



BOARD OF DIRECTORS

Meeting Number: 07 17
Date of Meeting: **Thursday, October 26, 2017**
Time of Meeting: 3:00 – 5:00
Place of Meeting: Administration Office
2596 Britannia Road West
Burlington ON
Telephone: 905.336.1158 x 2236

AGENDA

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1. Acceptance of Agenda as distributed	
2. Disclosure of Pecuniary Interest for Board of Directors	
3. Presentation: Flood Forecasting Modernization Strategy Glenn Farmer, Coordinator, Flood Forecasting Operations Hassaan Basit, CAO/Secretary-Treasurer	
4. Consent Items	
Roll Call & Mileage Approval of Board of Directors Minutes dated September 28, 2017	
Permits & Letters of Permission Report #: CHBD 07 17 01	1-12
Bill 148 Fair Workplaces / Better Jobs Act Non-Tax Supported Cost Analysis Report #: CHBD 07 17 02	13-15
Purchasing Report July to September 2017 Report #: CHBD 07 17 03	16-17
Metamorphosis, Strategic Plan Update Report #: CHBD 07 17 04	18-29
Briefing Memos:	
Kelso Dam Update	30-31
Phragmites in Conservation Halton's watershed	32-35

5. Action Items

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| 5.1 | 2018 Halton Parks and Glen Eden Daily Fee Schedule
Report #: CHBD 07 17 05 | 36-39 |
| 5.2 | Glen Eden, Purchase of New Alpine Groomer, RFT # CL0041-01-17
Report #: CHBD 07 17 06 | 40-41 |
| 5.3 | Payment Card Industry Data Security Standard (PCI-DSS) Update
Report #: CHBD 07 17 07 | 42-43 |
| 5.4 | Development Charges Project Business Cases
Report #: CHBD 07 17 08 | 44-65 |
| 5.5 | Kelso Dam Construction Phase 1 (2017)
Report #: CHBD 07 17 09 | 66-67 |

6. In Camera Items

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| 6.1a) | Legal Issue – Report #: CHBD 07 17 10 | 68-71 |
| 6.1b) | Legal Issue – Report #: CHBD 07 17 11 | 72-74 |

7. Other Business

8. Adjournment

CONSERVATION HALTON
CHBD 07 17 01

REPORT TO: Board of Directors

FROM: Michelle Caissie, Administrative Assistant, Planning & Regulations
905.336.1158 x 2227

DATE: October 26, 2017

SUBJECT: **Quarterly Permits & Letters of Permission issued under Ontario Regulation 162/06
June 3, 2017 to October 9, 2017**

Recommendation

THAT the Conservation Halton Board of Directors **receive for information the Permits and Letters of Permission issued by staff under Ontario Regulation 162/06 for the period of June 3, 2017 to October 9, 2017, as identified in the staff report dated October 26, 2017.**

Report

Between June 3, 2017 to October 9, 2017, 140 Permits and 26 Letters of Permission were issued (see attached table). All approvals were reviewed and approved in accordance with Board approved policies contained in *Policies and Guidelines for the Administration of Ontario Regulation 162/06 and Land Use Planning Policy Document April 27, 2006, revised November 26, 2015.*

Prepared by:



Michelle Caissie, Administrative Assistant
Planning & Regulations

Respectfully submitted by:



Charles Priddle, Coordinator
Regulations Program

Approved for circulation by:



Barbara J. Veale, Director
Planning & Regulations

CH File No.	Permit No.	Address	Proposed Works	Complete
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Burlington

A/17/B/58	**REVISED** 5602	586 Deborah Crescent	REVISED Proposed construction of a 23' x 28' attached garage, a 15' x 20' cabana and installation of a smaller 30' x 16' swimming pool to replace the existing within 7.5 metres of the valley associated with Falcon Creek	26/05/2017
A/13/B/58	5604	Tuck Creek (Billings Court to Harvester Road)	Proposed erosion protection works along Tuck Creek between Harvester and Billings Court	23/03/2017
S/17/B/16	5607	Lakeshore Road (Beachway Park)	Proposed emergency works to protect pedestrian trails affected by erosion. Works include the placement of concrete blocks and backfill to support trails within dynamic beach and flooding hazards of Lake Ontario	05/06/2017
S/17/B/15	5608	608 Edgewater Crescent	Proposed installation of a 8' x 14' dock within Hamilton Harbour/Burlington Bay	30/05/2017
A/16/B/26	5609	2500 Britannia Road	Proposed removal of an existing 11.3m x 600mm culvert and replacement with a new 11.3m 2130 x 1400mm pipe arch CSP which contains flows from a tributary of Bronte Creek	12/08/2016
S/16/B/16	5610	290 North Shore Boulevard East	Proposed reconstruction and expansion of a residence within Burlington Bay/Hamilton Harbour	06/02/2017
A/17/B/62	5611	645 Geneva Park Drive	Proposed construction of a 5.943m x 3.661m screened in covered non-habitable sunroom within 7.5m of the floodplain associated with Tuck Creek	05/06/2017
A/17/B/64	5612	2155 Duncaster Drive	Proposed removal and replacement of a total of 8 existing decks whereby 3 decks are located within 7.5 metres of the erosion hazard associated with Upper Rambo Creek	06/06/2017
A/17/B/59	5614	865 Glenwood Avenue	Proposed construction of a new dwelling with associated landscaping within 7.5 metres of the valley associated with West Aldershot Creek	08/06/2017
A/17/B/25	5617	3475 Mainway	Proposed landscaping and minor grading within 7.5 metres of the erosion hazard associated with Sheldon Creek	24/05/2017
S/17/B/17	5619	2282 Lakeshore Road	Proposed construction of a pool within the erosion hazard associated with the Shoreline of Lake Ontario	07/06/2017
A/17/B/66	5620	1017 Earl Crescent	Proposed reconstruction of a deck within the Regulation Area associated with Indian Creek	08/06/2017
A/17/B/68	5622	3104 Jenn Avenue	Proposed patio/deck replacement within the 7.5 metre Regulatory setback from the floodplain of Sheldon Creek	13/06/2017
A/17/B/67	5623	3283 Aventurine Avenue	Proposed in-ground pool within the 7.5 metre Regulatory setback from the floodplain of Sheldon Creek	13/06/2017
A/17/B/65	5627	967 Falcon Boulevard	Proposed construction of a 15'9" x 12' unheated sunroom on an existing deck within 7.5m of the valley associated with Falcon Creek	15/06/2017
A/17/B/71	5629	4449 Milborough Line	Proposed relocation of campsites, new waste disposal system and extension of roads, water and hydro services at Lost Forest Park within 120 metres of a Provincially Significant Wetland	21/06/2017
S/16/B/27	5630	140 Secord Lane	Proposed reconstruction and expansion of a residence and in-ground pool partially located within the erosion hazard of Lake Ontario	21/06/2017

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CH File No.	Permit No.	Address	Proposed Works	Complete
S/17/B/19	5631	137 Breckondale Court	Proposed patchwork of shoreline protection works with the placement of stones. While not sufficient to be considered repairs, these works will provide some level of improvement to existing conditions	21/06/2017
A/17/B/11	5640	4480 No. 4 Sideroad	Proposed culvert replacement within the Regulated Area associated with Bronte Creek	28/06/2017
A/17/B/76	5641	6154 Guelph Line	Proposed removal of an existing detached garage and construction of a new detached garage within the Valley of Bronte Creek	05/07/2017
A/17/B/69	5642	3133 Driftwood Drive	Proposed reconstruction of a deck with the Regulated Area associated with Tuck Creek	05/07/2017
A/17/B/77	5647	779 Francis Road	Proposed Installation of new conduit and equipment within the floodplain of Indian Creek	10/07/2017
A/17/B/47	5648	3497 Fairview Street	Proposed re-paving of the parking lot, reconstruction of concrete barrier curb and landscaping works within the floodplain associated with Tuck Creek	06/07/2017
S/17/B/21	5650	2282 Lakeshore Road	Proposed construction/reconstruction of a retaining wall within the erosion hazard associated with the Shoreline of Lake Ontario	20/07/2017
A/17/B/78	5651	6255 Guelph Line	Proposed 21 sq. m deck or covered porch to be located within the Regulated Area associated with the valley of Bronte Creek	17/07/2017
S/17/B/23	5659	3050 Lakeshore Road	Proposed reconstruction of a residence within the erosion hazard of Lake Ontario	20/07/2017
A/17/B/83	5660	2408 Redfern Road	Proposed dwelling addition and new swimming pool to be located within the Regulated Area associated with the floodplain of Roseland Creek	25/07/2017
A/16/B/09	5665	0 Appleby Line (@ North Service Road)	(PR2952) The proposed installation of a 300mm diameter watermain within the limits of Appleby Creek	26/07/2017
A/17/B/73	5671	1091 & 1121 Heritage Road	Proposed installation of a water quality unit, repair/replace outlet pipes, removal of headwall pipe and concrete pad, replacement of existing hydro pole and installation of plant materials within the Regulated Area associated with Shoreacres Creek	02/08/2017
A/17/B/72	5673	3410 Spruce Avenue	Proposed construction of a second storey addition within 7.5 metres of the floodplain associated with Tuck Creek	04/08/2017
S/16/B/07	5674	480 Indian Road	Proposed reconstruction of a seawall and construction of a boat launch within the Burlington Bay/Hamilton Harbour	21/06/2017
A/17/B/50	5679	1401 Beaufort Drive	Proposed construction of a new 2-storey dwelling and in-ground pool within the Regulated Area associated with Upper Rambo Creek	14/08/2017
S/17/B/25	5680	117 Colonial Court	Proposed construction of a pool, hot tub, pergola and landscaping within the erosion hazard of Lake Ontario	11/08/2017
A/17/B/85	5681	415 Pomona Avenue	Proposed installation of an in-ground swimming pool within 7.5 metres of the Floodplain of Roseland Creek	11/08/2017
A/17/B/86	5682	6548 Panton Street	Proposed demolition and reconstruction of a detached garage within the Regulated Area associated with the valley of Bronte Creek	18/08/2017

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CH File No.	Permit No.	Address	Proposed Works	Complete
A/17/B/87	5684	3019 Eva Drive	Proposed construction of a second storey addition within the existing footprint of the dwelling within 7.5 metres of the floodplain associated with Roseland Creek	31/07/2017
A/17/B/88	5685	3484 Rubens Court	Proposed renovations to the existing 2-storey dwelling including a new front porch, new rear deck and roof extensions/modifications within the floodplain of Tuck Creek	10/08/2017
A/17/B/84	5699	195 Brookfield Avenue	Proposed re-construction of a single family dwelling within 7.5m of the valley associated with Roseland Creek	03/08/2017
A/17/B/96	5700	1137 Hidden Valley Road	Proposed replacement of a failing septic weeper bed within the Regulated Area associated with Grindstone Creek	18/08/2017
A/17/B/94	5707	6080 Bell School Line	Proposed construction of a 6.09m x 11.58m in-ground swimming pool within the floodplain associated with Bronte Creek	05/09/2017
A/17/B/99	5709	0 Turnberry (SWM Pond 12 behind 2201 Turnberry) Road	Proposed repairs to an existing SWM Pond Outfall including the replacement of a 2m CSP outlet pipe, repairs to the gabion mattress and reinstating a portion of fallen armourstone within the Regulated Area associated Sheldon Creek	05/09/2017
A/16/B/97	5715	3455 North Service Road	Proposed flood storage alteration, grading and culvert installation in the vicinity of Tuck Creek along the frontage of 3455 North Service Road	09/01/2017
S/17/B/29	5716	4026 Lakeshore Road	Proposed construction of a pool, pool house and shade structure within the erosion hazard of Lake Ontario	15/09/2017
S/17/B/26	5717	70 Oaklands Park Court	Proposed construction of a covered front entrance and addition of formers to increase useable space within an existing residence that is partially within the erosion hazard associated with the Shoreline of Lake Ontario	12/09/2017
S/17/B/28	5723	841 LaSalle Park Road	Proposed connection of cable service by means of directional bore within the erosion hazard associated with Hamilton Harbour/Burlington Bay	20/09/2017
A/17/B/106	5727	5057 Spruce Avenue	Proposed reconstruction of an existing deck within 7.5m of the valley associated with Appleby Creek	22/09/2017
A/17/B/97	5728	101 Masonry Court	Proposed floodplain alteration and grading preparation within the Regulated Area associated with Grindstone Creek	21/09/2017
S/17/B/20	5729	590 North Shore Boulevard	Proposed reconstruction of shoreline protection works within the shoreline of Burlington Bay/Hamilton Harbour	28/09/2017
S/17/B/30	5730	682 North Shore Boulevard East	Proposed addition of dormers in loft, on a house that is within the erosion hazards associated with Lake Ontario	27/09/2017
A/17/B/02	5732	1150 Plains Road West	Proposed paved entranceway off Plains Road West, parking lot and infrastructure (sewer System) within 6-15 metres of the stable top of bank associated with the Valley of Grindstone Creek	05/05/2017
A/17/B/22	5733	1134 Plains Road	Proposed construction of an Esso Gas Station/Bar, convenience store, a Tim Hortons restaurant with drive-thru and associated site development (signage, paving etc.) within 6-15 metres of the stable top of bank associated with the valley of Grindstone Creek	05/05/2017
A/17/B/98	5735	6501 Glenfern Avenue	Proposed sewage treatment system partially within 15 metres of the regulatory setback from the valley of Bronte Creek	01/09/2017

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CH File No.	Permit No.	Address	Proposed Works	Complete
S/17/B/14	5737	3484 Lakeshore Road	Proposed reconstruction of failed shoreline protection works within the shoreline of Lake Ontario	02/08/2017
A/17/B/105	5738	6459 Cedar Springs Road	Proposed addition to an existing dwelling located within the valley of Bronte Creek	14/09/2017
A/17/B/63	Letter of Permission	4483 Escarpment Drive	Proposed single dwelling, driveway, septic system, covered patio and berm to be located between 30 & 120 metres of a wetland greater than 2 ha in size	07/06/2017

Halton Hills

A/17/HH/11	5633	7880 Twenty-Second Sideroad	The proposed addition to the existing dwelling and a new septic system within 120 metres of a Provincially Significant Wetland	16/06/2017
A/17/HH/17	5649	14200 Steeles Avenue	Proposed interior renovation reconstruction of the roof, construction of two second storey porches and the replacement of the existing sunroom within 15 metres of the stable top of bank associated with Sixteen Mile Creek	06/07/2017
A/17/HH/18	5655	9051 Eighth Line	Proposed demolition of the existing dwelling and construction of an new dwelling within the Regulated Area associated with Sixteen Mile Creek	21/07/2017
A/17/HH/13	5690	8309 Fifth Line	Proposed second storey addition, rear and front additions to existing dwelling within 15 metres of the flooding and erosion hazards associated with Sixteen Mile Creek	10/08/2017
A/17/HH/20	5740	6173 Seventeenth Sideroad	Proposed reconstruction of the existing dwelling within the Regulated Area associated with Sixteen Mile Creek	04/10/2017
A/17/HH/12	Letter of Permission	6243 Twenty-Second Sideroad	Proposed septic tank replacement between 30 & 120m of a Provincially Significant Wetland	21/06/2017
A/17/HH/16	Letter of Permission	10829 Fifth Line	Proposed in-ground swimming pool with concrete deck perimeter to be located between 30 & 120 m of a wetland greater than 2 ha in size	14/07/2017
A/17/HH/19	Letter of Permission	7503 Seventeenth Sideroad	Proposed construction of a single storey addition and canopy to an existing dwelling and new gazebo to be located between 30 & 120m of a Provincially significant Wetland	21/07/2017
A/17/HH/01	**REVISED** Letter of Permission	11893 Nassagaweya Line	REVISED proposed addition to an existing dwelling, new geothermal unit(s) and new septic to be located between 30 and 120 metres of a Provincially Significant Wetland	01/08/2017
A/16/HH/03	Letter of Permission	6508 Seventeenth Sideroad	Proposed construction of a 22 ft. x 28 ft. guest house and 20 ft. x 30 ft. detached garage located between 30 and 120 metres of Provincially Significant Wetland	18/05/2016
A/16/HH/03	Letter of Permission	6508 Seventeenth Sideroad	Proposed construction of a 22 ft. x 28 ft. guest house and 20 ft. x 30 ft. detached garage located between 30 and 120 metres of Provincially Significant Wetland	11/09/2017

Hamilton

A/17/H/21	5615	437 Sixth Concession Road East	Proposed construction of a new dwelling, pool and septic system and grading within 30 to 120 metres of a Provincially Significant Wetland	09/06/2017
A/17/H/11	5618	0 Tenth Concession Road West (adj. to 983 Tenth Conc.)	Proposed replacement of a cross culvert which conveys a headwater feature of Bronte Creek and is within the Beverly Swamp Complex, a Provincially Significant Wetland (PSW)	31/05/2017

CH File No.	Permit No.	Address	Proposed Works	Complete
A/17/H/25	5628	191 Mill Street South	Proposed two-storey garage and addition to an existing dwelling located within the Regulated Area associated with Grindstone Creek.	19/06/2017
A/17/H/27	5653	191 Main Street South	Proposed two-storey garage and addition to an existing dwelling located with the Regulated Area associated with Grindstone Creek	17/07/2017
A/17/H/30	5662	526 Dundas Street	Proposed removal of asphalt and restoration within the Regulated Area associated with Grindstone Creek	24/07/2017
A/17/H/31	5667	400 Fifth Concession Road West	Proposed installation of a septic system within 15 metres of the floodplain associated with Grindstone Creek	28/07/2017
A/17/H/10	5668	534 - 572 Evans Road	Proposed removal and replacement of existing culverts and ditching works to remove sediment and overgrowth within areas regulated by Conservation Halton. These works are associated with the Evans Road Culvert Replacement Program	17/07/2017
A/17/H/23	5683	0 Parkshore Place (Pond 45)	Proposed cleanout of an existing stormwater management pond (SWM Pond 45) within 15 metres of the Carlisle Wetland Complex, a Provincially Significant Wetland (PSW)	11/07/2017
A/17/H/26	5688	524 Sixth Concession Road East	Proposed construction of new 600 sq. m office building associated grading , parking area modifications, new onsite sewage system and upgrades to the existing access way within an area Regulated by Conservation Halton	27/07/2017
A/17/H/35	5696	834 Eighth Concession Road West	Proposed fly pen located within the Regulated Area associated with Bronte Creek	29/08/2017
A/17/H/37	5703	191 Main Street South	Proposed enclosure of the area under the existing deck into habitable space potentially within the Regulated Area associated with Grindstone Creek	30/08/2017
A/17/H/32	5704	265 Mill Street South	Proposed replacement of an existing enclosed porch with a new covered porch and replacement of the existing entrance vestibule on a dwelling located partially within the Regulated Area associated with Grindstone Creek	22/08/2017
A/17/H/43	5734	21 Wildberry Way	Proposed construction of a 4.88m x 10.36m in-ground pool and 4.27m x 3.66m pergola within 30 & 15m of a Provincially Significant Wetland	25/09/2017
A/17/H/18	Letter of Permission	1465 Middletown Road	Proposed construction of a driveway and single family dwelling located between 30 & 120 m of a Provincially Significant Wetland	25/05/2017
A/17/H/22	Letter of Permission	12 Galaxy Boulevard	Proposed construction of a detached garage located between 30 & 120 metres of a Provincially Significant Wetland	06/06/2017
A/17/H/28	Letter of Permission	1225 Centre Road	Proposed enclosure of the existing front porch and convert existing single car garage to habitable space located between 30 & 120 metres of a wetland greater than 2 hectares in size.	18/07/2017
A/17/H/34	Letter of Permission	306 Carlisle Road	Proposed construction of a new single family dwelling and septic system located between 30 and 120 metres of a Provincially Significant Wetland	10/08/2017
A/17/H/20	Letter of Permission	39 Palomino Drive	Proposed construction of an in-ground pool and associated patio located between 30 & 120 metres of a Provincially Significant Wetland	05/06/2017

