Regulation, 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. The Floodplain Mapping initiative benefits the public, as floodplain maps serve as a critical decision-making tool in the development of flood mitigation strategies, for land use planning, and emergency management. 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	3,470,000	330,000	500,000	525,000	550,000	500,000	525,000	240,000	95,000	100,000	105,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>3,470,000</b>	<b>330,000</b>	<b>500,000</b>	<b>525,000</b>	<b>550,000</b>	<b>500,000</b>	<b>525,000</b>	<b>240,000</b>	<b>95,000</b>	<b>100,000</b>	<b>105,000</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	3,470,000	330,000	500,000	525,000	550,000	500,000	525,000	240,000	95,000	100,000	105,000
<b>Total Funding</b>	<b>3,470,000</b>	<b>330,000</b>	<b>500,000</b>	<b>525,000</b>	<b>550,000</b>	<b>500,000</b>	<b>525,000</b>	<b>240,000</b>	<b>95,000</b>	<b>100,000</b>	<b>105,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
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

## Scotch Block DSR

### Engineering

Project Description/Rationale											
The Lakes and Rivers Improvement Act – Dam Safety Reviews, Best Management Practices (MNRF, August, 2011) describes a Dam Safety Review (DSR) as a “systemic review and evaluation of all aspects of design, construction, maintenance, operation and surveillance, and other factors, processes and systems affecting a dam’s safety”. The MNRF document recommends that DSRs for High or Very High Hazard Potential Classification (HPC) be carried out by a registered Professional Engineer or multidisciplinary team every 10 years however the owner may wish to increase this frequency depending on the potential risks to public safety. The Scotch Block Dam has been evaluated to have a “Very High” Hazard Potential Classification. A DSR was completed through the 2018-2019 Water and Erosion Control Infrastructure (WECI) funding program and provided remediation recommendations to be implemented immediately and over the next 6 years. These recommendations include increasing freeboard along the dam embankment, mechanical improvements to the gates, electrical updates, geotechnical investigation and drainage improvements. This project includes the improvements recommended within the short term while additional long-term projects have been included in the capital forecast.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	20,561	20,561									
Materials & Supplies	-										
Purchased Services	950,230	226,177	625,130	-	-	-	-	-	-	98,923	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>970,791</b>	<b>246,738</b>	<b>625,130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,923</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	485,396	123,369	312,565							49,462	
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	485,406	123,379	312,565							49,462	
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>970,802</b>	<b>246,748</b>	<b>625,130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,924</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
This project supports recommended improvements identified through work carried out in 2018 supported by the 2018-2019 WECI program (updating of the Dam Safety Review (DSR). This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.											

# Capital Project

## Morrison-Wedgewood Channel Spill

### Engineering

Project Description/Rationale											
An engineering study was completed in 2012 that identified potential spill areas from the Morrison-Wedgewood Diversion Channel. Recommendations from this study identified remediation options to mitigate these spills which included increased berming along the south side of the channel in order to contain flood flows within the channel. Further review of this study identified a discrepancy in flood flow estimates used to determine the extent of spill, where flood flows could potentially be significantly larger resulting in a greater extent of spill than previously identified. In light of this, confirmation of channel capacity is necessary to better estimate the extent of the potential spill areas and inform the design of an appropriate flood mitigation option. To support this confirmation, a detailed survey of the Morrison-Wedgewood channel was completed through the 2015-2016 Water and Erosion Control Infrastructure (WECI) program. In addition, a stream flow gauge was installed in spring of 2019 to obtain data and support the calibration of modeling and confirmation of flood flows and potential spills. This project is to support the analysis and confirmation of flood flows through model update and calibration of the Morrison-Wedgewood Channel which will provide information to more accurately design recommendations to mitigate potential spills from the channel.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	8,843	8,843									
Materials & Supplies	-										
Purchased Services	839,485	97,278	52,996	689,211	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>848,328</b>	<b>106,121</b>	<b>52,996</b>	<b>689,211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	424,165	53,061	26,498	344,606							
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	424,163	53,060	26,498	344,605							
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>848,328</b>	<b>106,121</b>	<b>52,996</b>	<b>689,211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
This project builds on previously completed work to confirm and mitigate spills identified for the Morrison-Wedgewood Diversion Channel. This project is eligible for 50% funding through the MNRF's WECI (Water and Erosion Control Infrastructure) program.											

# Capital Project

## Hilton Falls – 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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	7,036	7,036									
Materials & Supplies	-										
Purchased Services	77,394	77,394	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>84,430</b>	<b>84,430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	42,215	42,215									
Federal Funding	-										
Reserves	42,215	42,215	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>84,430</b>	<b>84,430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
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 Channel Replacement

## Engineering

Project Description/Rationale											
<p>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 (including cracks, vegetation, voids, erosion, bulging, spalling, exposed reinforcement, sizes of cracks, conditions of weepers, etc.) 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. This asset management plan reviewed the current state of Conservation Halton's dams and channels compared to the expected level of service, then developed asset management and financial strategies to maintain this infrastructure in a state of good repair. This project includes evaluation of the next priority area for mitigation and/or repair within the channels with the goal to develop a design and tender to support construction in the subsequent year.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	10,445,000	50,000	-	525,000	1,230,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000	1,590,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>10,445,000</b>	<b>50,000</b>	<b>-</b>	<b>525,000</b>	<b>1,230,000</b>	<b>1,290,000</b>	<b>1,350,000</b>	<b>1,410,000</b>	<b>1,470,000</b>	<b>1,530,000</b>	<b>1,590,000</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	5,222,500	25,000	-	262,500	615,000	645,000	675,000	705,000	735,000	765,000	795,000
Federal Funding	-										
Reserves	5,222,500	25,000	-	262,500	615,000	645,000	675,000	705,000	735,000	765,000	795,000
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>10,445,000</b>	<b>50,000</b>	<b>-</b>	<b>525,000</b>	<b>1,230,000</b>	<b>1,290,000</b>	<b>1,350,000</b>	<b>1,410,000</b>	<b>1,470,000</b>	<b>1,530,000</b>	<b>1,590,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
This project is eligible for 50% funding through the MNRF's WECl (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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	587,500	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	40,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>587,500</b>	<b>115,000</b>	<b>120,000</b>	<b>125,000</b>	<b>25,000</b>	<b>27,500</b>	<b>30,000</b>	<b>32,500</b>	<b>35,000</b>	<b>37,500</b>	<b>40,000</b>
<b>Funding Sources</b>											
Municipal Funding	587,500	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,500	40,000
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>587,500</b>	<b>115,000</b>	<b>120,000</b>	<b>125,000</b>	<b>25,000</b>	<b>27,500</b>	<b>30,000</b>	<b>32,500</b>	<b>35,000</b>	<b>37,500</b>	<b>40,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
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.											

# 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, 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 2020

- **LEGISLATIVE CHANGES:**

During 2019, the new provincial government introduced numerous changes to multiple pieces of legislation to encourage quicker planning and regulatory approvals and increase certainty around the costs associated with development. The Department staff provided comments through various Environmental Registry of Ontario postings and stakeholder meetings. It is anticipated that many of the changes proposed in 2019 will be in effect in 2020. These changes are expected to add clarity and focus to the implementation of planning and regulatory programs delivered by conservation authorities.

- **INTEGRATED WATERSHED MANAGEMENT (IWM):**

Conservation Halton is promoting IWM within its watersheds and will act as the “secretariat” for planning partnership initiatives. IWM involves the collaborative alliance of municipalities, agencies and others with an interest in the shared planning, promotion and implementation of activities which support, restore and enhance our natural watershed systems.

In 2020, our goal is to raise awareness of the benefits of a watershed approach to address resource issues and bring partners to the table to provide input and resources for a joint watershed initiative.

- **UPDATED MEMORANDUM OF UNDERSTANDING:**

The Halton Area Municipalities and Conservation Authorities with jurisdiction within Halton Region 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, the conservation authorities have provided environmental services including plan review, technical review, and clearance of plan conditions on behalf of the municipalities. Many provincial planning and legislative changes have occurred in the years since the MOU was agreed upon by the parties. In 2018, a new high level agreement was reached and approved by the respective Boards and Councils. During 2020, it is expected that details of a new service delivery model will be worked out among the partners, with the goal of having a completed agreement by the end of 2020. Similarly, an updated MOU with the City of Hamilton is expected to be finalized by 2020.

## 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. About 450 permits are processed each year, and over 20 probable violations are investigated annually. Over the past few years, most confirmed violations have been resolved through agreements with landowners.

Ongoing priorities in 2020 for both planning and regulations are to 1) improve customer service by reducing response times, 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.

## Policy Review & Development

The Department is responsible for the review of provincial and federal policy papers and proposed legislation relating to natural resources management and the protection of drinking water sources. In addition, it is responsible for developing and administering Board-approved policies for plan review and permitting. In 2020, it is anticipated that changes to the Conservation Authorities Act and other related legislation may require amendments to our Board-approved policies for plan review and permitting.

In addition, it is expected that changes to the Conservation Authorities Act may require CH to renew or amend the various MOUs we have with member municipalities for the delivery of plan input and review services.

## Regional Infrastructure Team

RIT provides specific planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include the review and comment on Environmental Assessments (EA) and related planning and permitting applications, as well as the review and comment on other Regional planning applications and related permits. This service is provided through an

agreement with the Region of Halton who funds the program. This agreement is due for renewal in 2019 and anticipated that it will be renewed for another 5 years. 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 staff is responsible for implementing the drinking water source protection program (DWSP) under the Clean Water Act, 2006, and for monitoring the Provincial Groundwater Monitoring Network within the watershed. . The DWSP is a community-wide initiative, which currently protects existing and future municipal drinking water sources from contamination and overuse. 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 begin implementation of the work plan for a review and update of the source protection plan, coordinate annual progress reporting to the province, and integrate source protection files into the CH Intranet Site. This program is supported through provincial grants.

### 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” to bring municipalities, agencies and others together to promote the management, restoration and enhancement of the natural systems within the watershed, including natural hazards.

The Municipal Natural Assets Initiative (MNAI) team provides scientific, economic and municipal expertise to support and guide local governments in identifying, valuing and accounting for natural assets in their financial planning and asset management programs, and in developing leading-edge, sustainable and climate resilient infrastructure. In 2019, several partners, including CH, submitted a successful a proposal to implement a natural assets initiative in the Grindstone Creek watershed. This project aligns with CH’s goals to increase climate resiliency by promoting natural solutions and will begin in late 2019 and be completed by 2020/2021.