CH File No.	Permit No.	Address	Proposed Works	Complete
A/17/H/24	Letter of Permission	1013 Wyatt Road	Proposed construction of a second floor addition and new attached garage to an existing dwelling located between 30 & 120 metres of a Provincially Significant Wetland	12/06/2017
A/17/H/29	Letter of Permission	1596 Brock Road	Proposed construction of a new dwelling and septic system to be located between 30 & 120 metres of a Provincially Significant Wetland	20/07/2017
A/17/H/33	Letter of Permission	2053 Six Highway	Proposed raising of the existing dwelling located between 30 & 120 metres of a Provincially Significant Wetland	03/08/2017
A/16/H/35	**REVISED** Letter of Permission	594 Fifth Concession Road West	REVISED - Proposed storage building to replace a recently destroyed building	11/08/2017

Milton

A/15/M/82	5605	3335 Steeles Avenue West	Proposed environmental remediation, stabilization and revegetation within the Regulated Area associated with tributaries of Sixteen Mile Creek	13/04/2017
A/17/M/47	5613	6621 Eighth Line	Proposed replacement of an existing culvert within the Regulated Area associated with Sixteen Mile Creek	31/05/2017
A/17/M/02	5616	0 Martin Street (0.15 km South of Chisholm Drive)	Proposed repairs and replacement of an existing culvert containing a tributary of Sixteen Mile Creek	26/04/2017
A/17/M/38	5621	2151 Southcott Road	Proposed construction of a detached garage within 15 metres of the stable top of bank associated with Sixteen Mile Creek	05/06/2017
A/17/M/19	5626	0 James Snow Parkway (Derry Green)	Proposed earthworks within the proposed Derry Green Business Park, including sediment and erosion control within the Regulated Area associated with a tributary of Sixteen Mile Creek	04/05/2017
A/12/M/85	5636	7468 Fifth Line (Realigned Campbellville Sideroad)	Installation of a culvert (9.1m span x 2.1m rise x 17.4m length), 300mm diameter watermain and 300mm diameter sanitary sewer (using trenchless technology) and associated roadworks within the limit of a tributary of Sixteen Mile Creek	31/08/2017
A/17/M/09	5637	125 Main Street South	Proposed reconstruction of a log dwelling and septic within 15 metres of the stable top of bank associated with Sixteen Mile Creek	19/06/2017
A/17/M/55	5644	43 Peru Road	Proposed repairs to the existing garage within the floodplain associated with Sixteen Mile Creek	29/06/2017
A/17/M/11	5645	12535 Britannia Road	Proposed temporary access road off Britannia Road within the valley of Sixteen Mile Creek	06/07/2017
A/17/M/41	5663	805 Santa Maria Boulevard	Proposed asphalt and concrete trail, drainage gallery, landscaping and associated grading within 15 m of the stable top of bank associated with Sixteen Mile Creek	19/06/2017
A/17/M/59	5664	Derry Road & Bell School Line	Proposed installation of a 42" diameter x 12m long culvert for a temporary crossing at SC25 for the purposes of restoration with the Regulated Area associated with a tributary of Sixteen Mile Creek	24/07/2017

CH File No.	Permit No.	Address	Proposed Works	Complete
A/17/M/61	5666	8160 Twiss Road	Proposed construction of a temporary gravel driveway access, installation of a temporary culvert and minor site grading to support a temporary event space; and subsequent removal of the development and restoration of disturbed areas within 120 metres of Provincially Significant Wetlands and wetlands greater than 2 hectares in size, and within 15 metres of the floodplain associated with Bronte Creek.	28/07/2017
A/17/M/35	5670	0 Tremaine Road	Proposed site alteration at the Mattamy Varga lands for topsoil stripping and earthworks within the Regulated Area associated with Sixteen Mile Creek	24/07/2017
A/16/M/87	5672	0 Esquising Line (in front of 8501 Esquising)	Proposed erosion protection works along Esquising Line at Sixteen Mile Creek (across from 8501 Esquising Line)	20/06/2017
A/17/M/40	5677	0 Louis St. Laurent Avenue (Gulfbeck)	Proposed installation of a new NPS 4" natural gas pipeline within the floodplain associated with Sixteen Mile Creek	22/03/2017
A/16/M/88	5678	0 Eighth Line (beside 5189)	Proposed realignment and erosion protection works along Eighth Line at Sixteen Mile Creek (across from 5164 Eighth Line)	21/06/2017
A/17/M/66	5686	0 Regional Road 25 (925m south from Louis St Laurent)	Proposed alteration of an existing ditch to provide temporary ESC outfall associated with the Mattamy Martin West site within the Regulated Area associated with a tributary of Sixteen Mile Creek	16/08/2017
A/17/M/72	5698	1595 Fourth Line	Proposed second storey addition to an existing dwelling, replacement of existing porch and septic system replacement within the meander belt erosion hazard and potentially within the floodplain associated with Sixteen Mile Creek	10/08/2017
A/17/M/74	5701	8262 Canyon Road	Proposed removal of invasive reed canary grass (by hand) within a tributary of Bronte Creek	31/08/2017
A/16/M/108	5706	0 Britannia Road	Proposed installation of a 200mm watermain via trenchless technology and a 600mm watermain with chamber via open cut method within the limits of Sixteen Mile Creek tributary SE-2-A	16/08/2017
A/16/M/108	5706	0 Britannia Road	Proposed installation of a 200mm watermain via trenchless technology and a 600mm watermain with chamber via open cut method within the limits of Sixteen Mile Creek tributary SE-2-A	14/09/2016
A/17/M/77	5708	0 Hamman Way	Proposed installation of 125m of NPS 4" pipeline within the Regulated Area of a tributary of Sixteen Mile Creek	23/08/2017
A/16/M/72	5710	0 Tremaine Road (0.6m south of Britannia Road)	Proposed replacement of existing culvert containing a tributary of Bronte Creek	26/04/2017
A/17/M/58	5711	0 Fourth Line (near 4237 Fourth Line)	Proposed integrity dig within the Regulated Area associated with a tributary of Sixteen Mile Creek	07/09/2017
A/17/M/63	5712	0 Main Street East (@ Fifth Line)	Re-issuance of expired Permit No.: 4635 - The proposed installation of a new watermain and sanitary servicing including three crossings of Lower Middle Branch of Sixteen Mile Creek by open cut (crossings C4, C4i & C4iii) and upsizing of the existing twin culverts within the Fifth Line Road ROW	11/08/2017

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CH File No.	Permit No.	Address	Proposed Works	Complete
A/17/M/62	5713	0 Main Street East (@ Fifth Line)	Re-issuance of expired Permit No.: 4862 - The proposed installation of a new watermain and sanitary servicing including three crossings of Lower Middle Branch of Sixteen Mile Creek by open cut (crossings C3) and replacement of the existing twin 0.56m diameter CSPs with one 1.2m diameter CSP within the road ROW	11/08/2017
A/17/M/73	5714	0 Regional 25 (north of 401 clover leaf east side) Road	Proposed repair of a previously constructed channel to stabilize the bank and install woody debris within the Regulated Area of a tributary of Sixteen Mile Creek	07/09/2017
A/17/M/52	5719	11144 Amos Drive	Proposed detached garage, house addition, septic replacement and pool and associated works within 120 metres of a Provincially Significant Wetland	14/09/2017
A/17/M/75	5722	0 Louis St. Laurent Avenue	Proposed installation of a temporary access road and pad within the floodplain associated with Sixteen Mile Creek to accommodate crane access for the installation of girders on existing substructure for the Louis St. Laurent Ave bridge	20/09/2017
A/17/M/14	5726	5409 Regional 25 Road	Proposed repairs and improvements to the water intake structure immediately adjacent to Sixteen Mile Creek	11/09/2017
A/17/M/80	5736	6355 Main Street West	Proposed servicing, temporary drainage swales and rock check dams, walkway, aeration channel, landscaping and grading within the regulatory allowance associated with the tributaries of Bronte Creek and proposed groundwater outfall to a tributary of Bronte Creek in association with the development of a community centre	04/10/2017
A/16/M/58	**REVISED** 5460	8875 Britannia Road	REVISED - Proposed pipeline installation within valley of Sixteen Mile Creek	01/08/2017
A/17/M/49	Letter of Permission	3136 Limestone Road	Proposed dwelling addition, porch replacement and swimming pool to be located between 30 & 120 m of a wetland greater than 2 hectares in size	31/05/2017
A/17/M/51	Letter of Permission	5136 Fifteenth Sideroad	Proposed construction of a detached garage and covered patio to be located between 30 & 120 m of a Provincially Significant Wetland	12/06/2017
A/17/M/56	Letter of Permission	10583 Second Line	Proposed outdoor riding rings (2), new indoor riding ring, demolition of existing stables, new entry lane of Second Line and associated grading works. Portions of the works are located between 30 & 120 m of a Provincially Significant Wetland and within 30 metres of wetlands which are less than 2 ha in size	11/07/2017
A/17/M/57	Letter of Permission	12459 Fifth Line	Proposed construction of a detached farm building and gravel driveway to be located between 30 & 120 metres of a Provincially Significant Wetland	19/07/2017
A/17/M/78	Letter of Permission	3136 Limestone Road	Proposed septic system to be located between 30 & 120m of a wetland greater than 2 hectares in size.	19/09/2017
A/17/M/81	Letter of Permission	12126 Fifth Line	Proposed installation of an existing septic tank located between 30 & 120 metres of a Provincially Significant Wetland	05/10/2017

CH File No.	Permit No.	Address	Proposed Works	Complete
Mississauga				
A/17/MS/01	5634	Doug Levens, Alderwood Trail & Osprey Blvd	Proposed storm sewer lining within the valley of Sixteen Mile Creek	23/06/2017
A/17/MS/04	5638	3500 Argentinia Road	Proposed roof leader connection and overland flow spillway within 15 metres of the stable top of bank of a tributary of Sixteen Mile Creek	22/06/2017
A/17/MS/02	5694	5578 Ninth Line	Proposed dredging and sediment removal within Stormwater Management Pond 5702 within the Regulated Area associated with Sixteen Mile Creek	01/06/2017
A/17/MS/03	5695	5430-5548 Ninth Line	Proposed dredging and sediment removal within Stormwater Management Pond 5701 within the Regulated Area associated with Sixteen Mile Creek	02/06/2017
A/17/MS/05	5718	7382 Black Walnut Trail	Proposed replacement of the existing deck within 15 metres of the flooding and erosion hazard associated with Sixteen Mile Creek	12/09/2017
A/17/MS/06	5739	7392 Black Walnut Trail	Proposed construction of a below grade entrance within 15 metres of the flooding and erosion hazard associated with Sixteen Mile Creek	03/10/2017

Oakville				
A/17/O/33	5606	2247 Pheasant Lane	Proposed reconstruction of a larger deck within 7.5m of the valley associated with Fourteen Mile Creek	29/05/2017
A/17/O/37	5624	0 Fourth Line (N. of Speers @ tracks)	Proposed completion of previously approved and nearly completed work associated with a natural gas pipeline crossing under McCraney Creek and within the Floodplain associated with McCraney Creek	16/06/2017
S/16/O/19	5625	1340 Lakeshore Road West	Proposed construction of a large garage with storage on a property abutting the shoreline of Lake Ontario	20/10/2016
A/17/O/36	5632	51 Nadia Place	Proposed construction of a new pool within 7.5 metres of the stable top of bank associated with Munn's Creek	14/06/2017
A/17/O/35	5635	0 Cornwall Road (across from 1151)	Proposed relocation of a section of pipeline within the Regulated Area associated with Lower Wedgewood Creek	09/06/2017
A/16/O/67	5639	237 Dundas Street West	Proposed construction of the outfall for SWM Pond 13 that outlets to Munn's Creek	13/06/2017
S/16/O/06	5643	1100 Westdale Road	Proposed seawall repairs/replacement on the shoreline of Lake Ontario	13/07/2017
A/16/O/69	5646	237 Dundas Street West	Proposed construction of the outfall for SWM Pond 10 which outlets to Shannon's Creek	13/06/2017
A/17/O/41	5652	1204 Lambeth Road	Proposed partial second storey addition, rebuild existing roof, construct and existing front porch and new wooden deck within 7.5 metres of the stable top of bank associated with East Morrison Creek	18/07/2017
A/15/O/47	5654	0 Cornwall Road (Cornwall & Morrison)	Proposed replacement of Cornwall Road and Morrison Road culverts containing a tributary of Lower Wedgewood Creek	23/02/2016
A/15/O/47	5654	0 Cornwall Road (Cornwall & Morrison)	Proposed replacement of Cornwall Road and Morrison Road culverts containing a tributary of Lower Wedgewood Creek	08/05/2017
A/16/O/16	5656	Heritage Trail	Proposed repairs to the failed armoustone wall under the existing pedestrian bridge within 16 Mile Creek	26/09/2016

CH File No.	Permit No.	Address	Proposed Works	Complete
A/16/O/16	5656	Heritage Trail	Proposed repairs to the failed armoustone wall under the existing pedestrian bridge within 16 Mile Creek	20/06/2017
A/17/O/15	5657	16 Mile Creek ROW - 100m south of Upper Middle Rd	Proposed removal of Line 12 pipeline within the valley of Sixteen Mile Creek approximately 100 metres south of Upper Middle Road	18/05/2017
A/17/O/40	5658	1215 Lakeshore Road West	Proposed minor floodplain alteration within the 14 Mile Creek watershed	24/07/2017
A/16/O/56	5669	518 Stafford Drive	Proposed reconstruction and expansion of a residence within 7.5 metres of the floodplain associated with Fourteen Mile Creek	02/08/2017
A/17/O/47	5675	1234 Donlea Crescent	Proposed window wells, stairs and associated grading within 7.5 metres of the floodplain associated with Lower Morrison Creek, in conjunction with the construction of a new 2-storey dwelling	08/08/2017
A/17/O/44	5676	0 Lakeshore Road	Emergency Works: Temporary stabilization of eroded channel bank to protect Lakeshore Road including placement of boulders and armour stone, backfilling and gradation within the valley of McCraney Creek	08/08/2017
A/17/O/53	5687	1286 Bridge Road	Proposed construction of a new two-storey dwelling within 7.5 metres of the hazards associated with Fourteen Mile Creek	17/08/2017
A/17/O/53	**REVISED** 5687	1286 Bridge Road	Proposed construction of a new two-storey dwelling within 7.5 metres of the hazards associated with Fourteen Mile Creek	18/09/2017
S/17/O/09	5689	1426 Lakeshore Road West (Coronation Park)	Proposed temporary installation of event tents within the erosion hazard associated with Lake Ontario	23/08/2017
A/15/O/28	5691	3075 Trafalgar Road	Proposed construction of the ultimate East Morrison Creek Channel on the East and West side of Trafalgar Road including Threshing Mill Blvd crossing and Wheat Boom Drive Crossing	23/08/2017
A/16/O/24	5692	3075 Trafalgar Road	Proposed construction of a pedestrian trail and associated grading within 30 metres of a Provincially Significant Wetland	11/08/2017
A/16/O/68	5693	237 Dundas Street West	Proposed construction of a pedestrian trail within the Regulated Area associated with several Provincially Significant Wetlands	14/06/2017
A/17/O/54	5697	1105 Montrose Abbey Drive	Proposed pool, patio and gardens within 7.5 metres of the top of bank associated with the valley of McCraney Creek	30/08/2017
A/17/O/55	5702	2254 Fairbairn Court	Proposed replacement of an existing walk-out deck within 7.5 metres of the valley associated with Fourteen Mile Creek	31/08/2017
A/17/O/42	5705	0 Chartwell Road (beside 562)	Proposed integrity dig on an existing pipeline within the Regulated Area associated with Morrison Creek	26/07/2017
A/17/O/61	5720	Chateau Common	Proposed modifications to the existing infiltration gallery outfall within the valley of Fourteen Mile Creek	04/08/2017
A/17/O/58	5721	2303 Devon Road	Proposed covered porch and window wells within 7.5 metres of the stable to p of bank associated with Joshua's Creek, in association with a new dwelling on the subject property	07/09/2017
S/16/O/15	5725	1 Chartwell Road	Proposed enhancement of shoreline protection works including boat launch within the flooding and erosion hazards associated with Lake Ontario	31/07/2017

CH File No.	Permit No.	Address	Proposed Works	Complete
Puslinch				
A/17/P/07	Letter of Permission	4085 Victoria Road South	Proposed construction of a 50' x 96' storage building located between 30 & 120 m of a Wetland	10/07/2017
A/17/P/10	Letter of Permission	38 Queen Street	Proposed installation of a deck replacement located between 30 & 120m of a wetland greater than 2 ha in size	25/07/2017
A/17/P/09	Letter of Permission	1041 Eighth Concession Road West	Proposed construction of an addition to an existing dwelling including a detached garage and septic system located between 30 & 120 m of the Beverly Swamp Complex, a Provincially Significant Wetland	21/07/2017
A/17/P/04	Letter of Permission	7 Settlers Court	Proposed construction of a cabana and swimming pool located between 30 & 120m of a Provincially Significant Wetland	13/06/2017

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**CONSERVATION HALTON
CHBD 07 17 02**

REPORT TO: Board of Directors

FROM: Gene Matthews, Area Manager Kelso / Glen Eden
905.878.5011 x 1228

DATE: October 26, 2017

SUBJECT: **Bill 148 Fair Workplaces / Better Jobs Act
Non-Tax Supported Cost Analysis**

Recommendation:

THAT the Conservation Halton Board of Directors **receive for information the staff report dated October 26, 2017 on the financial impacts created by the potential passing of Bill 148 Fair Workplaces / Better Jobs Act to Conservation Halton's Non-Tax Supported programs and budgets.**

Summary

Passing of Bill 148 Fair Workplaces / Better Jobs Act, 2017 will have significant financial and logistical impacts on the Non-Tax revenue (Parks) supported program of the Conservation Halton budget. Most notably the cumulative wages associated with contract/part time/student staffing costs. As Bill 148 is still in Second Reading and continues to be subject to significant amendments, staff will continue to monitor the situation closely and take appropriate measures that meet the needs of fiscal sustainability, employee experience, and customer satisfaction of Conservation Halton.

Report

Bill 148 will have two significant areas of impact on the operations of Conservation Halton Parks. The first of which is the increase of the Provincial Minimum wage from \$11.40 per hour before October 1, 2017 to \$14.00 per hour effective January 1, 2018. An increase of 23%. This will directly increase contract/part time/student staffing costs. The second impact relates to employment practices. These practices have the potential to change scheduling, personal emergency days, and shift cancellation as related to contract/part time/student staffing logistics.

Financial Impact:

Budgeted 2018 part time salaries and benefits for Conservation Halton Parks (including Glen Eden) is \$3,426,748. All part time positions fall into Conservation Halton's Seasonal Salary Schedule. The Provincial Minimum wage makes up the base of the pay structure, with incremental increases based on the type of position, years of service, and performance. Applying the 23% minimum wage increase to all hourly wages associated with this structure will increase 2018 budgeted Park expenditures by \$788,151 including benefits.

Park, Human Resource, and Finance staff continue to strategize appropriate mitigation measures to lessen this financial impact:

- Mitigation Measure 1: For the 2018 budget cycle only adjust part time wages associated with the increase to minimum wage to those employees who are below \$14.00. All other part time employees will have their wages adjusted following existing guidelines. Based on a three-year

- Mitigation Measure 2: Under a separate report, Conservation Halton staff are recommending fee increases for Parks, effective January 1, 2018 and Glen Eden effective December 1, 2017. These recommended increases will have the potential to increase annual park revenue by \$156,466 and Glen Eden revenue by \$166,182. The total potential increase in revenue of \$322,648 will further mitigate the impacts to the minimum wage increase to \$17,924.

Financial Summary

Before Mitigation (based on 2018 budget):	\$788,151
After Mitigation 1 (based on calculations of 3 year averages):	\$340,572
After Mitigation 2 (based on proposed fee increases):	\$17,924
Total potential impact accounting for Mitigation steps 1 and 2:	\$17,924

The budgeted 2018 net revenue expectation for Conservation Halton Parks is \$310,394. The 5 year actual net average, after Chargebacks, is \$1,262,200. A main factor in budgeting for conservative net revenue expectations, compared to actual net revenue, is to help ensure that the non-tax program is in the financial position to deal with unexpected financial circumstances from year to year without creating the need to draw on the Conservation Areas Revenue Stabilization Reserve. Circumstances staff had dealt with in this scenario include significant weather patterns impacting visitation, and previous increases to the Provincial Minimum Wage. This approach has proven successful over the past 10 fiscal periods. Staff recommend applying this approach to account for the unmitigated budget impact of \$17,924.

Logistical Impact:

The announcement of Bill 148 Fair Workplaces / Better Jobs Act occurred in late May of 2017. Timelines for Conservation Halton's budget process call for draft submissions to be provided in early May. The timing of the announcement from the Province has left little time to build increased expenditures into the 2018 Operating Budget and 10 Year Operating Forecasts. In preparation of the 2019 Operating Budget and updated 10 Year Operating Forecasts staff will take into account the increased expenditures created by Bill 148, including the increase of the Provincial Minimum wage from \$14.00 effective January 1, 2018 to \$15.00 effective January 1, 2019.

A review of the draft legislation shows other items that may have a financial impact on Conservation Halton including, scheduling, public holiday pay, vacation pay, and paid emergency leave. However, as the Act is still in second reading it is subject to ongoing amendments that make it difficult to engage immediate or long term changes and/or solutions. As an example section 21.6 of the act originally stated that:

- An employer shall pay an employee wages equal to the employee's regular rate for three hours of work if the employer cancels the employee's scheduled day of work or scheduled on call period within 48 hours before the time the employee was to commence work or commence being on call, as applicable.

This scenario would present significant fiscal challenges for businesses that are weather dependant. In 2016, Conservation Halton employed over 850 contract/part time/student staff that may be impacted by this section. After first reading an amendment to the Bill was added stating that:

- Exception: Subsection does not apply if,
 - (a) the employer is unable to provide work for the employee because of fire, lightning, power failure, storms or similar causes beyond the employer's control that result in the stopping of work;
 - (b) the nature of the employee's work is weather-dependent and the employer is unable to provide work for the employee for weather-related reasons; or
 - (c) the employer is unable to provide work for the employee for such other reasons as may be prescribed.

This exception will potentially see the process of cancelling staff shifts due to weather related reasons return to what is presently legislated.

Conservation Halton staff will continue to monitor the passing of Bill 148 Fair Workplaces / Better Jobs Act closely to ensure compliance to the act, fiscal responsibility, and employee & visitor experience levels are met.

Prepared by:



Gene Matthews
Area Manager, Kelso / Glen Eden

Respectfully Submitted:



Patrick Moyle
Director, Operations

Approved for circulation



Hassaan Basit
CAO/Secretary-Treasurer

**CONSERVATION HALTON
CHBD 07 17 03**

REPORT TO: Board of Directors

FROM: Marnie Piggot, Director, Finance
905 336-1158 x 2240

DATE: October 26, 2017

SUBJECT: Purchasing Report July to September 2017

Recommendation

That the Conservation Halton Board of Directors **receive for information the Purchasing Report dated October 26, 2017 for the period July to September as required by the Conservation Halton Purchasing Policy.**

Summary

The following report summarizes purchases made during the period July 1 to September 30, 2017. As per the Conservation Halton Purchasing Policy, single or sole source purchases greater than \$25,000 and, purchases greater than \$50,000 must be reported to the Board of Directors on a quarterly basis for information.

Single or Sole Source Purchases:

Vendor	Amount (excluding HST)	Details
Amec Foster Wheeler	\$58,417	A Stage 4 archaeological investigation is being completed and a report is to be submitted to the Ministry of Tourism, Culture and Sport for the rehabilitation of the Turtle and Wolfclan Longhouses at Crawford Lake. The cost is within the amount included in the capital budget funded by a Canada 150 grant and Conservation Area capital reserve transfer. This cost does not include the associated First Nations representatives monitoring costs. Amec was previously retained for the Stage 3 archaeological investigation completed in September and also in 2013-2014 to complete the investigations for the construction of the Deer Clan Longhouse.
Cantech Global Distribution Inc.	\$28,000	Cantech is providing specialized roof coatings and membrane for the Turtle and Wolfclan Longhouse rehabilitation. Cantech previously completed the roof on the Deer Clan Longhouse and will ensure consistency between all three longhouses.

McCauley Nichols and Associates and Patrick Moyle & Associates	\$34,650	A review and evaluation of the planning and permit application process is being undertaken, with recommendations for improvements and an implementation strategy to be provided. The consultants have previous experience with similar reviews.
Patrick Moyle and Associates Inc.	\$60,000	The consultant was hired to provide specialized consulting services, staff reorganization recommendations and assist with the recruitment of staff.
Silv-Econ Ltd.	\$32,000 total after change order of \$13,000	Silv-Econ, a consulting firm specializing in forest management resources, were hired in the spring of this year to support the development of a Strategic Forest Plan. Included in the scope of work was the development of a template for forestry inventory work. The change order was issued to allow the consultant to complete the inventory at Hilton Falls, being one of the largest areas with the most out dated inventory. The costs for this work are being funded by municipal capital funding carried over from a prior year.
Snowmax LLC	US\$28,470 (Estimate C\$36,455)	Snowmax is a synthetic product used to create snow at Glen Eden and is included in the 2017 and 2018 Budgets. Snowmax LLC is the only company that makes this product that is not toxic to fish.

Purchases of amounts over \$50,000

Vendor	Amount (excluding HST)	Details
Diamond Tree Care & Consulting Inc.	\$106,900	Diamond Tree was selected as the lowest bidder on Phase 2 work included in the Emerald Ash Borer (EAB) tree removal tender.
Maple Hill Tree Service	\$111,471	Maple Hill was selected as the lowest bidder for Phase 1 tree removal work, included in the tender issued for EAB Contractor Services.

Prepared by:



Marnie J. Piggot
Director, Finance

Respectfully submitted:



Sheryl Ayres
Senior Director, Finance and Strategic Initiatives

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

CONSERVATION HALTON
CHBD 0 17 04

REPORT TO: Board of Directors

FROM: Sheryl Ayres, Senior Director Finance & Strategic Initiatives
905-336-1158 x 2250

DATE: October 26, 2017

SUBJECT: **Metamorphosis Quarterly Update**

Recommendation

THAT the Conservation Halton Board of Directors **receive for information the staff report dated, October 26, 2017 regarding the strategic plan quarterly update.**

Report

Conservation Halton's Strategic Plan was approved by the Board of Directors in 2017. A strategic plan is one of the most important organizational documents as it establishes the strategic goals that serve as the framework for both staff and Board of Directors decision-making. The strategic plan provides focus on the priorities to be achieved and the resources that are required for success.

Updates on the progress of achieving the strategic priorities set out in the Plan are being provided through quarterly reports. This update ensures accountability and transparency to the public and the Board of Directors on the accomplishments achieved throughout the year.

Appendix A to this report provides a dashboard of the key performance indicators for each objective in the Strategic Plan along with a summary for each objective outlining the focus, key initiatives, and accomplishments achieved during the quarter.

Respectfully submitted by:



Sheryl Ayres
Senior Director, Finance & Strategic Initiatives

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

Attachment: Appendix A – Metamorphosis Strategy Map

Metamorphosis

Conservation Halton Strategic Plan – 2020 Strategy Map

Our Purpose: To protect our communities and conserve our natural environment through recreation and to support our partners in the creation of sustainable communities within our watershed.

Our Ambition: A healthy watershed with clean streams, abundant forests and natural habitats with our growing communities and engaged residents.

Preparing for the effects of climate change



Enhance public safety

Striving for service excellence and efficiency



Financial sustainability



Digital transformation



Corporate performance

Creating opportunities to connect with nature



Watershed resources



Recreation, education and tourism opportunities



Partnerships

Taking care of our growing communities



Economic, social and environmental sustainability



Sustainable community planning

Preparing for the effects of climate change Enhance Public Safety

What we will focus on

Maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.

Some of our key initiatives

- Continue to improve flood control structures, conduct regular inspections and implement upgrades and repairs as required.
- Investigate and modernize dam operating, flood forecasting technologies and tools.
- Establish improved modelling tools used for hydrology and support more informed decision-making.
- Update base aerial photography and digital surface models.
- Update floodplain mapping and associated data management systems.
- Review and update regulation mapping layer for Lake Ontario shoreline.

How we're doing so far

- Ingestion of real-time rain gauge data from fourteen (14) additional rain gauges through coordination with Halton Region.
- Installation of cellular modems on six (6) Water Survey of Canada streamflow stations.
- Installation of redundant communications systems (terrestrial broadband internet) and fail over at Hilton Falls Dam.
- Installation of air temperature sensor and anemometer at Hilton Falls Dam to measure wind speed and direction.
- Improvements to rain gauge station at Kelso dam including relocation and addition of heater kit.
- Installation of staff gauge at Kelso dam & training of additional Conservation Halton Staff on use of camera and data collection.
- Implementation of required servicing of valve actuators at Hilton Falls dam.
- Installation of new air temperature sensor and radiation shield at Water Survey of Canada station.



Striving for service excellence and efficiency

Financial Sustainability

What we will focus on

Develop policies and processes to strengthen financial controls, reduce exposure to risk and improve efficiency and effectiveness. Provide clear financial information to support informed decision-making.

Some of our key initiatives

- Assess and lead a new organization budgeting and planning process to define strategies and solutions that will advance long-term financial sustainability and strengthen financial sustainability.
- Provide customized reports and dashboard through online, web-based software.
- Implement Performance-Based, Program-Based Budgeting programs based on desired outcomes and measure actual vs. expected outcomes.
- Prepare a consolidated asset management plan to guide in the development of the necessary tools to maintain assets in a good state of repair.
- Review purchasing policy and update for best practices and efficiency.
- Provide standardized tools, training and leadership in conducting financial analysis and plans for decision making.

How we're doing so far

- 2018 budget has been prepared in a more collaborative manner with all departments at Conservation Halton to ensure transparency and information in regards to business plans, performance measures, and program based budgets.
- Enhanced financial reports have been prepared and rolled out across the organization based on feedback received from departments and their needs.
- The first phase of Conservation Halton's Asset Management Plan (includes dams and channels assets) has been submitted to the Region of Halton.
- A template for preparing business cases has been created and was used in preparing three business cases for investments in infrastructure at Kelso and Crawford Lake utilizing developer contributions collected by the Region of Halton.



Striving for service excellence and efficiency

Digital Transformation

What we will focus on

Leveraging technology to support our operational and internal information management needs, enabling big data use.

Some of our key initiatives

- Develop and implement GIS tool for use of citizens on the way to regulation mapping.
- Develop improved digital file storage, document sharing, time and collaboration tools.
- Investigate, update and streamline mechanisms for watershed analysis program.
- Develop a comprehensive corporate IT program that focuses on systems for internal customers (CH staff and Board members) service to these internal customers through the development of and business practices.
- Ensure all systems are PCI Compliant.
- Upgrade and maintain an e-commerce system.

How we're doing so far

- Scheduled launch before end of October for robust internal GIS mapping solution, once piloted internally, plan to roll out to external clients / citizens
- New file server ready to be deployed, this will improve access to data and will allow better file sharing opportunities
- Consultant hired for analysis on current "digital state", analysis and recommendations will be complete by end of October
- PCI Compliance – the payment network has been separated from the broader CH network, reducing the scope of the project. Remediation work has been completed in the summer and budget has been established for completing remediation. Project Management Office has been secured and will commence work on addressing gaps before the end of the year, some work will carry into 2018
- Ecommerce - Phase 1 of the new Ecommerce system will go live at the end of October. This will include even more memberships. Phase 2 will commence early 2018 and will include Glen Eden, WOW camp and Mountain bike



Striving for service excellence and efficiency Corporate Performance

What we will focus on

Create a corporate performance culture that is results driven and people centric.

Some of our key initiatives

- Focused training initiatives in employee wellness and mental health.
- Improve safety culture within the organization building away metrics for leading and lagging indicators.
- Create and launch a comprehensive employee onboarding program including values, strategic plan, standards, expectations and excitement.
- Review, improve and record internal human resources processes to the highest standards based on appropriate benchmarks & relevant data.
- Monitor, measure and launch programs to focus on workplace safety and employee engagement.
- Complete overhaul of recruitment practices and employer branding to establish Conservation Halton as an employer of choice.
- Create new rewards and recognition program.

How we're doing so far

- Launch of the "Not Myself Today" campaign, encouraging people leaders and teams to include resources from the campaign into team meetings and daily office interaction. Spring meditation session and massage.
- Working towards a more comprehensive and robust mental health & wellness program for 2018, that builds on the current program.
- H&S program update to the BOD in September 2017. Stats trending in positive direction. Tracking incident frequency, misses, and several other metrics to identify and analyze trends. Comprehensive safety program audit by local council launched and completed in Q1 2018
- Started tracking STD & LTD stats to establish baseline in 2017. Physical vs. psychological claims are being tracked.
- Employee onboarding program has been launched with very positive feedback received from new hires and existing employees.
- Leadership is working towards stabilizing culture following organizational changes and shifts. Communication remains a priority, as well as a commitment to continuous improvement.



Create opportunities to connect with nature Watershed Resources

What we will focus on

Communicate to the public the value of science-based programs that conserve, restore and manage the natural resources of the watershed.

Some of our key initiatives

- Develop and implement communication strategies and tools of our programs to customers.
- Lead or participate in joint research ventures with environmental organizations, academia, landowners, provincial and federal government, and private sector.
- Expand partnerships with local school boards to deliver affordable outdoor education programs.
- Develop a public engagement strategy to ensure a consistent notification process.

How we're doing so far

- Several tours have been held to showcase various stewardship and restoration projects, as well as our Long-term Monitoring Program. These include Town of Oakville staff, Halton Region Natural Heritage Advisory Committee, Agricultural Advisory Committee, and participants on the 2017 Conservation Authorities Biennial Tour.
- Conservation Halton was invited to participate in a project led by Environment and Climate Change Canada to assess the protection status of properties owned by Conservation Authorities. This assessment will provide a measure of progress toward these lands toward Canada's Biodiversity Goals and Targets and the Convention on Biological Diversity Aichi targets and commitments.
- The 12th annual Halton Children's Water Festival welcomed 3,600 students in grades 2 to 5 to learn about water in an interactive way while covering Ontario curriculum requirements. The Festival featured nearly 60 activity centres and four main water related themes: water science and technology, water conservation and protection, water health and safety, and society.



Create opportunities to connect with nature Recreation, Education and Tourism Opportunities

What we will focus on

Attract visitors to our parks and connect our communities with nature through sustainable recreation, education and tourism opportunities.

Some of our key initiatives

- Develop and implement more diverse experiences and events to meet the needs of our customer segments.
- Create an visitor impact management program.
- Take a more strategic approach to creative marketing, branding and product development.
- Promote the ecotourism opportunities and economic potential.
- Attract new customers and retain current customers to increase membership sales and membership retention.
- Renew and create park and managed area master plans that are aligned.
- Lead the development of a trails development strategy across the Lake to Escarpment.

How we're doing so far

- Visitation to Conservation Halton Parks is forecasted to surpass one million visitors, for the first time, for 2017.
- Net Park and Glen Eden revenue to September 30th 2017 was \$2.3m compared to \$1.9m for same period in 2016 over the prior year.
- Robust event calendar developed for 2017/18 Glen Eden season with a focus on casual drop in events to large events.
- Meeting held with Senior Conservation Halton staff and Town of Milton staff to discuss a broader park system.
- Development of business cases for key Developer Contribution funded capital projects.
- Construction has commenced on Crawford Lake longhouse refurbishment with ongoing First Nation Consultation.
- Construction on Kelso aerial adventure course to commence October 2017, opening to public spring of 2018.
- Prioritization and scheduling of Park Master Plan updates / renewals completed and accounted for within program as well as 10 Year forecast.