## Planning & Watershed Management

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Program revenue	2.6%	2,542,400	-	-	65,288	2,477,112
Provincial Funding	-18.9%	255,545	-	-	(59,621)	315,166
Other	3.3%	488,003	-	-	15,500	472,503
Chargeback Recoveries	-0.6%	8,700	-	-	(50)	8,750
<b>TOTAL REVENUE</b>	<b>0.6%</b>	<b>3,294,648</b>	<b>-</b>	<b>-</b>	<b>21,117</b>	<b>3,273,531</b>
<b>EXPENSES</b>						
<u>Planning &amp; Regulations</u>						
Salaries & Benefits	7.5%	3,358,501	-	50,608	183,396	3,124,497
Materials & Supplies	-61.9%	4,000	-	(1,000)	(5,500)	10,500
Purchased Services	-2.6%	417,000	-	-	(11,000)	428,000
Financial & Rent expense	0.0%	-	-	-	-	-
	6.1%	3,779,501	-	49,608	166,896	3,562,997
<u>Regional Infrastructure Team</u>						
Salaries & Benefits	5.3%	454,630	-	-	22,708	431,922
Materials & Supplies	-80.0%	2,000	-	-	(8,000)	10,000
Purchased Services	-23.7%	14,500	-	-	(4,500)	19,000
Financial & Rent expense	0.0%	-	-	-	-	-
Chargeback expense		5,000			5,000	-
	3.3%	476,130	-	-	15,208	460,922

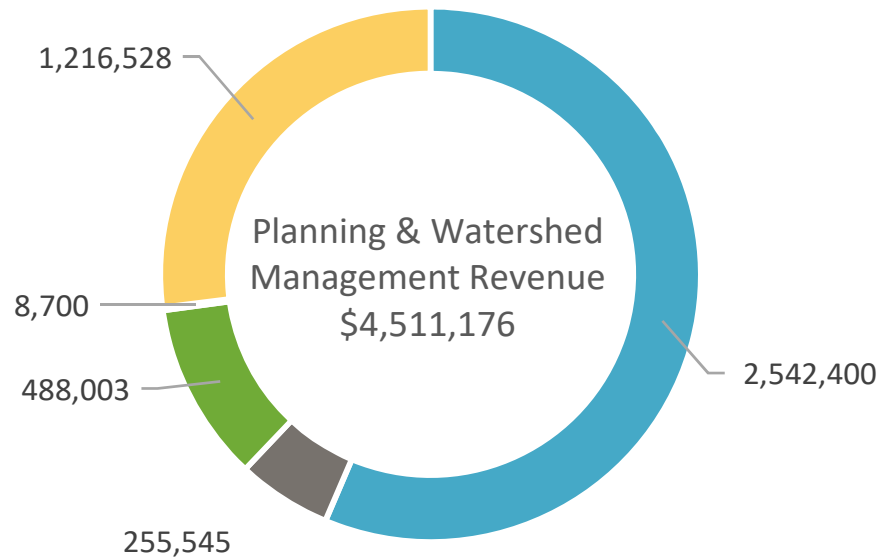


## Planning & Watershed Management

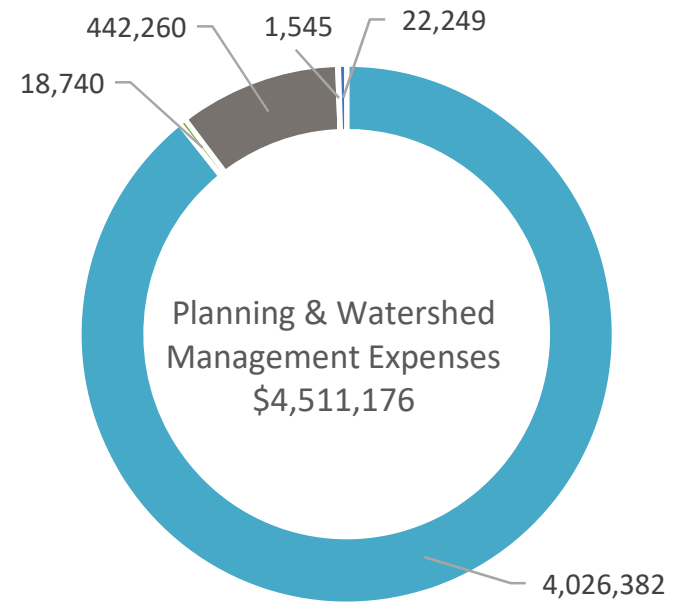
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<a href="#">Source Protection</a>						
Salaries & Benefits	-8.1%	213,251	-	(17,937)	(763)	231,951
Materials & Supplies	-59.8%	12,740	-	-	(18,960)	31,700
Purchased Services	-64.8%	10,760	5,000	-	(24,840)	30,600
Financial & Rent expense	-44.0%	1,545	-	-	(1,215)	2,760
Chargeback	-5.0%	17,249	-	-	(906)	18,155
	-18.9%	255,545	5,000	(17,937)	(46,684)	315,166
<b>TOTAL EXPENSES</b>	<b>4.0%</b>	<b>4,511,176</b>	<b>5,000</b>	<b>31,671</b>	<b>135,420</b>	<b>4,339,085</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>14.2%</b>	<b>(1,216,528)</b>	<b>(5,000)</b>	<b>(31,671)</b>	<b>(114,303)</b>	<b>(1,065,554)</b>

# Revenue & Expenses

## Planning & Watershed Management



- Program Revenue
- Provincial Funding
- Other Funding
- Municipal Funding
- Chargeback Recoveries



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

# Planning & Regulations

## Staffing Overview

### Planning & Watershed Management

Planning & Watershed Management					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	29.7	0.0	0.2	29.9	0.2
Part-time/Contract	0.0	0.0		0.0	0.0
Total	29.7	0.0	0.2	29.9	0.2

The total staff complement is 29.9 FTE. The staff complement has increased by .2 FTE for the following change:  
 Full-time staff - A portion of a staff position shared with the Source Protection program has been allocated to Planning & Watershed Management for the time spent on this program.

# Planning & Regulations

## Key Performance Indicators

### Planning & Watershed Management

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	11.70%	11.40%	11.50%

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			
	2018	2017	2016
Number of minor permit applications processed within 30 days / total number of minor permit applications	96%	92%	80%

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

Percentage of major permit applications processed within 90 days			
	2018	2017	2016
Number of major permit applications processed within 90 days / total number of major permit applications	97%	89%	*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.			
	2018	2017	2016
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	94%	79%	70%

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					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

## RIT Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.60%	1.60%	1.60%

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

Percentage of Technical Environmental Assessments technical reviews completed within 6 weeks			
	2018	2017	2016
Reviews completed within 6 week/Reviews received	77%	85%	*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					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	2.0		-0.2	1.8	-0.2
Part-time/Contract	0.0			0.0	0.0
Total	2.0	0.0	-0.2	1.8	-0.2

The total staff complement is 1.8 FTE. The staff complement has decreased by .2 FTE for the following change:  
Full-time staff - A portion of a staff position shared with Planning & Watershed Management has been reallocated from the Source Protection program to Planning for the time spent on that program.

# Source Water Protection

## Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.2%	1.2%	1.2%
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			
	2018	2017	2016
Number of meetings, telephone calls, and e-mails to support implementing	258	214	50
Objective: Tracks customer support for source protection plan implementation			

Number of government and stakeholder briefings on source protection			
	2018	2017	2016
Number of meetings/presentations to stakeholders and the public	92	127	10
Objective: Tracks our attempts to transfer source protection knowledge and engage communities			

# Capital Projects Summary

Planning & Watershed Managements

Description	2020 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Municipal Natural Assets Initiative	25,000						25,000
<b>Total Capital Expenditures</b>	<b>25,000</b>	-	-	-	-	-	<b>25,000</b>

# Capital Project

## Municipal Natural Assets Initiative

### Planning & Watershed Management

Project Description/Rationale											
This project supports and guides CH and partner municipalities in identifying, valuing and accounting for natural assets in their financial planning and asset management programs and developing leading edge, sustainable, cost-effective and climate resilient infrastructure for the Grindstone Creek watershed. The objectives are to help participating partners identify, prioritise, value, and manage key natural assets with the goal of saving money relative to engineered alternatives; reduce risk and potential liability; and result in sustainability service delivery. This project aligns with CH's goals to increase climate resiliency by promoting natural solutions.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	21,000	21,000	-	-	-	-	-	-	-	-	-
Contingency	4,000	4,000									
<b>Total Costs</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	25,000	25,000									
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
It is expected that funding would be shared equally by the City of Burlington, City of Hamilton, Royal Botanical Gardens, Region of Halton and Conservation Halton. Each partner is expected to provide in-kind services. The Friends of the Greenbelt Foundation is supporting the role of the Municipal Natural Assets Initiative staff to provide support services to the collaborative.											

## Science & Partnerships

### Departmental Business Plans

**Science and Partnerships includes monitoring ecologists and forestry technicians in addition to stewardship, restoration and community outreach staff.** We have a diverse portfolio of work that strengthens the conservation, restoration and responsible management of natural resources with a focus on evidence-based programs, which is one of the Key Objectives of the strategic plan. 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 remove diseased and hazardous trees and replace them with new plantings. 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 provide secretariat support to the Hamilton Harbour Remedial Action Plan. 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 2020

- **REDSIDE DACE HABITAT RESTORATION:**  
Through the Redside Dace Overall Benefit Project, the Ministry of Transportation of Ontario (MTO) has provided Conservation Halton with the funding necessary to undertake a three-year landowner stewardship and habitat compensation project on MTO's behalf. This will be the second year of the project.
- **WATERSHED HEALTH:**  
Monitoring staff continue to collect the data we need to enable evidence-based decision making, and to detect long-term trends in watershed health. Work in 2020 will build on the landscape metrics developed in 2019, and translate the ecological goods and services provided by our forests, meadows, wetlands and streams into economic terms
- **EMERALD ASH BORER**  
Management of ash trees killed by the invasive emerald ash borer will continue. This program is a 10-year, \$8.4 million investment in both visitor safety and healthy forest cover. An essential part of this program is treating stumps so that they will not re-sprout, and underplanting to prevent the establishment and spread of invasive species such as buckthorn.
- **COMMUNITY OUTREACH:**  
2020 marks the 15th anniversary of the extremely successful Halton Children's Water Festival. Work will be undertaken to address the annual wait list for participation in this program. From the Ground Up was introduced as a pilot project in 2017 with one school, and this program is anticipated to grow significantly in 2020.

## 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 data analysis, documentation and preparation of reports including innovative themed story maps such as 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 support to other departments within Conservation Halton by providing technical expertise in outreach festivals, participating in community and technical workshops, providing technical content for communications, conducting wildlife rescues for stewardship and infrastructure projects, 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 since 1994. 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, From the Ground Up and Healthy Neighboursheds. Our goal is to enable watershed residents to become more environmentally aware, connect communities to nature through programming, 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

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

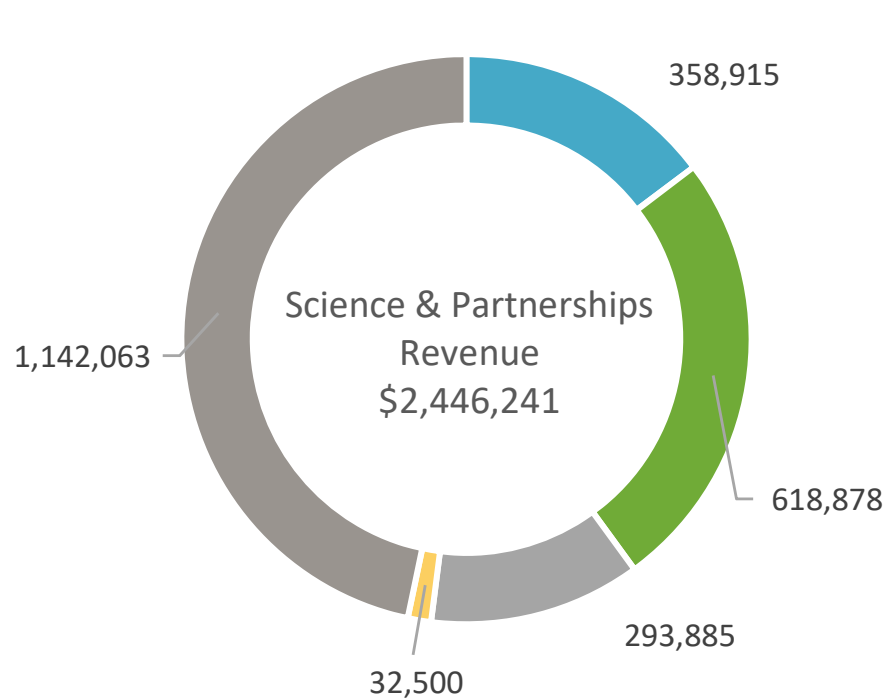
## Science & Partnerships

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Program Revenue	-5.7%	358,915	-	126,953	(148,508)	380,470
Other	15.1%	618,878	-	-	81,072	537,806
Recovery	36.6%	293,885	9,055	69,690	-	215,140
Reserves	46.9%	32,500	7,880	-	2,500	22,120
<b>TOTAL REVENUE</b>	<b>12.9%</b>	<b>1,304,178</b>	<b>16,935</b>	<b>196,643</b>	<b>(64,936)</b>	<b>1,155,536</b>
<b>EXPENSES</b>						
<u>Ecology</u>						
Salaries & Benefits	2.9%	554,109	-	-	15,621	538,488
Materials & Supplies	-54.6%	5,000	-	-	(6,010)	11,010
Purchased Services	-23.7%	18,367	(2,125)	-	(3,583)	24,075
Financial & Rent expense	0.0%	-	-	-	-	-
	0.7%	577,476	(2,125)	-	6,028	573,573
<u>Stewardship</u>						
Salaries & Benefits	21.6%	479,790	-	77,752	7,516	394,522
Materials & Supplies	26.3%	48,000	-	-	10,000	38,000
Purchased Services	4.3%	32,660	-	-	1,334	31,326
Financial & Rent expense	0.0%	-	-	-	-	-
	20.8%	560,450	-	77,752	18,850	463,848

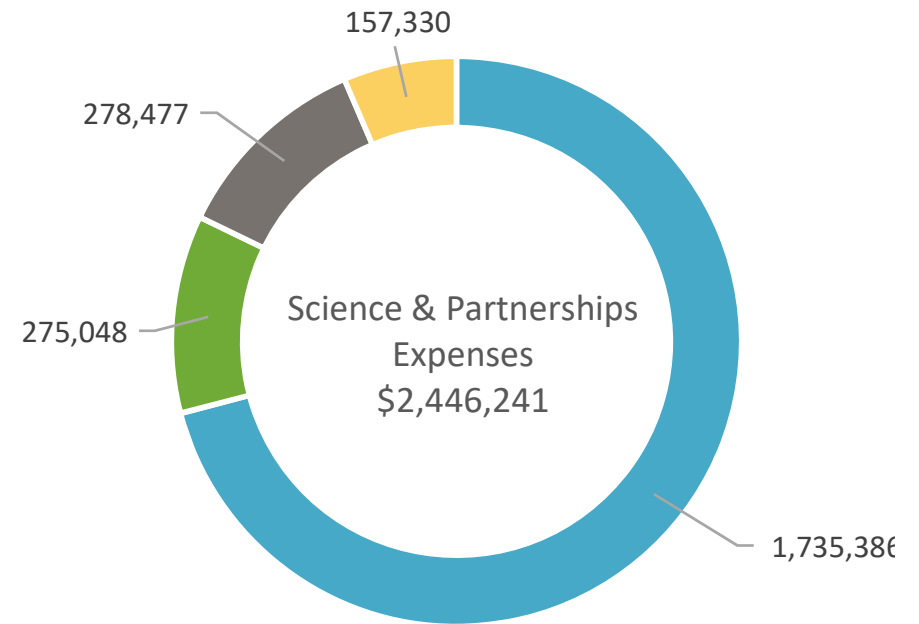
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<u>Outreach</u>						
Salaries & Benefits	8.3%	169,589	-	-	12,961	156,628
Materials & Supplies	46.4%	71,300	(2,500)	1,600	23,500	48,700
Purchased Services	2.3%	80,950	(5,000)	-	6,850	79,100
Financial & Rent expense	0.0%	-	-	-	-	-
	13.2%	321,839	(7,500)	1,600	43,311	284,428
<u>Forestry Tech Team</u>						
Salaries & Benefits	4.6%	285,726	-	-	12,457	273,269
Materials & Supplies	-39.5%	77,500	-	-	(50,625)	128,125
Purchased Services	-5.5%	5,200	-	-	(300)	5,500
Financial & Rent expense	0.0%	-	-	-	-	-
	-9.5%	368,426	-	-	(38,468)	406,894
<u>Hamilton Harbour Remediation Program</u>						
Salaries & Benefits	14.4%	246,172	-	24,000	7,001	215,171
Materials & Supplies	0.0%	9,750	-	-	-	9,750
Purchased Services	-78.3%	17,000	-	-	(61,500)	78,500
Financial & Rent expense	0.0%	-	-	-	-	-
	-10.1%	272,922	-	24,000	(54,499)	303,421
<u>Partnership Projects</u>						
Salaries & Benefits		-	-	-	-	-
Materials & Supplies	1.0%	63,498	-	638	-	62,860
Purchased Services	62.9%	124,300	-	48,000	-	76,300
Financial & Rent expense	0.0%	-	-	-	-	-
Chargeback	0.0%	157,330		69,690		87,640
	52.2%	345,128	-	118,328	-	226,800
<b>TOTAL EXPENSES</b>	<b>8.3%</b>	<b>2,446,241</b>	<b>(9,625)</b>	<b>221,680</b>	<b>(24,778)</b>	<b>2,258,964</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>3.5%</b>	<b>(1,142,063)</b>	<b>26,560</b>	<b>(25,037)</b>	<b>(40,158)</b>	<b>(1,103,428)</b>

# Revenue & Expenses

## Science & Partnerships



- Program Revenue
- Other
- Chargeback Recoveries
- Reserves
- Municipal Funding



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



# Ecology

## Staffing Overview

Science and Partnerships

Ecology - Monitoring					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

# Ecology

## Key Performance Indicators

### Science and Partnerships

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	2.30%	2.40%	2.80%

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

Trend in key water quality indicators			
	2018	2017	2016
Baseline median values for Chloride, TSS, Phosphorus and Nitrate	chloride exceedence at 45% of stations; 64% for phosphorus	chloride higher, P the same	*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			
	2018	2017	2016
Number of LEMP monitoring stations	176	169	169

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.

# Stewardship & Outreach

## Staffing Overview

Science and Partnerships

Stewardship					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	3.4			3.4	0.0
Part-time/Contract	1.0	1.0		2.0	1.0
Total	4.4	1.0	0.0	5.4	1.0

The total staff complement is 5.4 FTE. The staff complement has increased by 1.0 FTE for the following change:  
 Part-time/Contract - A Stewardship Technician position has been added that will be fully funded through Stewardship Partnership Project grants.

Community Outreach					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	1.2			1.2	0.0
Part-time/Contract	1.2			1.2	0.0
Total	2.4	0.0	0.0	2.4	0.0

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

# Stewardship & Outreach

## Key Performance Indicators

### Science and Partnerships

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.80%	1.70%	1.50%
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			
	2018	2017	2016
Number of participating residents	11,662	11,304	8,807
Objective: Assesses the level of engagement of watershed residents with S&P programming.			
Number of floodplain, wetland and watercourse restoration activities			
	2018	2017	2016
Number of activities	43	37	23
Hectares of Floodplain, Wetland and Watercourse Restoration Projects	21.3	4.4	5.1
Linear Kilometres of Watercourse Restoration Projects	2.6	2.6	2.6
Objective: Assesses environmental, climate change adaptation, green infrastructure and natural capital advancement in the watershed.			
Amount of protected terrestrial and aquatic area			
	2018	2017	2016
Hectares. Includes partner publicly owned, RBG and stewardship agreements	9,588 ha	9,516 ha	9469 ha
Objective: Assesses progress toward protected areas targets for biodiversity.			
Number of stewardship and outreach public engagements			
	2018	2017	2016
Number of events	108	57	new in 2017
Objective: Assesses reach of stewardship and community outreach.			

\*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

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	2018	2017	2016
	\$15.97	\$14.62	new in 2017
Objective: Assesses leveraging ratio for restoration/stewardship partnership projects.			

Number of environmental partnership initiatives			
Number of partners	2018	2017	2016
	144	133	new in 2017
Objective: Assesses level of cooperation with community agencies and stakeholders.			



# HHRAP

## Staffing Overview

Science and Partnerships

Hamilton Harbour Remedial Action Plan					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	2.0			2.0	0.0
Part-time/Contract	0.0	0.5		0.5	0.5
Total	2.0	0.5	0.0	2.5	0.5

The total staff complement is 2.5 FTE. The staff complement has increased by .5 FTE for the following change:  
Part-time/Contract - An administrative role previously included in Purchased Services has been converted to a .5 FTE

# HHRAP

## Key Performance Indicators

### Science and Partnerships

#### Percentage of Total FTEs

	2018	2017	2016
Total program FTEs / Total organization FTEs	0.80%	0.70%	0.70%

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

#### Number of HHRAP Facilitated Meetings

	2018	2017	2016
Number of HHRAP Committee Meetings	45	46	55

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

#### Number of Beneficial Uses undergoing Status Updates

	2018	2017	2016
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.

# Forestry Tech. Team

## Staffing Overview

Science and Partnerships

Forestry Tech. Team					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

## Forestry Tech. Team

### Key Performance Indicators

Science and Partnerships

#### Percentage of Total FTEs

	2018	2017	2016
Total program FTEs / Total organization FTEs	80.00%	0.80%	0.80%

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

#### Watershed Tree Planting

	2018	2017	2016
Total number of trees planted	74,250	115,000	105,000

Objective: To increase forest cover in the watershed

#### Emerald Ash Borer Response

	2018	2017	2016
Number of ash trees removed through EAB program	10,004	7,500	n/a

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

# Partnership Project Summary

Science & Partnerships

Description	2020 Expenditures	Partnership Revenue				
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Municipal Levy & Funding
<b>EXPENDITURES</b>						
Sustain Our Great Lakes	106,500			106,500		
Canada Nature Fund	65,000			65,000		
MTO Redside Dace	63,140			63,140		
RBC Blue Creeks	40,500			40,500		
Great Lakes Protection Initiative	28,800			28,800		
Habitat Stewardship Program	25,000			25,000		
Boyne Monitoring (Ecology)	16,188			16,188		
<b>Total Partnership Expenditures</b>	<b>345,128</b>	-	-	<b>345,128</b>	-	-

# Partnership Project

## Sustain Our Great Lakes

Science and Partnerships

Project Description/Rationale											
Stewardship has submitted a full proposal to Sustain our Great Lakes to deliver a rain water conservation project in the Hamilton Harbour Watershed. The primary activity will be constructing a bioswale in the Brighton Beach community near the Royal Botanical Gardens.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	55,950	28,000	27,950								
Materials & Supplies	-										
Purchased Services	96,000	76,000	20,000	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	5,000	2,500	2,500	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>156,950</b>	<b>106,500</b>	<b>50,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	156,900	106,450	50,450	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>156,900</b>	<b>106,500</b>	<b>50,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
At the time of drafting this partnership project sheet we have not yet received confirmation of the funding. NOTE that the grant is in US funds and the amounts above have been shifted to CDN funds. We have requested \$116,000 USD											



# Partnership Project

## Canada Nature Fund

### Science and Partnerships

Project Description/Rationale											
Stewardship has been invited to submit a full proposal to the Canada Nature Fund for Aquatic Species at Risk. Our submission will span for federal fiscal years. The project will focus on engaging private landowners to undertake water quality and habitat improvement projects to benefit aquatic species at risk.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	76,020	25,340	25,340	25,340							
Materials & Supplies	24,900	8,300	8,300	8,300							
Purchased Services	75,000	25,000	25,000	25,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	19,080	6,360	6,360	6,360	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>195,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	195,000	65,000	65,000	65,000							
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>195,000</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
At the time of drafting this partnership project sheet we have not yet received confirmation of the funding.											