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Create opportunities to connect with nature Partnerships

What we will focus on

Partner and collaborate with municipalities, government agencies, professional associations, educational institutions, Indigenous communities and others.

Some of our key initiatives

- Build relationships with developers, builders, contractors, etc. to improve communication and enhance trust.
- Strengthen valuable, meaningful partnerships in core service areas (partners, province, committees, industry, agriculture, development, stewardship and outreach) and seek out new partnerships that add value.
- Enhance relationships with member municipalities through communication with municipal councils and senior staff and members in their role as liaison to their councils.
- Position the Conservation Halton Foundation to promote a
- Consultation and partnership with Indigenous communities

How we're doing so far

- Planning process review is underway to improve planning policies, permit review processes, regulation enforcement programs and continuing to build relationships with municipalities, developers, contractors, builders and conservation groups to improve communication and service delivery.
- Meetings with Region of Halton and Region of Peel staff to discuss the 2018 budget and, in particular, the new Dam Levy required to maintain dams and channels.
- Hosted a tour of Glenorchy Conservation Area with MPP Indira Naidoo Harris and MP Pam Damoff to showcase the area.
- Met with MPP Eleanor McMahon regarding flood protection operations in the City of Burlington along Tuck Creek.
- Met with Town of Milton and Laurier University to discuss future partnership projects.
- Actively involved in meetings with Conservation Ontario and MNRF re. CA Act - Service Delivery Review.
- Hosted the CVC & CH 2017 Biennial Tour attended by over 100 representatives from both watersheds: Board of Directors, municipalities Mayors, staff and collaborators.

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Taking Care of Our Growing Communities Economic, Social and Environmental Sustainability

What we will focus on

Implementing business practices that ensure economic, social and environmental sustainability.

Some of our key initiatives

- New business models for our conservation lands to generate revenue and increase administrative and operational efficiency.
- Investigate opportunities for revenue generation
- Identify and prioritize capital projects and initiatives ensuring organizational needs.
- Develop a land acquisition and divestment strategy.
- Investigate opportunities to maximize recovery of costs through

How we're doing so far

- A land acquisition and divestment strategy was previously approved by the Board of Directors and has been implemented regarding potential land acquisitions.
- A new template for preparing capital budget requests was used in the 2018 Budget process. The 2018 budget process included working sessions with the Senior Leadership Team to prioritize capital budget requests based on organizational needs.



Taking care of our growing communities Sustainable Community Planning

What we will focus on

Remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.

Some of our key initiatives

- Update planning and regulation policies and guidelines.
- Continue to review and improve permit and plan review process standards, guidelines and best management practices.
- Update and strengthen MOU with the Region of Halton and the City of Hamilton and the Region of Peel and finalize with the County of Wellington.
- Realign regulation enforcement and compliance programs.
- Support municipalities in implementing a source water protection technical reports with new science.
- Work with municipal, regional and provincial governments to build better working relationships and understanding of Conservation roles, responsibilities, and technical requirements.

How we're doing so far

- Of 162 complete minor permit applications, 96.5% received formal approval within the CALC target time of 30 days. Applications which have been approved but are awaiting NEC approval before we can release our permit (Metamorphosis Strategic Plan) = 95% within 30 days)
- Of 40 complete major applications, 80% received formal approval within the CALC target time of 90 days.
- Technical reviews associated with the 40 complete major applications were completed within 6 weeks, 85% of the target (Metamorphosis target = 95% within 4-6 weeks). Time was exceeded on 6 files that were major erosion control realignments with multiple re-submissions.
- There have been 22 violations in 2017, with only one unresolved to date. Emphasis is on entering into a compliance agreement where appropriate, rather than laying charges.
- The MOU with the County of Wellington and five other Conservation Authorities has been finalized and will be signed by January 1, 2017.

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Protecting our natural, cultural and scenic assets Management of Natural Resources

What we will focus on

Conservation, restoration and responsible management of natural resources with a focus on evidence-based programs.

Some of our key initiatives

- Use evidence-based watershed data to develop an integrated conservation process for protection, restoration, enhancement projects, integrated watershed studies and related management.
- Develop a strategy to implement integrated watershed management to deliver more integrated and relevant cross-program management.
- Research, develop and adopt climate change strategies which effectively position Conservation Halton as a regional leader in adaptation and mitigation.
- Create a forest management plan.

How we're doing so far

- Conservation Halton is a founding member of the Halton Climate Collective, which has received funding from the Foundation to carry out a Collective Impact project on climate change. The project is led by the Halton Environmental Centre, the Town of Oakville and Town of Halton Hills also as founding organizations.
- Work is underway on a restoration opportunities database that will allow staff to catalogue restoration opportunities across the watershed. This will assist us in matching grant opportunities to restoration projects that will benefit environmental resources.



Conservation Halton
Administration Office
2596 Britannia Road West
Burlington ON L7P 0G3
905 336 1158 Phone
905 336 7014 Fax
Website: conservationhalton.ca

Memo

To: Conservation Halton Board of Directors
From: Janelle Weppner – Associate Director, Engineering
Date: October 26, 2017
Subject: Kelso Dam Update

This briefing note is in response to the following resolutions that were made during the Conservation Halton Board of Directors meeting on April 28, 2016:

- The Conservation Halton Board of Directors **direct staff to provide monthly updates as to the status of Kelso Dam, including water levels, plume sightings, project progress and any remedial actions being undertaken;** and
- The Conservation Halton Board of Directors **direct staff to work with the Ministry of Natural Resources and Forestry, Halton Region and Hatch to expedite, to the extent possible, the permanent remedial measures required to mitigate the dam breach risk at the Kelso Dam.**

Kelso Reservoir Water Levels and Monitoring

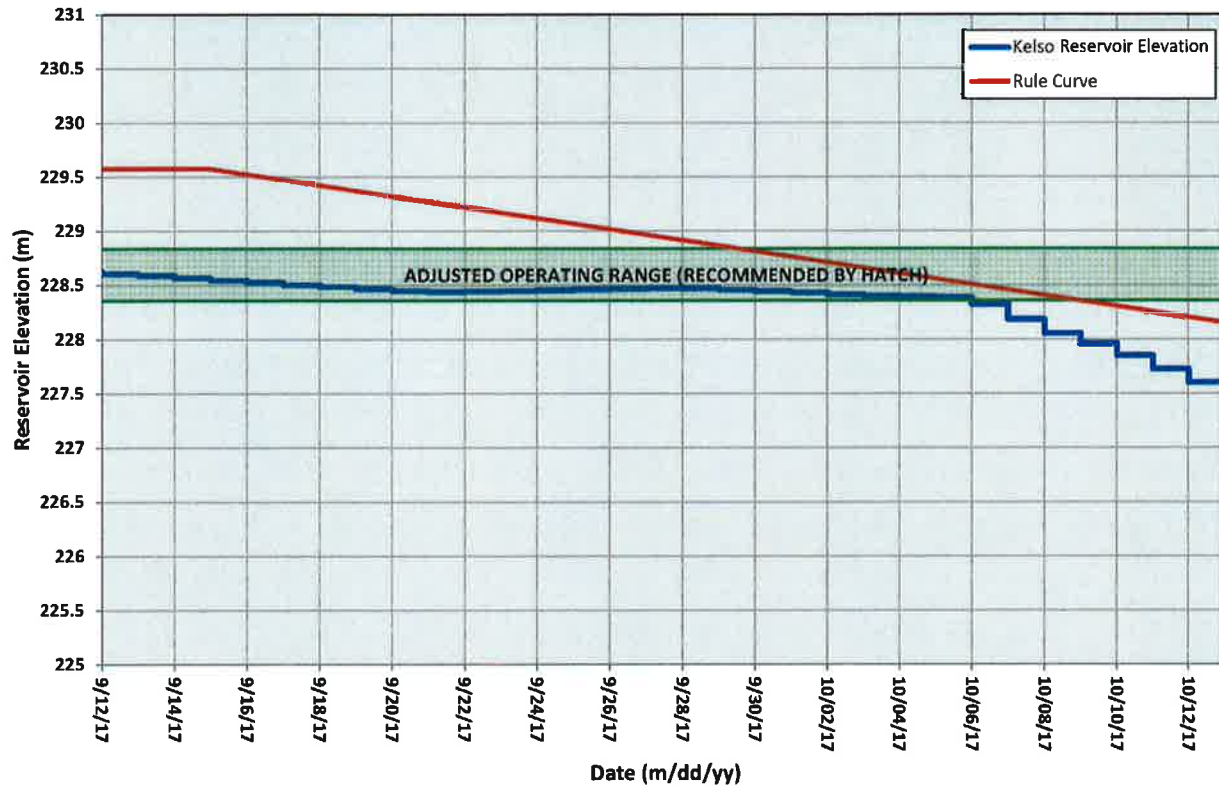
Conservation Halton staff continue to monitor and record conditions at the Kelso Dam in response to the raised summer water levels, as follows:

- Bi-weekly piezometer (groundwater) readings within the earthen embankment;
- Four site visit inspections per day; and,
- Review of photographic records of the identified boil area taken every 30 minutes throughout the day (visible during daylight hours).

There continues to be no visible observation of sedimentation from the boil area (i.e. no plume sightings) since the last Kelso Dam Update report for the Board of Directors, dated September 28, 2017.

The following chart illustrates the recorded water levels within the Kelso reservoir relative to the reduced water level operating range recommended by Hatch.

Kelso Reservoir Elevation September 12, 2017 to October 13, 2017



Recent Work & Next Steps

The Category II Permit to Take Water (PTTW) has been obtained by Conservation Halton from the MOECC and the pump test required to understand dewatering needs during construction is planned for completion by the end of October, 2017. Information gathered during this pump test will be used to prepare and support the application for the Category III PTTW required during construction excavation and associated dewatering.



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Memo

To: Conservation Halton Board of Directors
From: Kim Barrett, Associate Director, Science and Partnerships
Date: October 26, 2017
Subject: *Phragmites* in Conservation Halton's watershed

Background

European Common Reed is perhaps better known by its Latin genus, *Phragmites*. *Phragmites* is a highly invasive wetland plant species that originated in Eurasia and has been present in North America for decades.

Conservation Ontario letter to Premier Wynne

Phragmites is widespread throughout southern Ontario, including Conservation Halton's jurisdiction. Staff have undertaken localised control efforts in conjunction with some of our stewardship and restoration projects, however the species is so pervasive that widespread management is not economically feasible with the current tools at our disposal. Such is also the case with other Conservation Authorities, which is what prompted the letter from Conservation Ontario to Premier Wynne (attached) in January 2016. *Phragmites* control is an active area of research, with options ranging from herbicide application to biological control; rolling, burning and hand pulling are also sometimes used as part of an integrated approach. Conservation Halton staff will continue to stay informed as the science progresses. Within our strategic plan, 2019 is the target year for an invasive species strategy.

Ontario Invasive Plant Council

In 2013, the Ontario *Phragmites* Working Group was established as a sub-committee of the Ontario Invasive Plant Council (OIPC). The Ontario Invasive Plant Council (OIPC) is a multi-sector, non-profit group committed to the collaboration of organizations and citizens in order to more effectively respond to the threat of invasive plants in Ontario. Conservation Halton staff liaise regularly with the OIPC on matters pertaining to such things as best practices for control, recommended species substitutions for invasive garden plants, and general information sharing. Conservation Halton staff presented at the OIPC Annual General Meeting on October 11, 2017 (http://www.ontarioinvasiveplants.ca/wp-content/uploads/2016/06/Draft-Agenda-for-Website_oct42017-1.pdf) on control work in the Cootes to Escarpment EcoPark System on an emerging invasive species called Five-leaf Aralia.



January 21, 2016

Honourable Kathleen Wynne, Premier
Legislative Building
Queens Park
Toronto, ON M7A 1A1

Dear Premier Wynne,

Re: Control of Invasive Species: *Phragmites australis* in Ontario

Conservation Ontario (CO) represents Ontario's 36 Conservation Authorities (CAs), which are local watershed management agencies that deliver services and programs to protect and manage water and other natural resources in partnership with government, landowners, and other organizations. As part of our mandate to conserve the environment for today and future generations, we have an interest in collaborating to facilitate effective, efficient and environmentally responsible management of European Common Reed or invasive *Phragmites australis* (here after referred to as *Phragmites*) in Ontario.

Phragmites is a rapidly spreading grass that can reach heights of five metres or more and is considered by reputable scientists to be the most aggressive invasive species of marsh ecosystems in North America and may be Canada's worst invasive plant. *Phragmites* poses a significant threat to biodiversity, society and the economy. It forms large, dense stands that negatively impact wildlife, block shoreline views and recreational access, pose fire risks, and impede drainage in roadside and agricultural ditches. There are no natural controls for *Phragmites* and therefore, human action is required to keep this plant in check. It is estimated that control projects in Ontario range between \$865 and \$1,112 per hectare (Ontario's Biodiversity Strategy, 2012) and that land managers in the United States spend over \$4.6 million per year restoring habitats impacted by *Phragmites* (Hazelton *et al.*, 2014). Because this plant grows so rapidly once established, the longer the plant is ignored the more effort and money is required to get it under control. Due to the significant, negative impact of this plant, non-action is not an option.

Invasive *Phragmites* has become so pervasive throughout southern Ontario that a large scale, well-coordinated effort is now required to achieve any meaningful results. To date, effective, efficient and environmentally responsible control efforts have been hampered by the lack of appropriate herbicides to deal with infestations in wet areas, the lack of a coordinated plan to stop continued spread, the lack of infrastructure to enable rapid response, the lack of financial and logistical support for community groups trying to deal with local invasions and the lack of an effective public education and awareness campaign.

120 Bayview Parkway Newmarket Ontario L3Y 3W3
Tel: (905) 895-0716 Fax: (905) 895-0751 Email: info@conservationontario.ca

www.conservationontario.ca

During this past year the Ontario Ministry of Natural Resources and Forestry (MNRF) has been actively engaged in addressing the challenges stated above. Staff involved on this file are to be commended for their tireless efforts in the process of getting the much-needed herbicides available in Ontario. However, without Ontario Ministry of Environment and Climate Change (MOECC) support and commitment to obtaining the herbicides required to control *Phragmites* and allowing aerial application in specific locations, we will not be able to restore and protect these invaluable wetlands.

Further, the commitment and support of the Ontario Ministry of Transportation (MTO) is needed to address the increased presence of *Phragmites* along provincial highways. This must be dealt with in a timely fashion if we have any hope of dampening further spread into our natural areas.

We are requesting your support and assurance that all of our Provincial agencies will be supporting and working with MNRF on the following initiatives:

1. Expedited and streamlined approval of herbicides to enable control over water. Legal chemical treatment options in Canada are limited to two products, Weathermax® and Vision®. Although both products are glyphosate-based, neither can be applied over water because they also contain the surfactant polyethyloxyated tallowamine (POEA) which is harmful to aquatic life. The most safe, effective and efficient control of *Phragmites* thus far has been in the United States and has been achieved using glyphosate and imazapyr-based herbicides which do not contain surfactants. With the proper permits, these products can be legally used there and be applied over water and, when used in combination, have been shown to have a control efficacy of up to 100 percent after one treatment. The ability to use these water-safe herbicides to control *Phragmites* in sensitive habitats in Canada will significantly reduce potential harm to wildlife and be far more environmentally responsible than the use of the products currently available. Having access to these products will also allow for control in wet ditches which are major spread vectors and will significantly reduce control costs and improve efficacy for numerous *Phragmites* management programs already underway. Political assistance is requested to help expedite the regulatory approval process to allow for safe products in Canadian aquatic environments by the 2016 growing season so that control efforts can begin in earnest and in a responsible fashion to protect our biodiversity, reduce control costs and reduce negative impacts.
2. Expedited and streamlined approval of aerial treatments. There is also a need, on a restricted basis, for aerial herbicide application to enable the control of *Phragmites* in large, remote, and difficult to access locations. This control option is available in the United States and has been shown to be the best option for controlling large infestations in their coastal wetlands. Without this tool, control of *Phragmites* currently expanding throughout a number of large, provincially- significant coastal wetlands will not be feasible. Political assistance is requested to expedite the regulatory approval process to allow for this control tool at specific sites.
3. Establishing a province-wide *Phragmites* control program. *Phragmites* management is achievable, but only with a well-funded, well-coordinated *Phragmites* control program that will ensure effective, efficient and environmentally responsible locally driven efforts are initiated and supported. Funding to support this program should come from and be shared by federal, provincial and municipal governments, as well as concerned citizens

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and environmental protection groups. Political assistance is required to financially and logistically support this initiative.

4. Controlling Phragmites along Provincial highways. Significant stretches of highways are infested with Phragmites which contributes to the continued spread of the plant to ecological areas. Control costs will only increase as *Phragmites* rapidly expands and therefore the sooner control efforts are implemented the more cost savings will incur. While substantial work is needed in southern Ontario, early control of *Phragmites* in northern Ontario and cottage country is important as well. Political assistance is required to make *Phragmites* control an annual priority within MTO.

Availability of the required tools, along with a large-scale, well-coordinated approach to this issue will help to protect biodiversity, reduce the impact on species at risk (SAR) and reduce the impact on Ontario's economy. This invasive plant can be dealt with effectively, efficiently and in an environmentally-responsible way but needs your support to make this happen. We are keen to collaborate on an effective control strategy. Without these efforts the loss of wetland habitat, reduction in biodiversity, impact on private landowners and impact on the economy will continue to increase.

Thank you for your consideration in supporting this issue. Please contact me at (519)376-6920 or Kim Gavine (General Manager, CO) ext. 231, if you would like to discuss this matter further.

Sincerely,



Dick Hibma, Chair Conservation Ontario

Cc: Honourable Bill Mauro, Minister of Natural Resources
Honourable, Glen R. Murray, Minister of Environment and Climate Change
Honourable Steven Del Duca Minister of Transportation
Conservation Authorities of Ontario (Chairs, CAOs)

**CONSERVATION HALTON
CHBD 07 17 05**

REPORT TO: Board of Directors

FROM: Craig Machan, Area Manager,
Hilton Falls, Rattlesnake Point, Mount Nemo
905 854-0262 ext. 3104

DATE: October 26, 2017

SUBJECT: 2018 Halton Parks and Glen Eden Daily Fee Schedule

Recommendation

THAT the Conservation Halton Board of Directors approve the 2018 Halton Parks Fee Schedule and 2017/18 Glen Eden daily fee schedule,

AND FURTHER THAT the new admission rates be approved to be effective January 1, 2018 for Conservation Halton Parks and December 1, 2017 for Glen Eden.