# Partnership Project

## MTO Redside Dace

Science and Partnerships

Project Description/Rationale										
Conservation Halton has partnered with the Ministry of Transportation to deliver a Redside Dace overall benefit project. We are to deliver 6000m2 of headwater and riparian habitat projects, and mitigate the impacts of 1 physiological barrier to Redside Dace. We will be required to provide a monitoring report for 2022,2023,2024.										
Project Budget										
Description	Total	2020	2021	2022	2023	2024	2026	2027	2028	2029+
<b>Costs</b>										
Salaries & Benefits	62,690	27,140	27,600	2,650	2,650	2,650				
Materials & Supplies	15,000	15,000								
Purchased Services	65,000	20,000	45,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-									
Other	2,000	1,000	1,000	-	-	-	-	-	-	-
Contingency	17,000	-	17,000							
<b>Total Costs</b>	<b>161,690</b>	<b>63,140</b>	<b>90,600</b>	<b>2,650</b>	<b>2,650</b>	<b>2,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>										
Municipal Funding	-									
Provincial Funding	-									
Federal Funding	-									
Reserves	-	-	-	-	-	-	-	-	-	-
Capital Levy	-									
Debt Financing	-									
Other	161,690	63,140	90,600	2,650	2,650	2,650	-	-	-	-
<b>Total Funding</b>	<b>161,690</b>	<b>63,140</b>	<b>90,600</b>	<b>2,650</b>	<b>2,650</b>	<b>2,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>										
Final payment from MTO will arrive at the end of the 2021 fiscal. We are required to submit monitoring reports for 3 years following the completion of the agreement and have allocated some salary towards preparing those reports.										

# Partnership Project

## RBC Blue Creeks

Science and Partnerships

Project Description/Rationale											
Conservation Halton Foundation received a 90K contribution from the RBC Foundation to deliver the Blue Creeks, Green Banks project. This project will support stewardship efforts throughout the watershed, particularly in the rural areas.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	42,500	25,000	17,500								
Materials & Supplies	16,500	12,500	4,000								
Purchased Services	5,000	3,000	2,000	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>64,000</b>	<b>40,500</b>	<b>23,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	64,000	40,500	23,500	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>64,000</b>	<b>40,500</b>	<b>23,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
The 90K received by the foundation should arrive in 2019. We will be drawing on 85% of those funds in 2019, 2020 and 2021.											

# Partnership Project

## Great Lakes Protection Initiatives

### Science and Partnerships

Project Description/Rationale											
Conservation Halton has partnered with Hamilton Conservation Authority to deliver the Hamilton Harbour Watershed Stewardship Project since 1994. This project focuses on improving water quality and habitat quality in the harbour watersheds in an effort to move the harbour towards delisting as a great lakes area of concern.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	45,000	15,000	15,000	15,000							
Materials & Supplies	18,000	6,000	6,000	6,000							
Purchased Services	18,000	6,000	6,000	6,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	5,400	1,800	1,800	1,800	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>86,400</b>	<b>28,800</b>	<b>28,800</b>	<b>28,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	86,400	28,800	28,800	28,800							
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>86,400</b>	<b>28,800</b>	<b>28,800</b>	<b>28,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

At the time of drafting this partnership project sheet we have not yet submitted a request for this funding as they have not yet announced the intake window. We have received funding through this grant for many years. The funders have asked that we work towards reducing our dependency on this grant and reduce our asks. I have left the proposed ask amount as the same we received in 2018 and 2019.

# Partnership Project

## Habitat Stewardship Program

Science and Partnerships

Project Description/Rationale											
Stewardship has received a \$75,000 grant from the federal government through the Habitat Stewardship Program. The multi year grant has us receiving \$25,000 for the 2019-2020 federal fiscal, 25K in 2020-2021, and 25K in 2021-2022.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	30,000	15,000	15,000								
Materials & Supplies	8,000	4,000	4,000								
Purchased Services	10,000	5,000	5,000	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	2,000	1,000	1,000	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	50,000	25,000	25,000								
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
At the time of drafting this partnership project sheet we have not negotiated an agreement. Exact distribution of funds is not known.											

# Partnership Project

## Boyne Monitoring (Ecology)

Science and Partnerships

Project Description/Rationale											
We are about to sign an agreement with a consortium of developers who need to undertake monitoring activities in the Boyne Secondary Plan area of Milton. They will be providing funds over a 10-year period for our staff to complete the work on their behalf.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	206,403	3,315	18,453	16,331	36,751	27,683	39,726	28,301	22,201	11,921	1,720
Materials & Supplies	12,873	12,873									
Purchased Services	-	-	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>219,276</b>	<b>16,188</b>	<b>18,453</b>	<b>16,331</b>	<b>36,751</b>	<b>27,683</b>	<b>39,726</b>	<b>28,301</b>	<b>22,201</b>	<b>11,921</b>	<b>1,720</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	219,276	16,188	18,453	16,331	36,751	27,683	39,726	28,301	22,201	11,921	1,720
<b>Total Funding</b>	<b>219,276</b>	<b>16,188</b>	<b>18,453</b>	<b>16,331</b>	<b>36,751</b>	<b>27,683</b>	<b>39,726</b>	<b>28,301</b>	<b>22,201</b>	<b>11,921</b>	<b>1,720</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
Operational impacts will be quite spiky over time, need to shift levy back and forth to cover staffing costs; materials and supplies (2019 cameras and boards; 2020 acoustic recorders); work is related to Boyne Restoration project.											



# Capital Project Summary

Science & Partnerships

Description	2020 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Emerald Ash Borer	862,243	18,243		844,000			
<b>Total Capital Expenditures</b>	<b>862,243</b>	<b>18,243</b>	-	<b>844,000</b>	-	-	-

# Capital Project

## Emerald Ash Borer

Science and Partnerships

Project Description/Rationale											
This is a 10-year capital project to remove hazardous ash trees on CH properties that have been killed by emerald ash borer. Stumps will be chemically treated to prevent regrowth, and areas with a large proportion of removals will be underplanted with native species to prevent encroachment of invasive species. Some active management of invasive species such as buckthorn may also be required.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	827,629	122,869	121,069	119,414	117,910	116,562	115,377	114,428			
Materials & Supplies	7,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000			
Purchased Services	4,608,988	698,079	647,346	643,264	673,517	674,359	635,999	636,424	-	-	-
Financial, Leases, Rentals	-										
Other	282,626	40,295	34,585	40,322	41,573	42,079	41,624	42,148	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>5,726,243</b>	<b>862,243</b>	<b>804,000</b>	<b>804,000</b>	<b>834,000</b>	<b>834,000</b>	<b>794,000</b>	<b>794,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	5,726,243	862,243	804,000	804,000	834,000	834,000	794,000	794,000	-	-	-
<b>Total Funding</b>	<b>5,726,243</b>	<b>862,243</b>	<b>804,000</b>	<b>804,000</b>	<b>834,000</b>	<b>834,000</b>	<b>794,000</b>	<b>794,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
A portion of funds is fully supporting one contract staff and partially supporting several full time staff. Salary chargeback decreases each year such that in the final year of the program, only the contract position is being funded. The proportion of removals: stump treatment/planting also changes through the duration of the program to enable the CH Forestry program to evolve to the next stage of forest management once the highest priority hazard trees have been addressed.											

## Project Management Office

### Departmental Business Plans

**The Project Management Office (PMO) team** consists of a broad range of departmental specialists who provide support to multiple areas within Conservation Halton. PMO staff guide the delivery of key Strategic Plan initiatives including Master Plans.

Our PMO team also 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.



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## Key Objectives 2020

- **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.

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## Administration Office Facility

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

## Restoration

A function of the PMO 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.

## Construction

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.

## Project Management

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

## Project Management Office

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Program Revenue	0.0%	-	-	-	(57,725)	57,725
Provincial Funding	0.0%	-	-	-	-	-
Other Funding	55.2%	701,914	-	249,751	-	452,163
Chargeback Recoveries	-32.9%	320,084	-	25,900	(182,633)	476,817
Reserves		-				-
<b>TOTAL REVENUES</b>	<b>3.6%</b>	<b>1,021,998</b>	<b>-</b>	<b>275,651</b>	<b>(240,358)</b>	<b>986,705</b>
<b>EXPENSES</b>						
<u>Administration Office Facility</u>						
Salaries & Benefits	3.8%	78,794	-	-	2,895	75,899
Materials & Supplies	-57.4%	20,000	-	-	(27,000)	47,000
Purchased Services	-21.0%	106,200	-	(28,800)	517	134,483
Financial & Rent expense	0.0%	-	-	-	-	-
	-20.4%	204,994	-	(28,800)	(23,588)	257,382
<u>Restoration</u>						
Salaries & Benefits	-23.9%	267,275	-	(91,690)	7,776	351,189
Materials & Supplies	-12.8%	20,900	3,500	(2,600)	(3,980)	23,980
Purchased Services	-86.3%	23,765	-	-	(149,200)	172,965
Transfer to Reserves	0.0%	11,388	11,388	-	-	-
	-41.0%	323,328	14,888	(94,290)	(145,404)	548,134

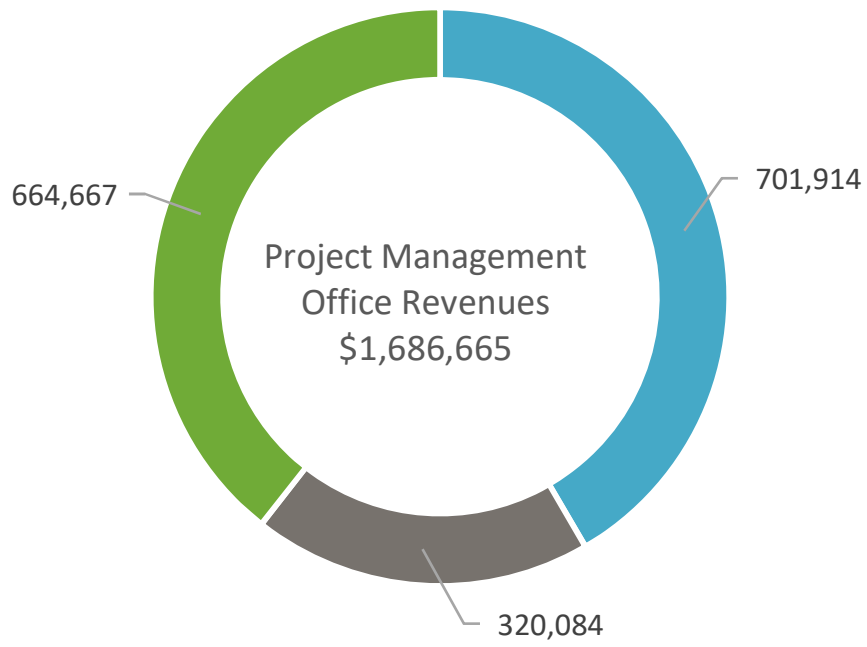
## Project Management Office

Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<u>Construction</u>						
Salaries & Benefits	-0.7%	176,020	-	-	(1,242)	177,262
Materials & Supplies	-66.4%	21,000	-	(40,000)	(1,500)	62,500
Purchased Services	-44.5%	38,000	-	(10,000)	(20,500)	68,500
Financial & Rent expense	0.0%	-	-	-	-	-
	-23.8%	235,020	-	(50,000)	(23,242)	308,262
<u>Project Management</u>						
Salaries & Benefits	107.2%	217,159	-	103,789	8,549	104,821
Materials & Supplies	-75.0%	1,000	-	-	(3,000)	4,000
Purchased Services	-65.8%	3,250	-	-	(6,250)	9,500
Financial & Rent expense	0.0%	-	-	-	-	-
	87.1%	221,409	-	103,789	(701)	118,321
<u>Partnership Projects</u>						
Salaries & Benefits	0.0%	14,900		14,900		-
Materials & Supplies	-92.8%	750		(9,650)		10,400
Purchased Services	610.8%	468,725		402,779		65,946
Financial & Rent expense	0.0%	-		-		-
Chargeback	0.0%	217,539		(158,278)		375,817
	55.2%	701,914	-	249,751	-	452,163
<b>TOTAL EXPENSES</b>	<b>0.1%</b>	<b>1,686,665</b>	<b>14,888</b>	<b>180,450</b>	<b>(192,935)</b>	<b>1,684,262</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>-4.7%</b>	<b>(664,667)</b>	<b>(14,888)</b>	<b>95,201</b>	<b>(47,423)</b>	<b>(697,557)</b>