Report

The purpose of this report is to outline the recommended fee changes for Conservation Halton Parks and Glen Eden daily fees for 2018. The previous fee increase, excluding Glen Eden, was introduced January 1, 2014. Glen Eden introduced minor increases on specific daily fees and programs last ski/snowboard season. The proposed new Conservation Halton Parks fee structure would become effective on January 1, 2018. Fee increases for Glen Eden would become effective December 1, 2017.

Conservation Halton staff strive to keep parks and Glen Eden as affordable as possible. However, increases to operating costs, i.e. minimum wage increase and aging infrastructure, and inflationary costs create the need for increased fees.

Approximately 98% percent of Conservation Halton Parks revenue comes from user generated fees such as lift tickets, park admissions, annual memberships, and Glen Eden season passes. Tax-supported funding of 2% is provided from the Halton Region municipal levy to support educational programs.

In reviewing recommended fee changes for 2018 a number of factors were considered including analysis of the previous year's rates, a review of visitation numbers, and comparatives with other Conservation Areas, attractions, and ski and snowboard areas. Feedback from our visitors and front-line staff was also taken into account. Current and future expenses (minimum wage, capital investment needs, etc.) have also been reviewed as it relates to the cost of operating our Parks.

In the coming year, finance and park staff will undertake a Program Rates & Fees Review to ensure fees are set at appropriate amounts to offset the costs of programs to the greatest extent possible. The results of the review will be presented to the Board of Directors upon completion.

Park Daily Entrance Fees

Staff is recommending a 3% to 5% increase, or \$0.25 cents per rate above the 2014 prices for the three major categories of our parks entrance fees; adult, senior, and child. The balance of the daily entrance fee categories would remain unchanged.

Annual Memberships

Membership to Conservation Halton Parks continues to offer exceptional value and benefits to the visitor including unlimited admission to the parks. Membership sales continue to increase from season to season and are a key financial driver of the parks. The memberships will see an average increase of 5%.

Educational Programs

Halton Parks provides educational programming primarily at Crawford Lake and Mountsberg Conservation Areas. Over 50,000 students take part in this programming. The fees for these programs will see an average increase of 6%, or \$0.50 to \$1.00 per rate.

Glen Eden Daily Fees

Staff is recommending an increase of \$1.00 to \$2.00 on the 2017/18 daily fee prices for certain lift ticket and rental fees applicable to adult, senior, and child pricing. This aligns with the goal of increasing revenue per skier visit while remaining financially accessible to users.

Summary

The proposed fee increase will add a total of \$322,648 in gross park revenue in 2018 when applied to budgeted revenue projections, based on 2016 visitation.

Prepared by:



For! Craig Machan
Area Manager, Hilton Falls,
Rattlesnake Point, Mt Nemo

Respectfully submitted:



Pat Moyle
Director, Operations

Approved for circulation



Hassaan Basit
CAO/Secretary-Treasurer

Halton Parks Fee Schedule

	Halton Parks (Current)	2018 Proposed Fees	% Increase	Quantity (2016)	Based on Current Fees	Based on Proposed Fees
DAILY ENTRANCE FEES	(Including 13% HST)	(Including 13% HST)				
KELSO, RATTLESNAKE, NEMO, HILTON FALLS, ROBERT EDMONDSON (Recreation & Nature Parks)						
Adult (15-64)	\$6.75	\$7.00	4%	168461	\$1,137,111.75	\$1,179,227.00
Senior (65 & over)	\$5.75	\$6.00	4%	9530	\$54,797.50	\$57,180.00
Child (5-14)	\$5.00	\$5.25	5%	34369	\$171,845.00	\$180,437.25
Child (4 & under)	Free	Free	0%	8653	\$0.00	\$0.00
MOUNTSBERG, CRAWFORD LAKE (Parks with Education Centre)						
Adult (15-64)	\$7.50	\$7.75	3%	43657	\$327,427.50	\$338,341.75
Senior (65 & over)	\$6.50	\$6.75	4%	5056	\$32,864.00	\$34,128.00
Child (5-14)	\$5.25	\$5.50	5%	14622	\$76,765.50	\$80,421.00
Child (4 & under)	Free	Free	0%	7017	\$0.00	\$0.00
MOUNTSBERG DAM						
Fee Station	\$12.00	\$12.00	0%	187	\$2,244.00	\$2,244.00
<i>Park per person fee - to a max of \$12 per vehicle</i>					\$0.00	\$0.00
VALUE PASS	\$60.00	\$60.00	0%		\$0.00	\$0.00
ALL PARKS					\$1,803,055.25	\$1,871,979.00
ANNUAL MEMBERSHIP						
Annual Family Membership	\$129.95	\$135.50	4%	5902	\$766,964.90	\$799,721.00
Annual Individual Membership	\$56.50	\$62.00	10%	1618	\$91,417.00	\$100,316.00
Annual Senior Family Membership	\$110.50	\$113.00	2%	366	\$40,443.00	\$41,358.00
Annual Senior Individual Membership	\$48.05	\$50.50	5%	131	\$6,294.55	\$6,615.50
Corporate Annual Family Membership	\$110.50	\$113.00	2%	118	\$13,039.00	\$13,334.00
Corporate Annual Individual Membership	\$48.05	\$50.50	5%	4	\$192.20	\$202.00
Replacement Pass		\$12.00			\$0.00	\$0.00
ALL PARKS					\$918,350.65	\$961,546.50
EDUCATIONAL PROGRAMS						
Guided Programs - Half-day per student - Mountsberg	\$8.50	\$9.00	6%	12802	\$108,817.00	\$115,218.00
Guided Programs - Full-day per student - Mountsberg	\$15.00	\$16.00	7%	6999	\$104,985.00	\$111,984.00
Guided Programs - Half-day per student - Crawford Lake	\$8.50	\$9.00	6%	3720	\$31,620.00	\$33,480.00
Guided Programs - Full-day per student - Crawford Lake	\$15.00	\$16.00	7%	29087	\$436,305.00	\$465,392.00
TOTAL					\$681,727.00	\$726,074.00
				(including HST)	\$3,403,132.90	\$3,559,599.50

Glen Eden 2017/18 Pricing Schedule

	Current Rate	2017/18 Proposed Fees	% Increase	Quantity (2016/17)	Based on Current Fees	Based on Proposed Fees
LIFT TICKET RATES	(Including 13% HST)	(Including 13% HST)				
MON, TUES, WED - FULL						
Adult (18-64)	\$28.00	\$30.00	7%	2,346	\$65,688.00	\$70,380.00
Junior/Teen/Senior	\$28.00	\$30.00	7%	1,494	\$41,832.00	\$44,820.00
Child (5 and Under)	\$9.00	\$10.00	11%	119	\$1,071.00	\$1,190.00
Beginner Centre Only	\$22.00	\$24.00	9%	1,134	\$24,948.00	\$27,216.00
MON, TUES, WED - DAY						
Adult (18-64)	\$22.00	\$24.00	9%	3298	\$72,556.00	\$79,152.00
Junior/Teen/Senior	\$22.00	\$24.00	9%	1874	\$41,228.00	\$44,976.00
Child (5 and Under)	\$8.00	\$10.00	25%	279	\$2,232.00	\$2,790.00
Beginner Centre Only	\$22.00	\$24.00	9%	0	\$0.00	\$0.00
MON, TUES, WED - EVENING						
Adult (18-64)	\$22.00	\$24.00	9%	4942	\$108,724.00	\$118,608.00
Junior/Teen/Senior	\$22.00	\$24.00	9%	1916	\$42,152.00	\$45,984.00
Child (5 and Under)	\$8.00	\$10.00	25%	224	\$1,792.00	\$2,240.00
Beginner Centre Only	\$22.00	\$24.00	9%	0	\$0.00	\$0.00
THURS, FRI - FULL						
Adult (18-64)	\$38.00	\$40.00	5%	1701	\$64,638.00	\$68,040.00
Junior/Teen/Senior	\$33.00	\$35.00	6%	1701	\$56,133.00	\$59,535.00
Child (5 and Under)	\$9.00	\$10.00	11%	167	\$1,503.00	\$1,670.00
Beginner Centre Only	\$22.00	\$24.00	9%	1452	\$31,944.00	\$34,848.00
THURS, FRI - DAY						
Adult (18-64)	\$22.00	\$24.00	9%	3347	\$73,634.00	\$80,328.00
Junior/Teen/Senior	\$22.00	\$24.00	9%	2328	\$51,216.00	\$55,872.00
Child (5 and Under)	\$8.00	\$10.00	25%	310	\$2,480.00	\$3,100.00
Beginner Centre Only	\$22.00	\$24.00	9%		\$0.00	\$0.00
THURS, FRI - EVENING						
Adult (18-64)	\$33.00	\$35.00	6%	3142	\$103,686.00	\$109,970.00
Junior/Teen/Senior	\$29.00	\$31.00	7%	1739	\$50,431.00	\$53,909.00
Child (5 and Under)	\$8.00	\$10.00	25%	150	\$1,200.00	\$1,500.00
Beginner Centre Only	\$22.00	\$24.00	9%		\$0.00	\$0.00
WEEKENDS & HOLIDAYS - FULL						
Adult (18-64)	\$38.00	\$40.00	5%	4777	\$181,526.00	\$191,080.00
Junior/Teen/Senior	\$33.00	\$35.00	6%	2494	\$82,302.00	\$87,290.00
Child (5 and Under)	\$9.00	\$10.00	11%	401	\$3,609.00	\$4,010.00
Beginner Centre Only	\$22.00	\$24.00	9%	4260	\$93,720.00	\$102,240.00
WEEKENDS & HOLIDAYS - DAY						
Adult (18-64)	\$35.00	\$38.00	9%	6384	\$223,440.00	\$242,592.00
Junior/Teen/Senior	\$31.00	\$33.00	6%	3174	\$98,394.00	\$104,742.00
Child (5 and Under)	\$8.00	\$10.00	25%	869	\$6,952.00	\$8,690.00
Beginner Centre Only	\$22.00	\$23.00	5%		\$0.00	\$0.00
WEEKENDS & HOLIDAYS - EVENING						
Adult (18-64)	\$33.00	\$35.00	6%	3466	\$114,378.00	\$121,310.00
Junior/Teen/Senior	\$29.00	\$32.00	10%	3466	\$100,514.00	\$110,912.00
Child (5 and Under)	\$8.00	\$10.00	25%	235	\$1,880.00	\$2,350.00
Beginner Centre Only	\$22.00	\$24.00	9%		\$0.00	\$0.00
ALL TICKETS					\$1,745,803.00	\$1,881,344.00
RENTAL RATES						
Monday - Friday (Full)						
Adult 18 - 64	\$33.00	\$34.00	3%	3,671	\$121,143.00	\$124,814.00
Junior / Teen / Senior	\$30.00	\$32.00	7%	2,602	\$78,060.00	\$83,264.00
5 & Under	\$20.00	\$22.00	10%	280	\$5,600.00	\$6,160.00
Monday - Friday (Evening)						
Adult 18 - 64	\$28.00	\$30.00	7%	1,883	\$52,724.00	\$56,490.00
Junior / Teen / Senior	\$26.00	\$28.00	8%	871	\$22,646.00	\$24,388.00
5 & Under	\$18.00	\$20.00	11%	79	\$1,422.00	\$1,580.00
Weekends & Holidays (Full)						
Adult 18 - 64	\$33.00	\$35.00	6%	3,722	\$122,826.00	\$130,270.00
Junior / Teen / Senior	\$30.00	\$32.00	7%	1,812	\$54,360.00	\$57,984.00
5 & Under	\$20.00	\$22.00	10%	350	\$7,000.00	\$7,700.00
Weekends & Holidays (Evening)						
Adult 18 - 64	\$28.00	\$30.00	7%	1,284	\$35,952.00	\$38,520.00
Junior / Teen / Senior	\$26.00	\$28.00	8%	543	\$14,118.00	\$15,204.00
5 & Under	\$18.00	\$20.00	11%	59	\$1,062.00	\$1,180.00
ALL RENTALS					\$516,913.00	\$547,554.00
				(including HST)	\$2,262,716.00	\$2,428,898.00

**CONSERVATION HALTON
CHBD 07 17 06**

REPORT TO: Board of Directors

FROM: Gene Matthews, Area Manager, Kelso / Glen Eden
905-878-5011 x1228

SUBJECT: Glen Eden, Purchase of New Alpine Groomer
RFT # CL0041-01-17

Recommendation

THAT the Conservation Halton Board of Directors approve the tender award of \$352,100 plus HST for the purchase of a Pisten Bully 400 demonstrator from Track Vehicle Repair in accordance with RFT # CL0041-01-17 Glen Eden, Purchase of New Alpine Groomer;

AND FURTHER THAT the 2018 budget for the purchase of an alpine groomer in the amount of \$375,000, funded from the Conservation Areas Capital Reserve, be approved to allow for delivery prior to the start of the 2017/18 winter season.

Summary

Within the proposed 2018 Conservation Halton Operating and Capital Budget is the purchase of an alpine groomer for Glen Eden. This equipment is also accounted for within the Parks 10 Year Capital Plan. Funding is provided through the Conservation Areas Capital Reserve. The proposed budgeted allotment for the new alpine groomer purchase is \$375,000 plus HST. This piece of equipment is needed for the 2017/18 ski/snowboard season. Pursuant to Conservation Halton's Purchasing Policy staff engaged the Request for Tender process. Tender documents have indicated that purchase of the alpine groomer is pending approval of the Conservation Halton Board of Directors. Misalignment of the start of the ski/snowboard season with the start of Conservation Halton's fiscal period has created the need to engage the tender process prior to budget approval.

On September 27, 2017 staff issued Tender Request RFT # CL0041-01-17. Within the tender document it is noted that purchase is pending formal approval of the 2018 Operating and Capital Budget. Tenders closed on October 11, 2017 with the following three bids received:

Track Vehicle Repair (Pisten Bully 400 demonstrator)	\$352,100 (plus HST)
Track Vehicle Repair (Pisten Bully 400)	\$358,300 (plus HST)
Prinoth Ltd. (Prinoth Bison)	\$391,000 (plus HST)

Conservation Halton staff have review tender submissions and have contacted the references provided and are satisfied with the findings. Staff have concluded that the Pisten Bully 400 demonstrator proposed by Track Vehicle Repair would be the appropriate option for Glen Eden. The unit price of the Pisten Bully 400 demonstrator was the lowest quoted price.

Financial Impact

The Tender for the Groomer purchase was issued in advance of the 2018 Budget approval in order to ensure delivery by January 2018, as specified in the Tender document. With the staff recommendation of the demonstrator Groomer model, the Groomer can be delivered prior to the start of the 2017-2018 season. The Conservation Areas Capital Reserve balance can accommodate the Groomer purchase with a 2017 Projected Reserve balance of \$1,909,021 including the 2017 Budget amounts prior to this purchase.

Prepared and respectfully submitted:



Gene Matthews
Area Manager, Kelso / Glen Eden

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

**CONSERVATION HALTON
CHBD 07 17 07**

REPORT TO: Board of Directors

FROM: Craig Minnett, Manager, Information Technology Services
905-336-1158 x 2269

DATE: October 26, 2017

SUBJECT: Payment Card Industry Data Security Standard (PCI-DSS) Update

Recommendation

THAT the Conservation Halton Board of Directors **approve the completion of Phase 3, of a five phased approach, to becoming PCI compliant with total estimated costs of \$235,000;**

AND FURTHER THAT the Conservation Halton Board of Directors **approve a transfer from the Conservation Areas Capital Reserve of \$192,375;**

AND FURTHER THAT the Conservation Halton Board of Directors **approve the award of PCI Phase 3 project management and consulting work to MNP LLP at a total cost of \$131,600 that is included in the total project costs.**

Summary

The Payment Card Industry Data Security Standard (PCI-DSS) was developed to encourage and enhance cardholder data security and facilitate the broad adoption of consistent data security measures globally. Consequently, organizations that accept and store credit card numbers must work towards becoming PCI-DSS compliant. In essence, organizations that accept credit cards must follow a series of 12 requirements and fill out a Self Assessment Questionnaire (SAQ) to ensure proper compliance. Steps have already been taken by CH staff to ensure that the CH data network is secure and resistant to unauthorized access and data theft. However, to ensure that CH systems are officially PCI-DSS compliant, Conservation Halton has hired MNP to engage the organization in a five phase approach to becoming compliant. After completion of the Phase 2 Gap Analysis, it has become apparent, based on the number of recommendations brought forth from the analysis, that additional time and funds are required to ensure that CH satisfies the remediation requirements of the Gap analysis or Phase 3 of MNP's five-phased approach to a PCI compliance program.

Report

MNP has been hired by CH to help the organization become PCI-DSS compliant. MNP has proposed and is engaged in the execution of a proprietary multistep compliance program to assist CH with their compliancy.

Phase 1: Scope Discovery (Completed)

Phase 2: Readiness assessment and GAP analysis (June 23, 2017, Completed)

Phase 3: Remediation (COST \$235,000)

Phase 4: Compliance Assessment (Cost unknown)

Phase 5: Maintenance (Cost unknown)

The Phase 2: Gap Analysis report was submitted by MNP to Conservation Halton staff in June of this year. In the report, MNP outlined 17 high level gaps against the PCI-DSS that need to be closed. These high level gaps each contain various recommendations that need to occur in order to close all gaps against the PCI-DSS.

Phase 3 "Remediation" is the next step in MNP's multistep compliance program. In Phase 3 "Remediation", all gaps are closed that are found in the Phase 2 "Gap Analysis". Conservation Halton staff will need the help of MNP to augment the remediation process based on the number of recommendations and to ensure all gaps in CH systems are closed.

It is recommended that MNP be awarded the Phase 3 Project Management and remediation consulting in order to satisfy Phase 3 of the compliancy program for a total of \$131,600. This dollar figure represents the cost for MNP to manage the remediation project for 6 months and will also close six gaps against the PCI-DSS.

Financial Impact

A total of \$235,000 is required to complete the remediation phase of PCI-DSS compliance for Conservation Halton. Funds are required for the purchase of software and hardware on top of the \$131,600 needed to hire MNP to satisfy the Phase 3 Remediation process. The project budget also includes a 10% contingency on the amount of total funds that are required to complete Phase 3.

The Conservation Areas are accounted for separately from the Watershed Management and Support Services (WMSS) programs based on the municipal funding received. Credit card sales and transactions were reviewed for the years 2015 to 2017, to determine the allocation of program funding sources for the PCI Compliance Phase 3. Based on the analysis of credit card sales and transactions, it is recommended that costs be allocated 95% to the Conservation Areas and 5% to WMSS.