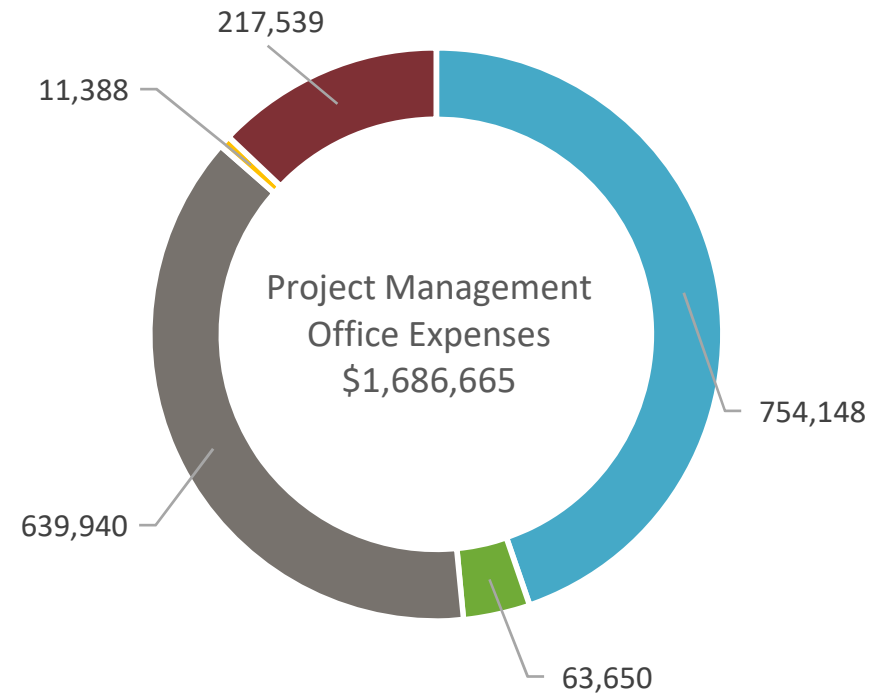


# Revenue & Expenses

## Project Management Office



- Other Funding
- Municipal Funding
- Chargeback Recoveries



- Salaries & Benefits
- Materials & Supplies
- Purchased Services
- Transfer to Reserves
- Chargeback

## Administration Office Facility Staffing Overview

Project Management Office

Administration Office Facility					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

## Administration Office Facility Key Performance Indicators

Project Management Office

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	0.40%	1.00%	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			
	2018	2017	2016
Number of helpdesk requests responded to	172	200	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.

# Project Management Staffing Overview

## Project Management Office

Project Management Office (PMO)					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	1.1	1.0		2.1	1.0
Part-time/Contract	0.0			0.0	0.0
Total	1.1	1.0	0.0	2.1	1.0

The total staff complement is 2.1 FTE. The staff complement has increased by 1.0 FTE with the following change:

Full-time staff - A Project Manager position has been added through the reallocation of an Engineering/Flood Forecasting & Operations position. The Project Manager will assist with Engineering and other capital projects.

# Project Management

## Key Performance Indicators

Project Management Office

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	0.50%	2.00%	2.40%
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

Project Management Office

Restoration					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	1.0			1.0	0.0
Part-time/Contract	3.0	-1.0		2.0	-1.0
Total	4.0	-1.0	0.0	3.0	-1.0

The total staff complement is 3.0 FTE. The staff complement has decreased by 1.0 FTE with the following change:  
Part-time/Contract staff – A decrease of one staff is proposed based on the 2020 projects and anticipated project funding.

## Restoration Key Performance Indicators

Project Management Office

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.20%	0.80%	0.40%

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

Number of environmental partnership initiatives			
	2018	2017	2016
Number of partners	144	133	new in 2017

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

## Construction Staffing Overview

Project Management Office

Construction & Maintenance					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	1.0			1.0	0.0
Part-time/Contract	1.0			1.0	0.0
Total	2.0	0.0	0.0	2.0	0.0

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

## Construction Key Performance Indicators

Project Management Office

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.20%	2.80%	2.80%

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

### Manage projects effectively and efficiently

Percentage of projects completed 'on time' and 'on budget'	Work in progress
Objective: Demonstrate excellence in project management. Note: baseline not established as yet	



# Partnership Project Summary

Project Management Office

Description	2020 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							
Boyne 16 Mile Creek	276,157			276,157			
Drumquin Park Phase II	156,125			156,125			
RoH JSP/Tramain Compensation	81,444			81,444			
Maplehurst	71,525			71,525			
Glenorchy Experience	49,000			49,000			
Drumquin Park Phase I	37,561			37,561			
Glenorchy ESA Compensation	28,952			28,952			
Star Oaks	1,150			1,150			
Total Partnership Expenditures	701,914	-	-	701,914	-	-	-

# Partnership Project

## Boyne 16 Mile Creek

Project Management Office

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 \$3.7 million, would be undertaken at full cost recovery from the landowners group and would be planned and implemented from 2019 to 2024 exclusive of monitoring.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	2,830,160	162,506	581,887	684,117	963,631	434,020	2,000	2,000	-	-	-
Financial, Leases, Rentals	-										
Other	685,022	102,100	113,709	111,213	124,236	87,568	52,736	39,295	30,118	18,024	6,023
Contingency	264,516	11,551	52,089	63,112	94,663	43,102					
<b>Total Costs</b>	<b>3,779,698</b>	<b>276,157</b>	<b>747,684</b>	<b>858,441</b>	<b>1,182,530</b>	<b>564,690</b>	<b>54,736</b>	<b>41,295</b>	<b>30,118</b>	<b>18,024</b>	<b>6,023</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	150,196	-	-	-	-	-	54,736	41,295	30,118	18,024	6,023
Capital Levy	-										
Debt Financing	-										
Other	3,629,502	276,157	747,684	858,441	1,182,530	564,690	-	-	-	-	-
<b>Total Funding</b>	<b>3,779,698</b>	<b>276,157</b>	<b>747,684</b>	<b>858,441</b>	<b>1,182,530</b>	<b>564,690</b>	<b>54,736</b>	<b>41,295</b>	<b>30,118</b>	<b>18,024</b>	<b>6,023</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
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

## Drumquin Park Phase 2

Project Management Office

Project Description/Rationale											
<p>In partnership with Town of Milton, Conservation Halton is carrying out an ecological restoration on Sixteen Mile Creek as it passes through the Town's Drumquin Park. This phase of the project would see the v-notch weir removed downstream of Trafalgar Road.</p> <p>CH Strategic Plan - Key Service Targets: #3 (Revenue increase), Key Conservation Targets - #2 (water quality), Target #5 (meets definition of a wetland and watercourse restoration project).</p> <p>CH Strategic Plan - Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Supports many other Directions.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	144,125	132,125	10,000	2,000	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	40,500	24,000	3,500	3,000	3,500	3,000	3,500	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>184,625</b>	<b>156,125</b>	<b>13,500</b>	<b>5,000</b>	<b>3,500</b>	<b>3,000</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	15,000	-	-	5,000	3,500	3,000	3,500	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	169,625	156,125	13,500	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>184,625</b>	<b>156,125</b>	<b>13,500</b>	<b>5,000</b>	<b>3,500</b>	<b>3,000</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
<p>Funding Sources:</p> <ul style="list-style-type: none"> <li>- Detailed design completed in 2019. Funding to be sourced for construction from compensation agreement negotiations to support enhancement of watercourse, Silver Shiner or American Eel.</li> </ul> <p>Operating Impact:</p> <ul style="list-style-type: none"> <li>- There is no known operating impact outside of the required monitoring for the project. The restoration project does not install any feature which needs to be maintained in perpetuity. Land owned by the Town of Milton.</li> </ul>											

# Partnership Project

## RoH JSP/Tremaine Compensation

Project Management Office

Project Description/Rationale											
Ecosystem Compensation agreement with the Region of Halton for elements requiring off-site restoration for the Termaine Road and James Snow Parkway projects. The project involves the restoration of marsh and thicket swamp, deciduous swamp, and native meadow. CH Strategic Plan - Contributes to Key Conservation Targets - #1 (protected areas), #2 (water quality), Target #5 (meets definition of a wetland and watercourse restoration project). CH Strategic Plan - Contributes to Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Supports many other Directions.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	62,268		54,126	8,037	52	52					
Purchased Services	129,406	33,744	87,366	2,766	2,766	2,766	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	227,364	38,302	86,255	38,801	14,753	32,001	-	17,252	-	-	-
Contingency	52,407	9,397	29,706	6,470	2,292	4,542					
<b>Total Costs</b>	<b>471,445</b>	<b>81,444</b>	<b>257,453</b>	<b>56,073</b>	<b>19,863</b>	<b>39,360</b>	<b>-</b>	<b>17,252</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	76,475	-	-	-	19,863	39,360	-	17,252	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	394,970	81,444	257,453	56,073	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>471,445</b>	<b>81,444</b>	<b>257,453</b>	<b>56,073</b>	<b>19,863</b>	<b>39,360</b>	<b>-</b>	<b>17,252</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
Funding Sources: Compensation funding from Region of Halton with agreement executed in 2019.											

# Partnership Project Maplehurst

Project Management Office

Project Description/Rationale											
The Maplehurst Correctional Centre Flood Mitigation Planning project concludes the first year of a multi-year study to determine options for mitigation measures to be implemented on the property to reduce the impacts of riverine flooding that may cause the loss of life and damage to property at the Ontario provincial correctional facility. The project is in collaboration with the Ministry of Community Safety and Correctional Services and Infrastructure Ontario. During the first year of the multi-year project, Conservation Halton would provide a leadership role by managing the study in coordination with the province, providing direction and expertise on flood mitigation and restoration options.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	51,150	51,150	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	20,375	20,375	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>71,525</b>	<b>71,525</b>	-	-	-	-	-	-	-	-	-
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	71,525	71,525	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>71,525</b>	<b>71,525</b>	-	-	-	-	-	-	-	-	-
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
The project is funded by the Federal National Disaster Mitigation Program (NDMP) and the Province of Ontario. The partnership project sheet represents the first quarter of the CH 2020 budget and the last quarter of the Federal Government 2019/20 budget.											
No operational impact. Project at full cost recovery.											

# Partnership Project Glenorchy Experience

Project Management Office

Project Description/Rationale											
A limited-access, non-motorized 13 km trail system is proposed for the Glenorchy CA as part of the CH Board approved Master Plan (2010). This system is intended to provide visitors with access to selected parts of the site for passive recreation, nature appreciation, interpretation and educational purposes. Hiking and limited cycling will be allowed on authorized trails. The system is to be connected to the Town of Oakville's North Oakville Trails Plan and North Oakville Community Park. This two year study (2019/20) will see the development of an Environmental Impact Study, refined conceptual design and agency consultation. Full detailed design and construction is not included in the scope of this phase of the project.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services (itemize below)	34,000	34,000	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other (itemize below)	15,000	15,000	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>49,000</b>	<b>49,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves (itemize below)	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other (itemize below)	49,000	49,000	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>49,000</b>	<b>49,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
Fundraising: The remaining funding source to be secured will be obtained through efforts in 2019.											



# Partnership Project

## Drumquin Park Phase 1

Project Management Office

Project Description/Rationale											
<p>In partnership with Town of Milton, Conservation Halton is carrying out an ecological restoration on Sixteen Mile Creek as it passes through the Town's Drumquin Park. The restoration project's aim is to restore a degraded section of Sixteen Mile Creek by removing impacts from within the creek, improving function of the creek, providing habitat for fish and wildlife, and creating a floodplain forest. The purpose of the Drumquin Park project is to provide overall benefit to Silver Shiner. Major construction occurred in 2019 with warranty, demobilization and monitoring occurring from 2020-2023.</p> <p>CH Strategic Plan - Key Service Targets: #3 (Revenue increase), Key Conservation Targets - #2 (water quality), Target #5 (meets definition of a wetland and watercourse restoration project).</p> <p>CH Strategic Plan - Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Supports many other Directions.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	2,250	750	500	500	500						
Purchased Services (itemize below)	23,000	23,000	-	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other (itemize below)	32,503	13,811	6,006	6,232	6,454	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>57,753</b>	<b>37,561</b>	<b>6,506</b>	<b>6,732</b>	<b>6,954</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves (itemize below)	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other (itemize below)	57,753	37,561	6,506	6,732	6,954	-	-	-	-	-	-
<b>Total Funding</b>	<b>57,753</b>	<b>37,561</b>	<b>6,506</b>	<b>6,732</b>	<b>6,954</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
<p>Funding Sources:</p> <ul style="list-style-type: none"> <li>- As per funding Conservation Agreement - Sixteen Mile Creek (East Branch) with Union Gas and Endbridge.</li> <li>- Revenue received and recorded in 2018-19. Allocated funds added to the Stewardship and Restoration Reserve at the end of 2019.</li> </ul> <p>Operating Impact:</p> <ul style="list-style-type: none"> <li>- There is no known operating impact outside of the required monitoring for the project. The restoration project does not install any feature which needs to be maintained in perpetuity. Land owned by the Town of Milton.</li> </ul>											

# Partnership Project

## Glenorchy Grassland Compensation

Project Management Office

Project Description/Rationale											
<p>Conservation Halton has entered into a Memorandum of Understanding with the Region of Halton, Halton District School Board, Shadybrook Developments Inc. and Infrastructure Ontario for mutually-beneficial opportunities for the development and protection of appropriate habitat for Bobolink and Eastern Meadowlark. The MOU supports the objectives of the Glenorchy Conservation Area Master Plan (2010) and the policies of the North Oakville Natural Heritage System and the Region of Halton Natural Heritage System by establishing and maintaining a functioning grassland ecosystem for the benefit of these species at risk birds.</p> <p>CH Strategic Plan - Contributes to Key Conservation Targets - #2 (water quality), #4 (riparian meadow habitat)</p> <p>CH Strategic Plan - Contributes to Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Establish the preservation and appreciation of natural heritage and education as key priorities within the function of our parks and managed spaced. Position our parks as hubs for environmental conservation, stewardship and education programs.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	63,852	11,251	7,527	7,139	22,463	4,247	-	665	1,738	8,822	-
Financial, Leases, Rentals	-										
Other	68,640	17,701	13,256	13,679	14,119	5,597	1,054	1,054	1,090	1,090	-
Contingency	-										
<b>Total Costs</b>	<b>132,492</b>	<b>28,952</b>	<b>20,783</b>	<b>20,818</b>	<b>36,582</b>	<b>9,844</b>	<b>1,054</b>	<b>1,719</b>	<b>2,828</b>	<b>9,912</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	132,492	28,952	20,783	20,818	36,582	9,844	1,054	1,719	2,828	9,912	-
<b>Total Funding</b>	<b>132,492</b>	<b>28,952</b>	<b>20,783</b>	<b>20,818</b>	<b>36,582</b>	<b>9,844</b>	<b>1,054</b>	<b>1,719</b>	<b>2,828</b>	<b>9,912</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
All funds are recovered through funding MOUs.											

# Partnership Project

## Star Oaks

Project Management Office

Project Description/Rationale											
<p>Star Oak NHS Restoration Compensation Agreement (Core 8 Restoration Plans). Agreement as per Minutes of Settlement. Restoration was constructed in 2019 with warranty, maintenance and monitoring from 2020-23. Restoration included wetland amphibian breeding habitat, reforestation buffer, pit and mound restoration and wildlife structures.</p> <p>CH Strategic Plan - Contributes to Key Conservation Targets - #1 (protected areas), #2 (water quality), Target #5 (meets definition of a wetland and watercourse restoration project).</p> <p>CH Strategic Plan - Contributes to Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Supports many other Directions.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	4,000	-	2,000	-	2,000	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	9,800	1,150	3,750	1,150	3,750	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>13,800</b>	<b>1,150</b>	<b>5,750</b>	<b>1,150</b>	<b>5,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	13,800	1,150	5,750	1,150	5,750	-	-	-	-	-	-
<b>Total Funding</b>	<b>13,800</b>	<b>1,150</b>	<b>5,750</b>	<b>1,150</b>	<b>5,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
<p>Funding Sources: Compensation Funding for North Oakville Natural Heritage System restoration as per Minutes of Settlement with landowner. Funds added to Stewardship &amp; Restoration Reserve at 2019 year end.</p> <p>Operating Impact: Lands will be transferred to the Town of Oakville upon assumption which will then be called Loyalist Woods. No operating impact for CH.</p>											

# Capital Projects Summary

Project Management Office

Description	2020 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 Renovation & Landscaping	150,000					150,000	
Facility Major Maintenance	102,000					102,000	
Operations Centre - Capacity Study/Design	100,000					100,000	
Speyside Weir Removal	32,000					32,000	
Total Capital Expenditures	384,000	-	-	-	-	384,000	-

# Capital Project

## Administration Office Renovation

Project Management Office

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	2020	2021	2022	2023	2024	2025	2026	2027	2027	2029
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	995,000	150,000	100,000	150,000	500,000	95,000	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>995,000</b>	<b>150,000</b>	<b>100,000</b>	<b>150,000</b>	<b>500,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	995,000	150,000	100,000	150,000	500,000	95,000	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>995,000</b>	<b>150,000</b>	<b>100,000</b>	<b>150,000</b>	<b>500,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
Detailed design for costs estimates and implementation of space needs of the Administration Office and staff.											

# Capital Project

## Facility Major Maintenance

Project Management Office

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	2020	2021	2022	2023	2024	2025	2026	2027	2027	2029
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	858,390	102,000	70,136	5,000	30,000	112,851	7,403	395,000	5,500	125,000	5,500
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>858,390</b>	<b>102,000</b>	<b>70,136</b>	<b>5,000</b>	<b>30,000</b>	<b>112,851</b>	<b>7,403</b>	<b>395,000</b>	<b>5,500</b>	<b>125,000</b>	<b>5,500</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	858,390	102,000	70,136	5,000	30,000	112,851	7,403	395,000	5,500	125,000	5,500
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>858,390</b>	<b>102,000</b>	<b>70,136</b>	<b>5,000</b>	<b>30,000</b>	<b>112,851</b>	<b>7,403</b>	<b>395,000</b>	<b>5,500</b>	<b>125,000</b>	<b>5,500</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any forseen operational impact)</b>											
Values extracted from Facility Condition Assessment and other required general upkeep and maintenance needs of the Administration Office and Field Office.											



# Capital Project

## Operations Centre - Capacity Study/Design

Project Management Office

Project Description/Rationale											
This project supports space needs pressures at Conservation Halton Administration Office as well as functional requirements for field operations staff. There are two elements to the project;											
1) Undertaking a comprehensive space needs assessment. This will be lead by the PMO but with some additional consultant support											
2) The Field Office has reached the end of its serviceable life and all staff were moved from the facility in 2018. In 2020, based on the Space Needs Assessment and existing identified needs for staff accomodation, a design will be developed to re-develop this building to meet needs. In 2022 its is anticipated that redevelopment will begin.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	2,100,000	100,000	500,000	500,000	1,000,000	-	-	-	-	-	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>2,100,000</b>	<b>100,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	100,000	100,000				-	-	-	-	-	-
Capital Levy	-										
Debt Financing	2,000,000		500,000	500,000	1,000,000						
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>2,100,000</b>	<b>100,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
2020 redesign and scope building needs. Preliminary studies and drawings in 2020 with construction in 2022-2023 for Field Operations staff.											

# Capital Project

## Speyside Weir Removal

### Project Management Office

Project Description/Rationale											
<p>Located on the CH Speyside Natural Area is a small weir, less than 0.5 metre in height. The weir creates a head pond on the neighbouring property upstream which is 3500 square metres. In addition to having a warming influence on downstream water temperatures, the dam also acts as a barrier to fish passage and sediment transport. The adjacent upstream property, where the majority of impounded water occurs, is privately owned. Given that the weir is not used for flood management or low flow augmentation, it would be valuable to remove the Speyside weir and restore it to a natural channel system. This would open up access to 1.9 kilometres of stream for fish passage, re-establish the natural channel and improve downstream water temperatures.</p> <p>CH Strategic Plan - Contributes to Key Conservation Target - #2 (water quality), Target #3 (monitoring management decisions of restoration project), Target #4 (community restoration engagement), Target #5 (meets definition of a floodplain, wetland and watercourse restoration project).</p> <p>Directions - Develop restoration strategies to increase natural cover and improve aquatic, terrestrial and wetland habitat. Directions: Position our parks as hubs for environmental conservation, stewardship and education programs. + other Directions.</p>											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	18,500	500	15,000	3,000							
Purchased Services	105,000	20,000	85,000	-	-	-	-	-	-	-	-
Financial, Leases, Rentals	1,000		1,000								
Other	63,300	11,500	36,000	8,200	2,000	3,500	-	2,100	-	-	-
Contingency	9,000		7,000	1,000	1,000						
<b>Total Costs</b>	<b>196,800</b>	<b>32,000</b>	<b>144,000</b>	<b>12,200</b>	<b>3,000</b>	<b>3,500</b>	<b>-</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	104,000	32,000	72,000	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	92,800	-	72,000	12,200	3,000	3,500	-	2,100	-	-	-
<b>Total Funding</b>	<b>196,800</b>	<b>32,000</b>	<b>144,000</b>	<b>12,200</b>	<b>3,000</b>	<b>3,500</b>	<b>-</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
<p>Funding Sources:</p> <p>-1) Reserves Stewardship &amp; Restoration - 2) Funding Opportunities - Federal or provincial grants, compensation opportunities</p> <p>Asset Management:</p> <p>- Removes infrastructure on CH lands that have no operational budget to maintain/repair. Removal and restoration will reduce long term costs and reduce erosion and environmental hazards of weir failure.</p> <p>Operating Impact:</p> <p>- Reducing future operating impacts of weir repair and maintenance.</p> <p>- No operating impact after project completion. Upstream landowner assumes maintenance on plants. Minimal impacts on CH lands.</p>											

# 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 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Program Revenue	0.0%	95,000	-	-	(19,000)	114,000
Provincial Funding	0.0%	125,000	-	-	-	125,000
Other Funding	0.0%	-	-	-	-	-
Chargeback Recoveries	16.5%	156,300	-	-	22,100	134,200
Reserves						
<b>TOTAL REVENUES</b>	<b>0.8%</b>	<b>376,300</b>	<b>-</b>	<b>-</b>	<b>3,100</b>	<b>373,200</b>
<b>EXPENSES</b>						
<u>Property Management</u>						
Salaries & Benefits	0.0%	-	-	-	-	-
Materials & Supplies	-51.8%	13,500	-	(15,000)	500	28,000
Purchased Services	-17.9%	64,750	-	(15,000)	850	78,900
Financial & Rent expense	0.0%	-	-	-	-	-
Chargeback expense - Parks	16.4%	13,850	-	-	1,950	11,900
	-22.5%	92,100	-	(30,000)	3,300	118,800
<u>Forestry</u>						
Salaries & Benefits	-3.8%	427,684	-	-	(16,854)	444,538
Materials & Supplies	242.9%	24,000	-	15,000	2,000	7,000
Purchased Services	48.7%	33,600	-	15,000	(4,000)	22,600
Financial & Rent expense	0.0%	5,000	-	-	-	5,000
Chargeback expense - Parks	16.4%	27,700	-	-	3,900	23,800
	3.0%	517,984	-	30,000	(14,954)	502,938

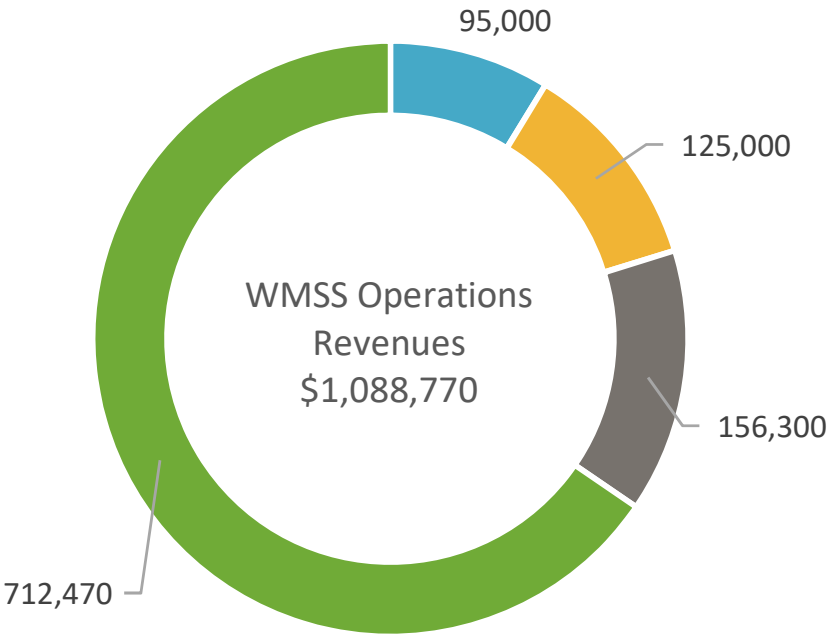


## WMSS Operations

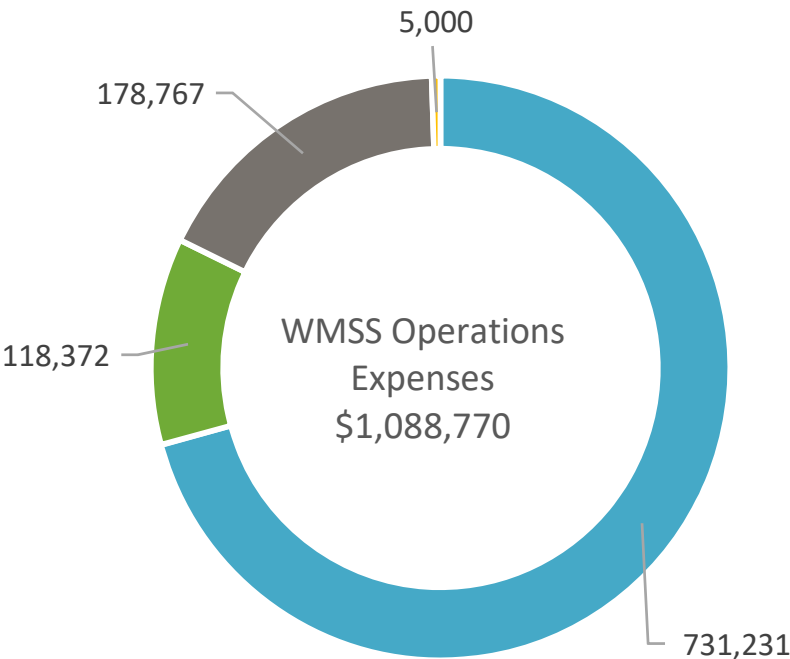
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<u>Security</u>						
Salaries & Benefits	11.3%	303,547	-	-	30,750	272,797
Materials & Supplies	0.0%	-	-	-	-	-
Purchased Services	5.7%	3,700	-	-	200	3,500
Financial & Rent expense	0.0%	-	-	-	-	-
Chargeback expense - Parks	16.4%	13,850	-	-	1,950	11,900
	11.4%	321,097	-	-	32,900	288,197
<u>WMSS Vehicles</u>						
Salaries & Benefits	-100.0%	-	-	(22,400)	-	22,400
Materials & Supplies	-25.7%	80,872	-	-	(28,000)	108,872
Purchased Services	24.4%	76,717	-	-	15,050	61,667
Financial & Rent expense	0.0%	-	-	-	-	-
	-18.3%	157,589	-	(22,400)	(12,950)	192,939
<b>TOTAL EXPENSES</b>	<b>-1.3%</b>	<b>1,088,770</b>	<b>-</b>	<b>(22,400)</b>	<b>8,296</b>	<b>1,102,874</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>-2.4%</b>	<b>(712,470)</b>	<b>-</b>	<b>22,400</b>	<b>(5,196)</b>	<b>(729,674)</b>

# Revenue & Expenses

WMSS Operations



- Program Revenue
- Provincial Funding
- Chargeback Recoveries
- Municipal Funding



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



## Forestry Operations Staffing Overview

WMSS Operations

Forestry Operations					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	4.0			4.0	0.0
Part-time/Contract	1.0			1.0	0.0
Total	5.0	0.0	0.0	5.0	0.0

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

## Forestry Operations Key Performance Indicators

WMSS Operations

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	2.00%	1.60%	2.20%

## Security Staffing Overview

WMSS Operations

Security					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
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 staff complement for this program.

## Security Key Performance Indicators

WMSS Operations

Percentage of Total FTEs			
	2018	2017	2016
Total program FTEs / Total organization FTEs	1.60%	2.30%	2.90%

# 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 2020 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 2020. 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 2020

- VISITOR IMPACT IMPROVEMENTS:

The Visitor Impact Management program will dictate which areas are most impacted by visitation and existing staffing resources will continue to implement projects that help mitigate the impacts of our growing visitation on Conservation Halton Parks. Funding and resources will be used to implement projects and solutions that positively impact the environment and decrease trail and viewing area challenges.

- OFF LEASH CONSERVATION AREA:

This initiative will continue from 2019, into 2020. This will be Conservation Halton's eight active use park and will be developed around the opportunities for families and their pets to enjoy our natural setting. Park infrastructure and operations will engage 'green' construction methods, business practises and operational functions. Funding and resources will be used to engage Park design, planning/permitting and infrastructure requirements.

- 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 and Sport Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2020 will 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 Developer Contribution Funds collected by Halton region on behalf of Conservation Halton.

## 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. 2018 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. 2018 total visitation exceeded 350,000.

## Kelso/Glen Eden

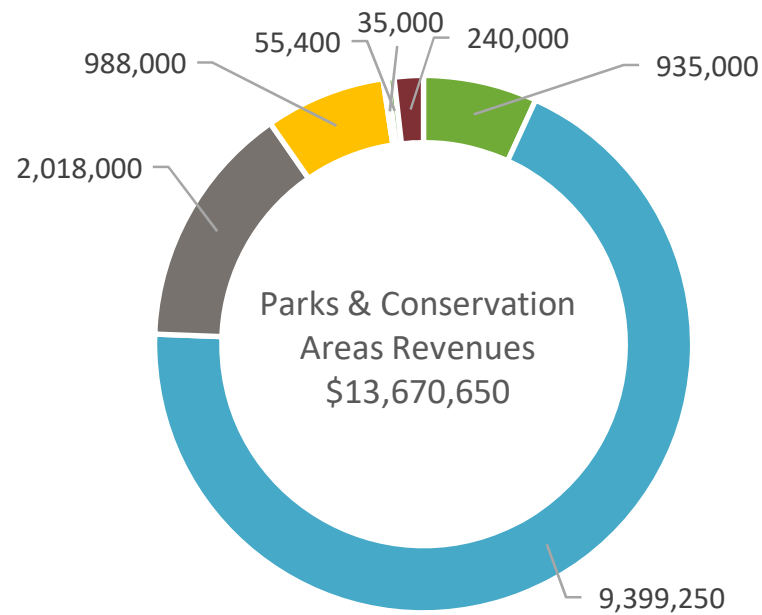
Kelso/Glen Eden offers a variety of recreational programs & activities including mountain biking & cyclocross races, boat rentals, summer camps, skiing & snowboard lessons, 3 terrain parks, picnic and camping sites, food services and special events. Kelso/ Glen Eden has a dedicated team that is divided 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 2018 exceeded 500,000. Corporate Motor Pool services are provided through the Kelso/GE Operational team.