	Conservation Areas 95%	Watershed Management & Support Services 5%	Total Project Costs 100%
PCI Compliance Phase 3 Project Costs and Funding			
Expenses:			
Project Management - MNP			\$ 32,500
Consulting Services - MNP			99,100
Computer Hardware			57,000
Computer Software			25,000
Contingency - 10%			21,400
Total Costs	\$ 223,250	\$ 11,750	\$ 235,000
Funding:			
2017 Operating Budget	\$ 30,875	\$ 1,625	\$ 32,500
2018 Capital Budget - Information Technology Infrastructure		10,125	10,125
Transfer from Reserve - Conservation Areas Capital	192,375		192,375
Total Funding	\$ 223,250	\$ 11,750	\$ 235,000

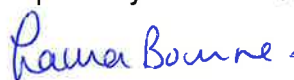
Based on the proposed allocation, the Conservation Areas program will fund \$223,250 of the total project costs and the Watershed Management and Support Services program will fund the remaining \$11,750. A transfer from the Conservation Areas Capital Reserve of \$192,375 is recommended to partially fund the allocated costs.

Prepared by:



Craig Minnett,
Manager, IT Services

Respectfully submitted:



Laura Bourne,
Senior Director
People, Performance and Culture

Approved for circulation



Hassaan Basit
CAO/Secretary-Treasurer

**CONSERVATION HALTON
CHBD 07 17 08**

TO: Board of Directors

FROM: Gene Matthews, Area Manager, Glen Eden / Kelso Conservation Area
Sheryl Ayres, Senior Director, Finance & Strategic Initiatives

DATE: October 26, 2017

SUBJECT: **Business Cases for Developer Contribution Funded Capital Projects**

Recommendation

THAT the Conservation Halton Board of Directors **endorse the business cases for three capital projects proposed to be funded from Developer Contributions collected by the Region of Halton;**

AND FURTHER THAT the Conservation Halton Board of Directors **request the Region of Halton to transfer the Developer Contribution funds collected to date to Conservation Halton and any outstanding funds be transferred once collected.**

Report

The Region of Halton has collected funds from developers within the Region for growth in Conservation Halton services, including trails and recreation centres, water distribution and sewer collection systems. Approximately \$18.6M in Developer Contribution (DC) funds has been, or is in the process of being, collected to date by Halton Region through a voluntary contribution process.

At the May 25, 2017 meeting of the Conservation Halton Board of Directors, a presentation and facilitated workshop took place regarding the history and options for allocating the proceeds of Developer Contribution (DC) funds collected on behalf of the Conservation Halton Park system. As a result of this workshop, a number of guiding principles were developed for the allocation of the DC funds.

Following the workshop, staff prepared a list of Priority 'A' capital projects to be considered for the allocation of DC funding that meet the established guiding principles. These projects were approved by the Board of Directors at its meeting on June 22, 2017 and include the following:

- Kelso Water Distribution and Collection System
- Kelso Recreation / Trail Centre and Sport Rental / Arrival Centre
- Crawford Lake Visitors Centre & Education Facilities

Business Cases for each of these projects have been developed that describe the details about each project, business objective and financial benefits, risks and limitations, scope of work, and project approach. Capital project forecasts and operating budget forecasts have been prepared and included in the Business Cases based on information included in Master Plans for each of the parks where capital investments will be made.

The Master Plan for Crawford Lake was prepared in 2010 and the Master Plan for Kelso was prepared in 2002. Therefore, establishing updated cost estimates (most notably construction costs) will be a key first priority before these projects proceed further. Once the cost estimates have been updated, it is anticipated there will be a shortfall in project funding and the developer

contributions will not cover the entire capital project costs. Other sources of funding will need to be secured and will include such things as interest earned on the developer contribution funds, engaging Conservation Halton Foundation in raising funds, and seeking grant funding through other levels of government as opportunities arise.

Due to constraints on the current water and waste water infrastructure at Kelso/Glen Eden, works related to the project for the Kelso Water Distribution and Collection System commenced in 2017 and costs are being incurred. Therefore, it is being recommended that Halton Region transfer the funds collected from developer contributions as soon as possible to Conservation Halton to mitigate cash flow issues and provide investment opportunities to maximize funding for the capital projects.

Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of *creating opportunities to connect with nature* through our key service targets of planning for long-term capital needs with a sustainable financing strategy and increasing self-generated revenue by 2-5% annually.

Financial Impact

The financial impact is as outlined in each of the Business Cases attached. The capital project costs are being updated based on current pricing information and the Business Cases will be updated in the future with revised information.

The imminent receipt of the DC funds from the Region of Halton is important for these projects to proceed in terms of minimizing the impact on Conservation Halton cash flows and to maximize investment revenue that can be redirected towards the capital costs of the projects.

Respectfully submitted,



Gene Matthews,
Area Manager,
Glen Eden/Kelso Conservation Area



Sheryl Ayres
Senior Director,
Finance & Strategic Initiatives

Approved for circulation,



Hassaan Basit
CAO/Secretary-Treasurer

Attachments:

- Kelso Conservation Area / Glen Eden Water/Wastewater Infrastructure Business Case
- Kelso Conservation Area / Glen Eden Recreation Centre and Sport Rental & Arrival Centre Business Case
- Crawford Lake Conservation Area Interpretive and Education Centre Business Case

Crawford Lake Conservation Area Interpretive and Education Centre

Business Case - Draft

Executive Summary

This report is submitted in support of the construction of an Interpretive and Education Centre at Crawford Lake Conservation Area, as supported by the current park master plan. Within this document is an evaluation of relevant financial, environmental, planning, and business considerations associated with the implementation of this project.

Project Definition and Background Information

Crawford Lake Conservation Area features spectacular natural and cultural heritage. As part of the UNESCO World Biosphere Reserve, Crawford Lake features a 500 year-old Ontario Heritage designated Iroquoian village, rare meromictic lake, innovative programming, high customer service delivery standards, and efficient operations management. Roughly 75% of Crawford Lakes revenue is generated from user fees with the remaining 25% being funded from the Municipal Operating Levy.

As outlined in the current Crawford Lake Master Plan, the existing visitor centre and ancillary facilities at Crawford Lake Conservation Area do not support the current requirements for excellence in education and programming as envisioned in *Metamorphosis 2020*. Constructed in 1983, the current visitor centre does not meet the demands and expectations of daily visitors, school groups, and destination tourism. Total visitation for Crawford Lake in 1983 was 20,040 with 2016 reaching 107,543. Due to the high growth in numbers of school groups attending educational programs, there has been increased demand on all of the facilities/infrastructure at the park. For example, the existing facilities are heavily used at peak times by school groups allowing little availability of facilities and programming for other visitors at these times. Group and tourism usage during evenings, weekends, and holidays is underserved and has opportunity for expansion through investment in modern facilities combined with aligned program development. While this situation creates a variety of ongoing visitor service, programming, and operational challenges it also limits the ability of Crawford Lake to meet its budgeted financial expectations which are largely user fee generated.

Arrival at Crawford Lake is via the main entrance from Conservation Road, off Guelph Line. Two parking and drop off locations exist. Primary parking occurs in the upper lot and secondary at the lower parking lot. There are three principle destinations at Crawford Lake; the Iroquoian Village, which is the natural focal point and educational facility; the Gathering Place which provides classroom facilities, washrooms and a lunch room; and the Visitor Centre, which has a small audio-visual theatre, lunch room, classroom space, and gift shop. The access road between the lower and upper parking lots acts as a pinch point that divides the main facilities on the property. The Iroquoian Village is located on the west side of the access road and the Visitor Centre is located on the east side. The Gathering Place is located close to the upper parking lot, past the village. The process of arrival and orientation is less than desirable with the three areas being disconnected by the roadway. This creates a host of ongoing challenges including lack of interconnectedness between facilities, visitor safety, programming, and park maintenance.

To provide opportunity to address the above noted challenges, the 2015 Crawford Lake Master Plan, approved by the Niagara Escarpment Commission, calls for the construction of:

- One 1,296 square metre Interpretive and Education Centre. This centre is recommended to be constructed in the Development Zone of the Park, immediately to the north of the Iroquoian Village. Proposed function of this facility is to host arrivals & admissions, presentation theatre(s), multi-use assemble space, interpretive display space, gift shop, classrooms, food preparation area, and washrooms. Repurposing of the existing 632 square meter visitor centre is also recommended in the Master Plan, is not included in the scope of work proposed for this project.

The construction of an education and interpretive centre at Crawford Lake Conservation Area has been identified as the third capital development project for the Conservation Halton Parks system. A Board Report, supported in principle by the Conservation Halton Board of Directors, prepared by senior staff indicate that this project take priority for funding to be provided through Developer Contributions collected by Halton Region on behalf of Conservation Halton.

Business Objective

The key business objective for the construction of an education and interpretive centre at Crawford Lake is to expand into underserved market segments (tourism, demographical, etc.). The secondary, objective is to improve ability to provide curriculum linked programming to school groups on a year round basis. Both of which will greatly improve the gross revenue generation of the park.

Construction of an education and interpretive centre at Crawford Lake Conservation Area links directly with a 'Key Objective' and 'theme' identified in *Metamorphosis 2020*:

- *Objective*: Attract visitors to our parks and connect our communities with nature through sustainable recreation, education, and tourism.
- *Theme*: Protecting our natural, cultural, and scenic assets.

As well as the following 'Key Enabler' and 'Guiding Principle'

- *Key Enabler*: Implement business practices that ensure economic, social, and environmental sustainability.
- *Guiding Principle*: Honouring the Land and Territory.

The addition of these facilities will also greatly increase the ability to meet Key Service and Conservation Targets identified in *Metamorphosis 2020*:

- Plan for long-term capital needs with a sustainable financing strategy.
- Increase self-generated revenue by 2-5 percent annually.
- Reach an average customer satisfaction rate of 90 percent across all service areas.
- Transition our corporate offices and parks operations to a carbon neutral footprint.

Benefits

Visitation projections put forward during the completion of the park master plan forecasted annual visitation at Crawford Lake to reach 120,024 visits for 2016. As previously stated, actual visitation for 2016 reached 107,543. The ability to reach 90% of this forecast demonstrates a high accuracy and strong ability for Crawford Lake to achieve visitation expectations. Incremental increase in visitation associated with the completion of major facilities at Crawford Lake is 62,885 visits per year.

For reference, Crawford Lake generates approximately \$800,000 (excluding annual pass sale allocation and municipal levy allocation) annually in gross revenue.

As identified in Phase 3 of the Master Plan it is clear that the needs and opportunities of Crawford Lake in the investment in an Interpretive and Education Centre are unique. From this perspective it is difficult to draw exact applications of revenue generation. However, it is possible to draw guiding principles that can be used in achieving this goal:

- Ensure the facility is unique to this site and speaks to the special natural and human history at Crawford Lake Conservation Area – there should be no place like it.
- Ensure the facility is large enough to accommodate future anticipated growth in visitation.
- Ensure the facility is flexible enough to accommodate a variety of programs, group sizes, and changes in venue type quickly.
- Ensure that the indoor and outdoor educational programs are closely linked and mutually supportive.

- Ensure that there is sufficient revenue generating space in the building including rental spaces, gift shops, and support facilities such as a kitchen.
- Provide appropriate public support services and amenities for all group types and sizes.
- Engage LEED principles and utilize building strategies (such as green roof, solar panels, rainwater harvesting, low flow toilets, etc.) that can be used as part of the core environmental interpretive messaging.
- Provide a rational zoning of the facility to allow for public and non-public space as well as collection and non-collection spaces, thereby providing gallery quality security and environmental controls for only those areas where required.
- Ensure that the facility itself and related site programs create minimal impacts on the site relative to sensitive natural heritage areas, cultural heritage and archaeological zones, and the visual character of the site and landscape.

Key Risk Drivers

As an important component of the Conservation Halton budget and operations as a whole, failure to meet the financial expectations associated with Crawford Lake Conservation Area will have immediate and long term impacts in a variety of ways, including:

- Decrease of Conservation Halton's ability to invest in new capital infrastructure in its parks, as supported within current Master Plans.
- Decrease of Conservation Halton's ability to reinvest in existing capital infrastructure within its parks, as supported within current Master Plans.
- Limiting of the ability for Crawford Lake to act as appropriate stewards of the Iroquoian Village.
- Limitation of visitation and/or cut back on certain program and service offerings.
- Increase strain on the ability to fund internal Chargebacks without underfunding other key budget lines.
- Failure to meet building code and regulatory compliance.

The above 5 items can also be defined as the top 5 risks associated with not moving forward with this project.

Limitations

Archaeological:

To support construction of this Interpretive and Educational Centre, it will be necessary to complete a full Stage 3 Archaeological Assessment according to the current Ministry of Tourism, Culture, and Sport *Standards and Guidelines for Consultant Archaeologists*. This is a 4 stage process with stages 3 and 4 being significant in scope and need for resources. The area for these archaeological works will need to encompass all development locations (facility, parking lot, access road, etc.)

Financial:

Meeting gross and net revenue expectations at Crawford Lake Conservation Area is difficult for a variety of reasons. Construction of an Interpretive and Education Centre will provide opportunity to mitigate, but not completely resolve, revenue generation challenges including:

Capacity: Crawford Lake experiences significant variation in levels of visitation. The school season in spring and fall month's reach midweek capacity on a regular basis, with weekend visitation being typically lower unless a special event is occurring. Winter and Summer month's experience low visitation and may have the most immediate opportunity for growth. Capacity is determined and experienced in a variety of ways including parking, program registration, point of access lineups, and facility space.

Weather: School visit, special event, and daily visitation at Crawford Lake are all significantly impacted when the weather is not favourable. Addition and improvements to facilities will not entirely remove this challenge and the financial impacts it creates.

Seasonality of business: Outside of the municipal sector, growth in the recreation industry during the 'shoulder seasons' is very difficult with no quick or simple solution. Often this type of business growth is done with the purpose of maintaining year round core staffing levels, maintaining awareness of parks programs and services, etc. 'Shoulder season' visitation should be invested in without straying far from the core business and have different financial expectations.

Competition: Although Crawford Lake is incredibly unique with it's current and potential offerings, all forms of recreation and tourism provide completion to park business levels. However, history and nature of the site has the potential to create significant market differentiation.

Financial accessibility: Crawford Lake, like any business must ensure the cost for services meets the expectations of it's customers. Increasing fees without investing in and/or improving services, programs, and operations can decrease customer confidence. This decrease in customer confidence can occur quickly and take significant periods of time to overcome. Even through best of intentions of reinvesting in business offerings can create the need for increased fees that the customer may have preferred to avoid and tolerate existing service levels. For example, significantly increasing school visit fees to recoup investment costs will most likely decrease total school visitation; some students/schools may not be able to afford to visit.

Project funding and competing funding priorities

Until recently, construction of an Interpretive and Education Centre at Crawford Lake Conservation Area has been a financially unrealistic endeavour. Significant competing priorities for infrastructure spending from user fee generated reserves has been a historical challenge. While investing in the new Deer Clan Longhouse, refurbishing the Wolf and Turtle Clan Longhouses, etc. has positively impacted the visitor experience it has left no opportunity to invest in the facilities proposed in this report.

However, formal securement of Developer Contribution funds to be spent specifically on park infrastructure will provide opportunity for these facilities to be constructed while meeting the investment needs outlined in the Parks 10 Year capital Plan and Parks Master Plans.

As outlined in the 2015 Crawford Lake Master Plan and *Metamorphosis 2020* this infrastructure will provide direct opportunity to engage business strategies to:

- Increase self-generated revenue by 2-5% annually, *per Metamorphosis Key Service Targets.*
- Plan for long-term capital needs with a sustainable financing strategy, *per Metamorphosis Key Service Targets.*
- Promote ecotourism opportunities and economic potential of our Parks, *per Metamorphosis Initiatives.*
- Attract new customers and retain current customers to increase annual membership sales and member retention, *per Metamorphosis Initiatives.*
- Review program delivery costs, revenue generation and public value for all programs, process, and functions, *per Metamorphosis Initiatives.*
- Investigate new business models for our lands to generate new sources of revenue and increase operational efficiency, *per Metamorphosis Initiatives.*
- Construction of an education and interpretive centre at Crawford Lake Conservation Area, *per Crawford Lake Conservation Area Master Plan.*

Again, failure to invest in, design, and implement these facilities without special consideration of the unique cultural needs and opportunities of the varied stakeholders of Crawford Lake can have negative impacts on Conservation Halton's ability to achieve the organizational priorities listed above.

Scope

Planning, permitting, design, funding, and logistical works associated with the construction of an Interpretive and Education Centre at Crawford Lake will require significant use of internal and external resources. As this facility is projected to commence in 2023, per the 2017 10 Year Parks Capital Expenditures and Funding Forecast, little progress has been made in moving this project forward to date. However, ongoing relationship building by Senior Conservation Halton staff with First Nation communities, and Provincial Ministries is progressing. Renewal of the Crawford Lake Master Plan prior to 2023 will allow for updating required provisions of further detail required for planning & permitting, design, and funding needs. Funding for this Master Plan Renewal is included in the 2017 Ten Year Capital and Expenditure Forecast. However, formal allocation of Developer Contributions will allow for the implementation of a dedicated project management approach which may include an internal project management team utilizing external resources as required.

The Conservation Halton Board of Directors identified, in principle, construction of this Interpretive and Education Centre as a priority project to be funded by the Developer Contribution Funds. Implementation of processes for Conservation Halton to utilize these funds are ongoing.

Project Approach

Construction of an Interpretive and Education Centre at Crawford Lake is anticipated to occur over a five year span. Year one will be primarily focused on planning, permitting, regulatory, and cost certainty requirements. Archaeological assessments required by the Ministry of Tourism, Culture, and Sport will also commence in year one. Year two through five are anticipated to be the commencement and completion of physical works.

It is important to emphasize that these works will occur while Crawford Lake remains open for business. As portrayed in the 2015 Crawford Lake Master Plan the proposed building is to be located on an undeveloped area of the Park. This will significantly limit impact to active park services and operations. However, rerouting of access roads, parking areas, and construction related traffic will provide some logistical challenges. These are expected to be managed through park operations.