## Parks & Conservation Areas

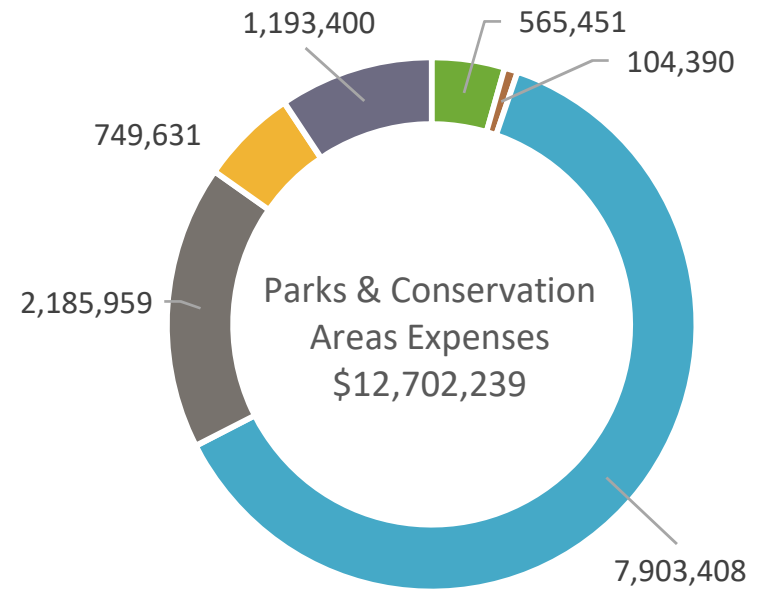
Description	% Increase (decrease) over 2019 Budget	2020 Budget	One Time Costs (+/-)	New items to budget	General increase	2019 Budget
<b>SUMMARY</b>						
<b>REVENUES</b>						
Conservation Lands	4.5%	935,000	-	-	40,000	895,000
Kelso/Glen Eden	8.1%	9,399,250	-	-	703,000	8,696,250
Crawford Lake/Mountsberg/Robert Edmondso	1.4%	2,018,000	-	-	27,000	1,991,000
Hilton Falls/Mount Nemo/Rattlesnake Point	8.9%	988,000	-	-	80,500	907,500
Other funding	57.0%	35,000	-	-	12,700	22,300
Chargeback recoveries	16.4%	55,400	-	-	7,800	47,600
Municipal Funding - education		240,000	-	-	-	240,000
	6.8%	13,670,650	-	-	871,000	12,799,650
<b>EXPENSES</b>						
Conservation Lands	-30.2%	565,451	-	-	(244,192)	809,643
Vehicles	-5.0%	104,390	-	-	(5,500)	109,890
Kelso/Glen Eden	6.1%	7,903,408	-	(52,717)	503,961	7,452,164
Crawford Lake/Mountsberg/Robert Edmondso	0.4%	2,185,959	-	(65,483)	73,419	2,178,023
Hilton Falls/Mount Nemo/Rattlesnake Point	2.3%	749,631	-	-	16,501	733,130
Chargeback		1,193,400	-	-	155,300	1,038,100
	3.1%	12,702,239	-	(118,200)	499,489	12,320,950
<b>PROGRAM SURPLUS/(LOSS)</b>	<b>102.3%</b>	<b>968,411</b>	<b>-</b>	<b>118,200</b>	<b>371,511</b>	<b>478,700</b>

# Revenue & Expenses

## Parks & Recreation



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



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



# Kelso/Glen Eden Staffing Overview

Parks & Recreation

Kelso / Glen Eden					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	23.2	-0.7		22.5	-0.7
Part-time/Contract	73.6	-1.3		72.3	-1.3
Total	96.8	-2.0	0.0	94.8	-2.0

The total staff complement is 94.8 FTE. The staff complement has decreased by 2.0 FTE with the following changes:  
Full-time staff – Operations full-time staff has been decreased by .7 FTE to meet 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					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	9.0	-1.0		8.0	-1.0
Part-time/Contract	18.8	1.3		20.1	1.3
Total	27.8	0.3	0.0	28.1	0.3

The total staff complement is 28.1 FTE. The staff complement has increased by .3 FTE with the following changes:  
Full-time staff – Operations full-time staff has been decreased by 1.0 FTE to meet Maintenance service delivery needs at the park.

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

# Rattlesnake Point/Hilton Falls/Mount Nemo Staffing Overview

Parks & Recreation

Rattlesnake Point / Hilton Falls / Mount Nemo					
	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
Full-time	5.0			5.0	0.0
Part-time/Contract	4.1			4.1	0.0
Total	9.1	0.0	0.0	9.1	0.0

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

# Key Performance Indicators

## Parks & Recreation

### Percentage of Total FTEs

	2018	2017	2016
Total program FTEs / Total organization FTEs	54.50%	54.30%	53.60%

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

### Visitor impact management

	18/19 season	17/18 season	16/17 season
Total percentage of km's of CH trails under a visitor impact management program / total percentage of km's of CH trails	100%	100%	44%

Objective: To have a visitor impact management program on 100% of CH trails.

### GE Pass revenue

	17/18 season	16/17 season	15/16 season
GE Pass revenue to date compared to last year to date compared to goal of 5%	1,268,696	1,671,707	\$1,784,793

Objective: Attract visitors to our parks and connect our communities through sustainable recreation, education and tourism

### Property proactively managed for hazard tree removal

	2018	2017	2016
of %	55%	50%	45%

Objective: Strengthen conservation, restoration, and responsible management of natural resources with a focus on evidence-based programs.

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

# Capital Projects Summary

## Parks & Operations

Description	2020 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							
Facility Major Maintenance & IT Infrastructure	405,000					405,000	
Developer Contribution Works	250,000			250,000			
Vehicle & Equipment Replacement - Conservation Areas	165,556					165,556	
Skihill Improvements	100,000					100,000	
Total Capital Expenditures	920,556	-	-	250,000	-	670,556	-

# Capital Project

## Facility Major Maintenance, Ski Hill Improvements & IT Infrastructure

Parks & Operations

Project Description/Rationale											
This Project Detail sheet includes capital pertaining to GE Ski and Snowboard Fleet Replacement, Crawford Boardwalk design, IT purchases.											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	13,825,000	505,000	995,000	1,475,000	1,250,000	2,075,000	450,000	2,380,000	1,395,000	2,350,000	950,000
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>13,825,000</b>	<b>505,000</b>	<b>995,000</b>	<b>1,475,000</b>	<b>1,250,000</b>	<b>2,075,000</b>	<b>450,000</b>	<b>2,380,000</b>	<b>1,395,000</b>	<b>2,350,000</b>	<b>950,000</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	13,825,000	505,000	995,000	1,475,000	1,250,000	2,075,000	450,000	2,380,000	1,395,000	2,350,000	950,000
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>13,825,000</b>	<b>505,000</b>	<b>995,000</b>	<b>1,475,000</b>	<b>1,250,000</b>	<b>2,075,000</b>	<b>450,000</b>	<b>2,380,000</b>	<b>1,395,000</b>	<b>2,350,000</b>	<b>950,000</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											
2020 budget year has been adjusted due to fuel spill in 2019.											



# Capital Project Developer Contribution Works

## Parks & Operations

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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	24,810,175	250,000	250,000	2,754,475	3,254,475	5,014,375	3,759,900	4,159,900	3,000,000	1,000,000	1,367,050
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>24,810,175</b>	<b>250,000</b>	<b>250,000</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other	24,810,175	250,000	250,000	2,754,475	3,254,475	5,014,375	3,759,900	4,159,900	3,000,000	1,000,000	1,367,050
<b>Total Funding</b>	<b>24,810,175</b>	<b>250,000</b>	<b>250,000</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											

# Capital Project

## Vehicle & Equipment Replacement

Parks & Operations

Project Description/Rationale											
CA fleet and equipment purchases											
Project Budget											
Description	Total	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029+
<b>Costs</b>											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	1,137,992	165,556	127,278	147,494	131,856	99,605	98,497	115,364	53,062	90,780	108,500
Financial, Leases, Rentals	-										
Other	-	-	-	-	-	-	-	-	-	-	-
Contingency	-										
<b>Total Costs</b>	<b>1,137,992</b>	<b>165,556</b>	<b>127,278</b>	<b>147,494</b>	<b>131,856</b>	<b>99,605</b>	<b>98,497</b>	<b>115,364</b>	<b>53,062</b>	<b>90,780</b>	<b>108,500</b>
<b>Funding Sources</b>											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	1,137,992	165,556	127,278	147,494	131,856	99,605	98,497	115,364	53,062	90,780	108,500
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>1,137,992</b>	<b>165,556</b>	<b>127,278</b>	<b>147,494</b>	<b>131,856</b>	<b>99,605</b>	<b>98,497</b>	<b>115,364</b>	<b>53,062</b>	<b>90,780</b>	<b>108,500</b>
<b>Additional Comments (include explanation of other items above, unique notes about the project and any foreseen operational impact)</b>											



RESERVES

# Reserves

	Reserves Projected Balance Dec. 31, 2019	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2020
<b>Conservation Halton Reserves</b>							
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	954,010				(194,339)		759,671
Building	307,308			100,000	(352,000)		55,308
Watershed Management Capital - Municipal Funds and Self Generated Funds	891,237			339,200	(479,757)		750,680
Watershed Management & Support Services Stabilization	674,413						674,413
Capital Projects - Debt Financing Charges	335,081						335,081
Legal - Planning & Watershed Management	258,891						258,891
Legal - Corporate	200,000						200,000
Water Festival	166,791				(15,000)	(15,000)	136,791
Land Securement	34,036	25,000					59,036
Property Management	95,040						95,040
Stewardship and Restoration	388,060				(32,000)	(16,112)	339,948
<b>Conservation Areas</b>							
Capital	1,917,645		968,411		(720,556)		2,165,500
Stabilization	936,568						936,568
<b>Total Reserves</b>	<b>7,159,079</b>	<b>25,000</b>	<b>968,411</b>	<b>439,200</b>	<b>(1,793,652)</b>	<b>(31,112)</b>	<b>6,766,926</b>

# Reserves

## Continuity

	Projected 2019	RESERVE CONTINUITY									
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
<b>Watershed Management and Support Services</b>											
Vehicle and Equipment	\$ 954,010	\$ 759,671	\$ 593,034	\$ 446,260	\$ 289,340	\$ 166,928	\$ 152,430	\$ 140,589	\$ 111,615	\$ 87,823	\$ 187,823
Building	\$ 307,308	55,308	87,172	186,172	262,272	257,621	360,618	78,218	187,618	179,818	293,818
Watershed Management Capital - Municipal Funds and Self Generated	891,237	750,680	850,101	899,049	591,535	328,107	194,623	212,400	475,100	812,900	1,142,800
Watershed Management & Support Services Stabilization	674,413	674,413	674,413	674,413	674,413	674,413	674,413	674,413	674,413	674,413	674,413
Capital Projects - Debt Financing Charges	335,081	335,081	335,081	335,081	335,081	335,081	335,081	335,081	335,081	335,081	335,081
Legal - Planning & Watershed Management	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891
Legal - Corporate	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Water Festival	166,791	136,791	121,791	106,791	106,791	106,791	106,791	106,791	106,791	106,791	106,791
Land Securement	34,036	59,036	84,036	109,036	134,036	159,036	184,036	209,036	234,036	259,036	284,036
Property Management	95,040	95,040	95,040	95,040	95,040	95,040	95,040	95,040	95,040	95,040	95,040
Stewardship and Restoration	388,060	339,948	324,948	309,948	309,948	309,948	309,948	309,948	309,948	309,948	309,948
<b>Conservation Areas</b>											
Stabilization	936,568	936,568	936,568	936,568	936,568	936,568	936,568	936,568	936,568	936,568	936,568
Capital	1,917,645	2,165,500	1,910,504	1,541,848	1,825,805	1,755,791	4,160,517	4,943,586	7,121,119	8,677,350	12,011,804
<b>TOTAL RESERVES</b>	<b>\$ 7,159,079</b>	<b>\$ 6,766,926</b>	<b>\$ 6,471,579</b>	<b>\$ 6,099,097</b>	<b>\$ 6,019,721</b>	<b>\$ 5,584,215</b>	<b>\$ 7,968,956</b>	<b>\$ 8,500,561</b>	<b>\$ 11,046,220</b>	<b>\$ 12,933,659</b>	<b>\$ 16,837,012</b>