Financial Impact

CAPITAL BUDGET						
EXPENSES	Total	2023	2024	2025	2026	2027
Purchased Services/Consulting	1,186,000	638,000	184,000	188,000	56,000	120,000
Design	479,500	479,500				
Construction	6,850,000		2,300,000	2,350,000	700,000	1,500,000
Contingency	851,550	111,750	248,400	253,800	75,600	162,000
Total Capital Investment	9,367,050	1,229,250	2,732,400	2,791,800	831,600	1,782,000
FUNDING						
Developer Contribution Funds	8,112,100	1,229,250	2,407,400	2,466,800	506,600	1,502,050
Grant / Partnership Contributions	1,354,950		325,000	325,000	325,000	279,950
Total Funding	9,467,050	1,229,250	2,732,400	2,791,800	831,600	1,782,000

It is important to note that cost estimates provided are based on the 2015 Crawford Lake Conservation Area Master Plan. As outlined in the Next Steps section of this business case, establishing updated cost estimates (most notably construction costs) will be a key first priority.

Next Steps

Until recently, one major barrier has existed pertaining to the construction of an Interpretive and Education Centre at Crawford Lake:

- 1) Availability of funding.

As this barrier is being removed with the collection of Developer Contribution Funds, four immediate actions should occur:

- 1) Region of Halton to release the \$18.6M of funds collected for the purpose of developing Conservation Halton parks to Conservation Halton.
- 2) Engagement of a specific project management team that will consist of internal staff members with external resources as required. An immediate first action of this team will be to build cost certainty around the full scope of design and construction of these structures, updating the 2015 estimate of \$10.0M.
- 3) Engagement of internal and external resources to provide a detailed risk analysis, return on investment projections, revenue projections analysis, projected operating budget, and Asset Management plan compliance.
- 4) Formal approval/endorsement by the Conservation Halton Board of Directors for Staff to take the necessary steps for the construction of an Interpretive and Education Centre at Crawford Lake Conservation Area.

Kelso Conservation Area / Glen Eden Recreation Centre and Sport Rental & Arrival Centre

Business Case - Draft

Executive Summary

This report is submitted in support of the construction of a recreation centre and sport rental & arrival centre at Kelso Conservation Area and Glen Eden, as supported by the current Park Master Plan. Within this document is an evaluation of relevant financial, environmental, planning, and business considerations associated with the implementation of this project.

Project Definition and Background Information

Glen Eden, with an annual average (based on 5 years) visitation of 310,000 has grown into the third most visited ski/snowboard area in Ontario. For context, approximately 3 million annual ski / snowboarder visits are experienced in the province across roughly 40 ski / snowboard areas with little to no growth over the past 10 years (source: Canadian Ski Council and Ontario Snow Resorts Association). Glen Eden accounts for roughly 10% of provincial ski/snowboard visits and is well known for high quality lesson programming as well as the provision of favourable conditions despite being a southerly located operation. Kelso Conservation area experiences an annual average (based on 5 years) visitation of 171,000. Main attractions to Kelso are for lake activities of swimming and boating, mountain biking, day and overnight camping, summer day camp programming, and hiking.

Annual average visitation (based on 5 years) for 2002 at Glen Eden was 138,000 with Kelso at 136,000. As significant investment over this period of time has been largely focused on providing robust 'on hill' infrastructure in the form of reliable chair and surface lifts, modern snowmaking technology, surface grooming equipment, and CPR overpass, the visitor centres and rental / arrival areas have remained largely unchanged. The areas include the East Lodge constructed in 1972, temporary West Lodge placed in 2001, temporary winter rental building placed in 2001, temporary Visitor Centre originally constructed in 1975 and repurposed in 2012. These structures demonstrate the passing of a reasonable life expectancy threshold for Kelso / Glen Eden needs in the following ways:

- Original design for permanent structures was proposed using much lower visitation and service level expectations that do not meet current standards.
- Placement of temporary structures was done so as a 'bandage' solution. Although appropriate at the time, these structures do not meet design standards for a variety of needs: AODA compliance, service interconnectedness, summer/winter rentals, indoor programming, food services, etc.
- 'Pinch points' and service level deficiencies created by peak visitation periods with inefficient rental shop, food service, and staging areas, has been documented to be the greatest frustrations from winter user groups (per Phase 1 of the Kelso / Glen Eden Master Plan renewal).
- The temporary structures have also reached the limits of their physical life, and are subject to Niagara Escarpment Commission development permit renewals.
- With increased visitation and improved service delivery has come the need for increased staffing. Little thought has been given to 'back of the house' services and staffing areas needed for proper job function with either the permanent or temporary structures.
- Low ability to engage strategies focused on increasing revenue per skier/snowboarder visit while maintaining customer value is greatly hampered with the current state of facilities.
- Low ability to practically engage four season recreation, programming, and other business diversification opportunities.

It is worth noting that another key factor in the lack of long term investment in recreation centre and sport rental & arrival facilities is due to the on-site water and wastewater system deficiencies. In addition, the Ministry of the Environment and Climate Change does not take a favourable view of renewing or providing new Certificates of Approval that are required with even minor development of such infrastructure.

To provide opportunity to address the above noted challenges the 2002 Kelso Conservation Area Master Plan, approved by the Niagara Escarpment Commission, calls for the construction of:

- One 1,689 square metre recreation centre. This building will house visitor services, food services, cafeteria and special occasion seating, hard & soft good retail, as well as applicable staffing areas. Design will focus on regulatory compliance, improved service delivery, modernization of customer transactions, environmental sustainability, and four season functionality. Linking visitors to other existing and proposed infrastructure will also be a key design component.
- One 569 square metre sport rental & arrival centre. This building will house winter and summer rental services. Design will focus on making the process of renting equipment an experiential part of the visitor transaction process, modernization of customer transactions, regulatory compliance, and four season functionality. Linking visitors to other existing and proposed infrastructure will continue to be a key design component.

Ongoing processes and discussions related to the Kelso / Glen Eden Master Plan renewal are reconfirming the purpose, location, size, and concepts associated with the development of these buildings.

The construction of a recreation centre and sport rental & arrival centre at Kelso/Glen Eden have been identified as the number two capital development project for the Conservation Halton Park system. A Board Report, supported in principle by the Conservation Halton Board of Directors, prepared by senior staff indicate that this project take priority for funding to be provided through Developer Contributions collected by Halton Region on behalf of Conservation Halton.

Business Objective and Financial Benefits

The key business objective for the construction of a recreation centre and sport rental & arrival centre at Kelso Conservation Area and Glen Eden is to increase the revenue generated by each visitor. Kelso / Glen Eden relies on user fee revenues to fund all operational and capital budgets. The following revenue information demonstrates the immediate financial good health of Kelso / Glen Eden:

- Gross Operating Revenue of \$7.58m (70% of Parks budgeted expectation for 2017).
- Net Operating Revenue of \$1.01m (434% of Parks budgeted expectation for 2017).
- 5-year actual average surplus of \$1.7M (130% of Parks actual average surplus).

However, this information fails to represent a key limiter and missed opportunity towards revenue generation, that being the amount of gross revenue generated per visitor. Calculated simply as represented below:

- Total revenue generated / total visits = revenue per visit.
 - It is important to note that support calculations exist to feed into this formula, i.e., the amount of times an annual pass holder is expected to visit the Park over the fiscal period.

The most significant example and use of this value for the Conservation Halton Park system is the amount of gross revenue generated per Glen Eden visitor. Gross revenue generated per skier / snowboarder for the 2016/17 season is approximately \$22.62:

- \$6,500,000 Gross Revenue / 287,278 Skier and Snowboarder Visits = \$22.62 Revenue per visit.
 - It is important to note that these values represent the operational season and not the fiscal period.

As stated earlier in this report, Glen Eden is the third most visited ski/snowboard area in Ontario of roughly 40 operators. However, the gross revenue generated by skier/snowboarder visit of \$22.62 is lower than the majority of operators. Although this is a closely guarded number from operator to operator, industry contacts and sources by senior Glen Eden staff indicate that similar and leading areas generate between \$50 and \$80 of revenue per skier/snowboarder visit.

To highlight the importance of the revenue per skier/snowboarder model, examples using cautious, moderate, and extreme increases of revenue per visit multiplied by the 5-year annual visitation average of 310,000 Glen Eden is as follows:

Cautious: \$2.00 per visitor increase x 310,000 annual visits = \$620,000 increase in gross revenue.

Moderate: \$5.00 per visitor increase x 310,000 annual visits = \$1,550,000 increase in gross revenue.

Extreme: \$10.00 per visitor increase x 310,000 annual visits = \$3,100,000 increase in gross revenue.

Please note the above examples only provide a framework to illustrate the importance of revenue per skier/snowboard visit and do not directly align with budget statements.

Examples of opportunities of increasing revenue per skier visit include hard and soft good retail sales, improved food service offerings, and increased value of daily lift ticket and rental offerings. Increasing revenue per skier/snowboarder visit will also increase operating expenditures. For example, increased rental shop space, to better accommodate visitors, will also require increased staffing. The 2017 10 Year Operating Budget Forecast shows a 10% increase in Glen Eden revenue expectations and a 5% increase in expenditures for 2024. Both are higher than other annual increases in the forecast as 2024 is the estimated first year of functionality of the proposed Recreation Centre and Sport Rental and Arrival Centre. The 2017 Ten Year Capital Expenditures and Funding Forecast shows the completion of these facilities in 2023.

As identified in the current Kelso Conservation Area Master Plan, Economic Feasibility Study for Phase 1 of the ongoing Kelso / Glen Eden Master Plan renewal, and internal market and visitor needs assessments opportunity to increase revenue per Glen Eden Visitor with the addition of these facilities include:

- Increased value for current service offerings through improved delivery to visitors. I.e., improved experience and wait times in winter equipment rental process.
- Increased ability to provide higher valued service options. I.e. pre-booking and processing of winter rental equipment.
- Increasing new skier/snowboarder retention percentages through improved service delivery. I.e., making rental process part of the experience rather than part of the transaction/process.
- Improved and self service oriented concession/food service delivery. I.e. Properly designed food preparation areas linked to open concept customer pick up and payment.
- Improved hard and soft good retail offerings. I.e. Brick and mortar retail spaced linked to e-commerce opportunities.
- Improved ability to meet demands of specific demographics and user groups. I.e. On-site storage and care for personal equipment of growing senior clientele base.
- Increased ability to convert winter visits into spring/fall visits. I.e. 4 season programming packages that grow return business of existing customers.

A more immediate financial benefit with the installation of the recreation centre and sport & arrival centre will be increased ability to improve visitor retention rates of Key Financial Performance Indicators (annual pass sales, program registration, day ticket sales) through the demonstration of Conservation Halton's desire and long term commitment to invest in areas that they feel are a priority. For instance, a customer survey completed for the economic feasibility study of the ongoing Kelso / Glen Eden Master Plan renewal by over 1,230 current Kelso / Glen Eden users indicate that the highest levels of dissatisfaction rates (when being asked of all park features, assets, and attributes) are rated as:

- Chalet/base buildings: 15.1% of responses view as unfavourable
- Food services: 20.4% of responses view as unfavourable
- Washrooms: 11.0% of responses view as unfavourable.

For comparison the same survey results show:

- Programs: 2.3% of responses view as unfavourable.
- Visitor services: 5% of responses view as unfavourable.
- Overall satisfaction with Kelso / Glen Eden: 5% unfavourable with 75% favourable (20% neutral).

Construction of a Recreation Centre and Sport Rental & Arrival Centre at Kelso Conservation Area / Glen Eden link directly a 'Key Objective' identified in *Metamorphosis 2020*:

- Attract visitors to our parks and connect our communities with nature through sustainable recreation, education, and tourism.

As well as the following 'Key Enabler':

- Implement business practices that ensure economic, social, and environmental sustainability.

The addition of these facilities will also greatly increase the ability to meet Key Service Targets identified in *Metamorphosis 2020*:

- Plan for long-term capital needs with a sustainable financing strategy.
- Increase self-generated revenue by 2-5 percent annually.
- Reach an average customer satisfaction rate of 90 percent across all service areas.

Key Risk Drivers

As a key driver of the Conservation Halton budget and operations as a whole, failure to meet the financial expectations noted above will have immediate and long term impacts in a variety of ways, including:

- Decrease of Conservation Halton's ability to invest in new capital infrastructure in its parks, as supported within current Master Plans.
- Decrease of Conservation Halton's ability to reinvest in existing capital infrastructure within its parks, as supported within current Master Plans.
- Limiting of the ability for Glen Eden to engage opportunities associated with increased revenue generation per skier / snowboarder visit.
- Increase strain on the ability to fund internal Chargebacks without underfunding other key budget lines.
- Failure to meet building code and regulatory compliance.

The above 5 items can also be defined as the top 5 risks associated with not moving forward with this project.

Limitations

Financial:

Increasing gross revenue or even meeting budgeted gross revenue expectations at Kelso Conservation Area and Glen Eden is difficult for a variety of reasons. When difficulty occurs in meeting budgeted expectations it can negatively impact other revenue measurements including revenue per visitor, key performance indicators, labour cost percentages, fixed cost percentages, etc. Construction of an Arrival Centre and Sport & Recreation Centre will provide opportunity to mitigate, but not completely resolve, revenue generation challenges including:

Capacity: Kelso / Glen Eden, during its peak summer and winter operating seasons, experiences high visitation, often exceeding capacity. Capacity is determined and experienced in a variety of ways including parking, 'on hill' crowding, program registration, point of access lineups, beach crowding, camp site reservations, availability of rental equipment, etc.

Weather: While Kelso / Glen Eden staff have taken a wise and proactive strategy to grow revenue lines less impacted by fluctuating weather (annual pass sales and program registrations) over 40% of Kelso / Glen Eden revenue is still highly impacted when poor weather is experienced.

Seasonality of business: Outside of the municipal sector, growth in the recreation industry during the 'shoulder seasons' is very difficult with no quick or simple solution. Often this type of business growth is done with the purpose of maintaining year round core staffing levels, maintaining awareness of parks programs and services, etc. 'Shoulder season' business should be invested in without straying far from the core business and have different financial performance expectations.

Competition: While skier/snowboard visitor loyalty is significantly impacted by location and can have negative outcomes mitigated through high quality service, programming and operations, competition from all forms of recreation and entertainment is a reality of the business of Kelso / Glen Eden. Broad opportunities for families and individuals to invest their time and income for leisure is more so the competition faced by Kelso / Glen Eden than other Conservation areas and Ski/Snowboard areas.

Financial accessibility: Kelso / Glen Eden, like any business must ensure that the cost for services meets the expectations of customers. Increasing fees without investing in and/or improving services, programs, and operations can decrease customer confidence. This decrease in customer confidence can occur quickly and take significant periods of time to overcome. Even through best of intentions of reinvesting in business offerings can create the need for increased fees that the customer may have preferred to avoid and tolerate existing service levels.

Water / wastewater servicing

Due to the deficiencies with the current on-site water and wastewater systems at Kelso / Glen Eden, investment in new facilities is impossible. The Ministry of the Environment and Climate Change has indicated that receiving / renewing Certificates of Approval to operate / add these on-site systems should not be part of the long term infrastructure plan for the park.

Project funding and competing funding priorities

Until recently, construction of a recreation centre and sport & arrival centre has been a financially unrealistic endeavour. Significant competing priorities for infrastructure spending from user fee generated reserves has been a historical challenge. While investing in new chairlifts, snowmaking infrastructure, snow grooming equipment, winter rental fleet, etc. has positively impacted the financial performance of Kelso / Glen Eden it has left no opportunity to invest in the facilities proposed in this report.

However, formal securement of Developer Contribution funds to be spent specifically on park infrastructure will provide opportunity for these facilities to be constructed while meeting the investment needs outlined in the Parks 10 Year capital Plan and Parks Master Plans.

As outlined in the current Kelso/Glen Eden Master Plan (update of this Master Plan is underway) and *Metamorphosis 2020* this infrastructure will provide direct opportunity to engage business strategies to:

- Increase self-generated revenue by 2-5% annually, *per Metamorphosis Key Service Targets*.
- Plan for long-term capital needs with a sustainable financing strategy, *per Metamorphosis Key Service Targets*.
- Promote ecotourism opportunities and economic potential of our Parks, *per Metamorphosis Initiatives*.
- Attract new customers and retain current customers to increase annual membership sales and member retention, *per Metamorphosis Initiatives*.
- Review program delivery costs, revenue generation and public value for all programs, process, and functions, *per Metamorphosis Initiatives*.
- Investigate new business models for our lands to generate new sources of revenue and increase operational efficiency, *per Metamorphosis Initiatives*.
- Construction of the Kelso/Glen Eden trail centre, *per Kelso Conservation Area Master Plan*.
- Construction of the Kelso/Glen Eden sport rental and arrival centre, *per Kelso Conservation Area Master Plan*.

Failure to invest in, design, and implement these facilities without special consideration of the needs and opportunities of the varied user groups at Kelso / Glen Eden will have negative impacts on Conservation Halton's ability to achieve the organizational priorities listed above.

Scope

Planning, permitting, design, funding, and logistical works associated with construction of a recreation centre and sport rental & arrival centre will require significant use of internal and external resources. While efforts are presently being made to move this project forward with existing staff and resources, formal allocation of Developer Contributions will allow for the implementation of a dedicated project management approach which may include an internal project management team utilizing external resources as required.

Works that are ongoing include:

Planning and Permitting:

- Kelso Conservation Area/Glen Eden Master Plan renewal. Facilities discussed in this report and included in the 2002 Kelso Conservation Area Master Plan which has received Ministry of Natural Resources and Forestry endorsement.
- Approval, in principle, by the Conservation Halton Board of Directors identifying construction of a recreation centre and sport rental & arrival centre at Kelso Conservation Area / Glen Eden as a priority project.

Design:

- With lack of available resources, no detailed design nor updating of initial cost estimates has been completed to date.

Funding:

- Formalization of Developer Contributions funding processes ongoing.
- Kelso / Glen Eden and Non-Tax Supported Program 10-year Capital Forecast updated to include Priority A Developer Contribution projects.

Logistical:

- As this project has yet to physically start, no logistical impacts have occurred. However, given the nature and significance of these works, this will be a key focus area for the project management team as well as Kelso/Glen Eden staff. All efforts will be made to continue Park service delivery and operations during the completion of this project.

Project Approach

Installation of a recreation centre and sport rental & arrival centre at Kelso / Glen Eden is anticipated to occur over a four year span. Year one will be primarily focused on planning, permitting, regulatory, and cost certainty requirements. Year two through four are anticipated to be the commencement and completion of physical works. It is anticipated that the projects will occur following the installation of water and wastewater infrastructure at Kelso / Glen Eden.

These works are anticipated to occur without park closures and to have minimal or no service disruptions at Kelso / Glen Eden. Logistical challenges, such as continuation of services, staff areas, ski/snowboard hill access, etc. may be encountered, or difficult to mitigate impacts of, during 'shoulder seasons'. Despite this, staff are confident that operational measures can be taken (temporary structures, good construction management, etc.) to avoid Park closures during construction.

Financial Impact

CAPITAL BUDGET					
EXPENSES	Total	2020	2021	2022	2023
Purchased Services/Consulting	1,198,400	200,000	335,200	407,200	256,000
Design	348,600	348,600			
Construction	4,980,000		1,690,000	2,590,000	700,000
Contingency	652,700	54,860	202,520	299,720	95,600
Total Capital Investment	7,179,700	603,460	2,227,720	3,296,920	1,051,600
FUNDING					
Developer Contribution Funds	6,679,700	500,000	2,100,000	3,100,000	1,000,000
Grant / Partnership Contributions	500,000	103,460	127,720	196,920	51,600
Total Funding	7,179,700	603,460	2,227,720	3,296,920	1,051,600

It is important to note that cost estimates provided are based on the 2002 Kelso Conservation Area Master Plan. As outlined in the Next Steps section of this business case, establishing updated cost estimates (most notably construction costs) will be a key first priority.

Next Steps

Until recently, two major barriers have existed pertaining to the construction of a recreation centre and sport rental & arrival centre at Kelso Conservation Area and Glen Eden:

- 1) Availability of funding.
- 2) Updated water and wastewater systems.

As these barriers are being removed, four immediate actions should occur:

- 1) Region of Halton to release the \$18.6M of funds collected for the purpose of developing Conservation Halton parks to Conservation Halton.
- 2) Engagement of a specific project management team that will consist of internal staff members with external resources as required. An immediate first action of this team will be to build cost certainty around the full scope of design and construction of these structures, updating the 2002 estimate of \$6.7m.
- 3) Engagement of internal and external resources to provide a detailed risk analysis, return on investment projections, revenue projections analysis, projected operating budget, and Asset Management plan compliance.
- 4) Formal approval/endorsement by the Conservation Halton Board of Directors for Staff to take the necessary steps for the construction of a recreation centre and sport rental & arrival centre at Kelso Conservation Area and Glen Eden.

Kelso Conservation Area/Glen Eden Water/Wastewater Infrastructure Business Case

Executive Summary

This report is submitted in support of the installation of drinking water and wastewater infrastructure within Kelso Conservation Area and Glen Eden, connecting to Halton Region services. Within this document is an evaluation of relevant financial, environmental, planning, and business considerations associated with the implementation of this project.

Project Definition and Background Information

Today, the existing private drinking water supply system and wastewater treatment systems at Kelso/Glen Eden are aging, due for replacement, and are at capacity as identified in various engineering studies. These systems need to be replaced in order to mitigate potential risks with negative outcomes associated with the environmental, economic, and recreational responsibilities of Conservation Halton's Park System.

Drinking Water Supply Systems:

The limitations of the on-site water supply sources and undersized distribution system was first documented in 1980 through a study conducted by Philips Planning and Engineering and updated in their 1993 study 'Kelso Water Distribution System Study Update'. With limited budget availability and capital works funding, only minor upgrades have been made to the system. This has led to the ability of Kelso/Glen Eden to only minimally service existing user group and operational needs.

Current facilities supplied with potable water at Kelso/Glen Eden include two ski/snowboard day lodges, Visitor Centre, snow school building, Milton Heights Race Clubhouse, operations building, gatehouse, concession buildings, comfort stations, and the Halton Regional Museum. Fire flow is not provided by the existing water distribution system while the snowmaking system utilizes non-potable water supplied by a separate pumping system from the Kelso reservoir (the snowmaking system is not impacted or a part of this infrastructure project at this time).

The existing drinking water supply is provided from four separate sources: two private on-site wells, one escarpment spring, and one Halton Region well and pumping station located in the northeast section of the Park. Generally, all park development south of the Canadian Pacific Railway tracks is serviced by an on-site private well and the escarpment spring well, which together service the main day lodges, snow school building, and Milton Heights Race Clubhouse. While these systems are operated in compliance with the Safe Water Drinking Act they are labour intensive and are prone to supply challenges.

The majority of park facilities north of the CPR tracks, as well as the Halton Regional Museum, are serviced with water from the on-site Regional well and pumping system. This system was developed in the 1960's to provide water to a portion of the Town of Milton via a 300mm diameter water main. The northern Park facilities, which also include the Visitor Centre, comfort stations, and operations building are supplied by the Regional well through an undersized 1 ½" to 2" polypropylene water distribution system. This marginal system can only function with the assistance of additional reservoir tanks and booster pumps, but occasionally on peak visitation day's, certain buildings need to be closed due to insufficient water supply.

The food concession and comfort station located in the Kelso Beach area (north of the CPR tracks) is serviced by a separate bored well and water treatment system.

In 1980, in return for permission to develop the Halton Regional well and pumping station on Kelso lands, the Region entered into an agreement with Conservation Halton to supply all necessary water for all future Park needs at Kelso/Glen Eden.

In a 2006 study entitled 'Water and Wastewater Servicing Study, Kelso/Glen Eden' by Philips Engineering (now AMEC) three water servicing alternatives were proposed, all based on a proposed connection to the existing Regional water supply. Upon detailed review of hydraulic calculations, the Region determined that two of the on-site connections to their water system were not feasible. However, the Region indicated that they could agree to the third option of a connection to their water main at the intersection of Tremaine Road and Kelso Road, 1.3km east of the Park boundary.

Wastewater/Sanitary Services:

In 2009, Conservation Halton engaged the services of Stantec to engineer and design the Kelso Wastewater Collection and Treatment system, as indicated in the then current Kelso/Glen Eden Master Plan.

Stantec's inventory of the existing sanitary services recorded that the wastewater generated at Kelso/Glen Eden is serviced with 16 separate sewage systems. Fourteen are Class IV septic beds while the other two are minor Class V holding tanks. Generally, these systems are classified as small systems with the largest having a daily design load of 5,000 l/day. Additionally, due to the large nature of the site, several Class I vault toilets are located throughout the Park.

Given the large fluctuations in the quantity of the wastewater flows (high weekends/low weekdays and high winter/summer peak flows and low spring/fall peak flows), Stantec confirmed as part of its inventory that it would be very difficult to achieve the on-site treatment necessary to meet the effluent criteria of Sixteen Mile Creek. As meeting the effluent criteria is not achievable, an on-site collection and treatment system discharging into Sixteen Mile Creek is no longer an option.

Given the preference for a water connection at the intersection of Tremaine Road and Kelso Road, the 2006 Philips 'Water and Wastewater Servicing Study' considered a wastewater connection to the Halton Region wastewater system at the same location. The extension of sanitary servicing to this intersection is based on Milton Phase II development plans for the adjacent area. Development in this area has yet to occur, with timelines being unclear to Conservation Halton staff.

In the meantime, several of Kelso/Glen Eden's existing private septic systems are at or close to maximum capacities during peak visitation periods. As an interim measure Stantec has prepared an inspection and maintenance procedure to ensure compliance with existing loads and environmental regulations. This procedure has been adopted by Kelso/Glen Eden staff with the findings being reported to the Ministry of the Environment and Climate Change (MOECC) on an annual or as needed basis. The MOECC has indicated that continuing to renew/seek 'Certificates of Approval' for on-site sewage systems should not be the long term plan for Conservation Halton at Kelso/Glen Eden.

If the drinking water and wastewater systems continue to operate at maximum and/or exceed capacity in the future and continue to approach/stretch reasonable life expectancy expectations Conservation Halton will be forced to reduce availability of existing services at Kelso/Glen Eden. This will have immediate and significant negative financial impact on the Conservation Halton Park system and the organization as a whole. Conversely, failure to address this matter with a long – term/permanent solution will expose Conservation Halton to a variety of environmental and regulatory risks.

The servicing needs of Kelso/Glen Eden have been identified as the number one capital development project for the Conservation Halton Park system. A Board Report, supported in principle by the Conservation Halton Board of Directors, prepared by senior staff indicate that this project take priority for

funding to be provided through Developer Contributions collected by Halton Region on behalf of Conservation Halton.

Business Objective and Financial Benefits

Installation of drinking water and wastewater infrastructure at Kelso Conservation Area and Glen Eden is being undertaken to ensure continued and long term service levels, operational needs, and financial needs are being met. Completion of this project is vital for Conservation Halton to achieve the following 'Key Objective' of *Metamorphosis 2020*:

- Attract visitors to our parks and connect our communities with nature through sustainable recreation, education, and tourism.

As well as the following 'Key Enabler':

- Implement business practices that ensure economic, social, and environmental sustainability.

Failure to address the drinking water and wastewater challenges will significantly limit the ability of Kelso/Glen Eden to achieve budget expectations on behalf of Conservation Halton including:

- Gross Operating Revenue of \$7.58m (70% of Parks budgeted expectation for 2017).
- Net Operating Revenue of \$1.01m (434% of Parks budgeted expectation for 2017).
- 5-year actual average surplus of \$1.7M (130% of Parks actual average surplus).
- Payment of Chargebacks for services offered via Tax Supported program of \$1,262,822.

Key Risk Drivers

As a key driver of the Conservation Halton budget and operations as a whole, failure to meet the financial expectations noted above will have immediate and long term impacts in a variety of ways, including:

- Decrease of Conservation Halton's ability to invest in new capital infrastructure in its parks, as supported within current Master Plans.
- Decrease of Conservation Halton's ability to reinvest in existing capital infrastructure within its parks, as supported within current Master Plans.
- Limiting of the ability for Glen Eden to engage opportunities associated with increased revenue generation per skier / snowboarder visit.
- Increase strain on the ability to fund internal Chargebacks without underfunding other key budget lines.
- Increased exposure to environmental risks and failure to meet regulatory compliance.

The above 5 items can also be defined as the top 5 risks associated with not moving forward with this project.

Limitations

While the installation of buried drinking water and wastewater infrastructure at Kelso/Glen Eden will allow for opportunity for continued and new revenue generation opportunities, it will only do so as part of a broader strategy for the Park. As outlined in the current Kelso/Glen Eden Master Plan (update of this Master Plan is underway) and *Metamorphosis 2020* this infrastructure, although vital, merely provides a piece of the foundation for Conservation Halton to:

- Increase self-generated revenue by 2-5% annually, *per Metamorphosis Key Service Targets*.

- Plan for long-term capital needs with a sustainable financing strategy, *per Metamorphosis Key Service Targets*.
- Promote ecotourism opportunities and economic potential of our Parks, *per Metamorphosis Initiatives*.
- Attract new customers and retain current customers to increase annual membership sales and member retention, *per Metamorphosis Initiatives*.
- Review program delivery costs, revenue generation and public value for all programs, process, and functions, *per Metamorphosis Initiatives*.
- Investigate new business models for our lands to generate new sources of revenue and increase operational efficiency, *per Metamorphosis Initiatives*.
- Construction of the Kelso/Glen Eden trail centre, *per Kelso Conservation Area Master Plan*.
- Construction of the Kelso/Glen Eden sport rental and arrival centre, *per Kelso Conservation Area Master Plan*.

Scope

Planning, permitting, funding, and logistical works associated with installation of water and wastewater infrastructure at Kelso/Glen Eden will require significant use of internal and external resources. While efforts are presently being made to move this project forward with existing staff and resources, formal allocation of Developer Contributions will allow for the implementation of a dedicated project management approach which may include an internal project management team utilizing external resources as required.

Works that are ongoing include:

Permitting:

- Niagara Escarpment Commission and Ministerial approval for an NEC Plan Amendment (NEPA) allowing municipal water and wastewater servicing at Kelso/Glen Eden has been obtained.
- Niagara Escarpment Development Permit Application was submitted with the NEPA. Requires review and approval to the satisfaction of Region of Halton staff prior to moving forward.
- Pre-consultation discussions ongoing with staff from Region of Halton, Ministry of Natural Resources and Forestry, as well as the Niagara Escarpment Commission regarding the need/process for a Regional Official Plan Amendment.

Planning:

- Assessment of Existing Systems report completed and submitted to the Ministry of the Environment and Climate Change.
- Kelso Conservation Area/Glen Eden Master Plan renewal ongoing.
- Approval, in principle, of the Conservation Halton Board of Directors identifying Kelso/Glen Eden water/wastewater servicing as a priority project.
- Design of water and wastewater infrastructure system on going. This will support cost certainty exercises as well as permitting requirements.
- Pre-consultation discussions ongoing with various stakeholders / approval agencies regarding timing, design needs, logistics, etc. of continuation for water/wastewater utilities into the Milton Heights area by Halton Region.

Funding:

- Formalization of Developer Contributions funding processes ongoing.
- Kelso / Glen Eden and Non-Tax Supported Program 10-year Capital Forecast updated to include Priority A Developer Contribution projects.

Logistical:

- As this project has yet to physically start, no logistical impacts have occurred. However, given the nature and significance of these works this will be a key focus area for the project management team as well as Kelso/Glen Eden staff. All efforts will be made to continue Park service delivery and operations during the completion of this project.

Project Approach

Installation of water and wastewater infrastructure is anticipated to occur over a three year span. Year one will be primarily focused on planning, permitting, regulatory, and cost certainty requirements. Year two is the anticipated commencement of physical works with a focus on main line access into and throughout Kelso / Glen Eden. Year three will see tie in and connection to the various existing and planned facilities throughout the property.

It is worth noting that these works will occur while Kelso / Glen Eden remains open for business. Significant logistical challenges, such as Park access, parking, continuation of services, etc. will be encountered. Coordination of significant works to occur during shoulders seasons will be an important form of mitigating service disruption.

Financial Impact

CAPITAL BUDGET				
EXPENSES	Total	2018	2019	2020
Purchased Services/Consulting	1,022,400	240,000	391,200	391,200
Design	159,600	159,600		
Construction	2,280,000		1,140,000	1,140,000
Contingency	346,200	39,960	153,120	153,120
Total Capital Investment	3,808,200	439,560	1,684,320	1,684,320
FUNDING				
Developer Contribution Funds	3,808,200	439,560	1,684,320	1,684,320
Grant / Partnership Contributions	-			
Total Funding	3,808,200	439,560	1,684,320	1,684,320

It is important to note that cost estimates provided are based on the 2002 Kelso Conservation Area Master Plan. As outlined in the Next Steps section of this business case, establishing updated cost estimates (most notably construction costs) will be a key first priority.

Next Steps

Until recently, three major barriers have existed pertaining to the installation of water/wastewater system, connected to Halton Region utilities:

- 1) Niagara Escarpment Commission and Halton Region support and approvals.
- 2) Availability of funding.
- 3) Physical installation of municipal services in Milton Heights area.

As these barriers are being removed, four immediate actions should occur:

- 1) Region of Halton to release the \$18.6m of funds collected for the purpose of developing Conservation Halton Parks to Conservation Halton.
- 2) Engagement of a specific project management team that will consist of internal staff members with external resources as required. An immediate first action of this team will be to build cost certainty around the full scope of this project, updating the 2002 estimate of \$3.8m.
- 3) Engagement of internal and external resources to provide a detailed risk analysis, return on investment projections, revenue projections analysis, projected operating budget, and Asset Management plan compliance.
- 4) Formal approval/endorsement by the Conservation Halton Board of Directors for Staff to take the necessary steps for the installation of drinking water and wastewater infrastructure within Kelso Conservation Area and Glen Eden, connecting to Halton Region services.

W

**CONSERVATION HALTON
CHBD 07 17 09**

REPORT TO: Board of Directors

FROM: Janelle Weppler, Associate Director, Engineering
905.336.1158 x 2294

DATE: October 26, 2017

SUBJECT: Kelso Dam Construction Phase 1 (2017)

Recommendation

THAT the Conservation Halton Board of Directors **award Phase 1 of the Kelso Dam, Urgent Repairs and Rehabilitation Projects to Dufferin Construction Company at an estimated cost of \$149,620 plus HST and an additional \$34,050 plus HST for Optional Work.**

Report

The Conservation Halton Board of Directors reached a resolution on May 25, 2017 **THAT the Conservation Halton Board of Directors award the Kelso Dam, Urgent Repairs and Rehabilitation Projects to Dufferin Construction Company at an estimated cost of \$3,548,545.00 plus HST and an additional \$85,050 plus HST for Option Items, subject to an actual contract award contingent on National Disaster Mitigation Program (NDMP) funding initiation and subject to receiving approval for all required permits.**

Both NDMP and WECl (Water and Erosion Control Infrastructure) funding have been initiated however two (2) permits remain outstanding:

1. MOECC Permit to Take Water (Category 3)
2. MNRF Lakes and Rivers Improvement Act (LRIA)

Given the need to proceed with the works at the Kelso Dam and that the original award was contingent upon receiving approval for all required permits, Conservation Halton staff are seeking approval from the Conservation Halton Board of Directors to award the contract for construction to Dufferin Construction Company in two phases. Phase 1 would occur in 2017 and includes works that do not require the outstanding permits where Phase 2 would occur in 2018 and requires the outstanding permits listed above to proceed.

The Kelso Dam Project is funded 50% municipally through debt financing provided by the Region of Halton, \$1,500,000 by NDMP funding and the balance by provincial WECl funding. The WECl funding approved for the total Phase 1 work is \$340,000. NDMP funding remains valid for Phase 2 however, an application for WECl funding of Phase 2 would need to be re-submitted in early 2018 for approval in May 2018.

A briefing memo was provided to the Conservation Halton Board of Directors on September 28, 2017 that included an update on the construction schedule for works at the Kelso Dam. The memo indicated the following work would occur in 2017:

1. Utility pole relocation;
2. Groundwater investigations;
3. Re-grading of emergency spillway;
4. Re-leveling of precast slabs on upstream embankment of dam;

5. Installation of eleven (11) new piezometers and decommissioning of non-functional instrumentation; and
6. Removal of grouted riprap on upstream embankment of dam and replacement of riprap.

The briefing memo also indicated that efforts are being made to complete most tasks for the Kelso Dam construction funded through the WECI program where possible, prior to the end of the MNRF fiscal year, by March 31, 2018.

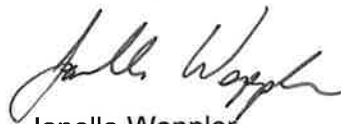
The utility pole relocation (Item #1) has been completed and the groundwater investigation (Item #2) is underway with expected completion by the end of October, 2017.

The remaining outstanding items (#3, #4, #5 and #6) for 2017 listed above were part of the tendering process where Dufferin Construction Company complied with the tender submittals as required and presented the lowest bid. These items are considered Phase 1 of the construction contract.

Summary

THAT the Conservation Halton Board of Directors award Phase 1 of the *Kelso Dam, Urgent Repairs and Rehabilitation Projects* to Dufferin Construction Company at an estimated cost of \$149,620 plus HST and an additional \$34,050 plus HST for Optional Work.

Prepared and respectfully submitted by:



Janelle Weppeler
Associate Director, Engineering

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer