



# Conservation Halton Board of Directors

## Meeting Package

Tree planting in Bayview Park

May 2018

**MEETING NO:** 04 18  
**DATE:** May 24, 2018  
**TIME:** 4:00 – 6:00 pm  
**PLACE:** CH Admin. Office, 2596 Britannia Road West, Burlington ON  
905.336.1158 x 2295

---

## AGENDA

Page #

1. **Acceptance of Agenda as Distributed**
2. **Disclosure of Pecuniary Interest for Board of Directors**
3. **Consent Items**
  - Roll Call & Mileage
  - Approval of Board of Directors Minutes dated April 26 2018
  - Briefing Memo: Kelso Dam Update 1 - 2
- 3.1 Metamorphosis Update 3 - 15
  - January – April 2018
  - Report #: CHBD 04 18 01
- 3.2 Letter to Tyandaga Environmental Coalition - Meridian Quarry 16 - 21
  - Report #: CHBD 04 18 02
- 3.3 Purchasing Report January to April 2018 22 - 23
  - Report #: CHBD 04 18 03
- 3.4 Budget Variance Report for the Period Ended April 30, 2018 and 2018 Projected 24 - 46
  - Year End Amounts
  - Report #: CHBD 04 18 04
4. **Presentations**
  - Healthy Neighboursheds
  - Ms. Sasha Benevides
  - Community Outreach Coordinator, Conservation Halton
  - Mr. Kent Rundle
  - Watershed Stewardship Coordinator, Conservation Halton
  - Update on Conservation Halton Wellness Initiatives
  - Ms. Plezzie Ramirez
  - Manager, People & Wellness, Conservation Halton
  - Mrs. Nikki Garstang
  - Health & Safety Specialist, Conservation Halton

Rain Fell Through the Night  
Mr. Benjamin O'Reilly  
Flood Forecasting & Operations Technologist, Conservation Halton

5. **Action Items**
6. **In-Camera Items**
7. **CAO Update**
8. **Other Business**
9. **Adjournment**

**MEETING NO: # 04 18**

**TO:** Conservation Halton Board of Directors

**FROM:** Janelle Wepler, Associate Director, Engineering

**DATE:** 10/05/2018

**SUBJECT:** Kelso Dam Update

---

## MEMO

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 are monitoring and recording the conditions at the Kelso dam with the increased summer operating frequency of:

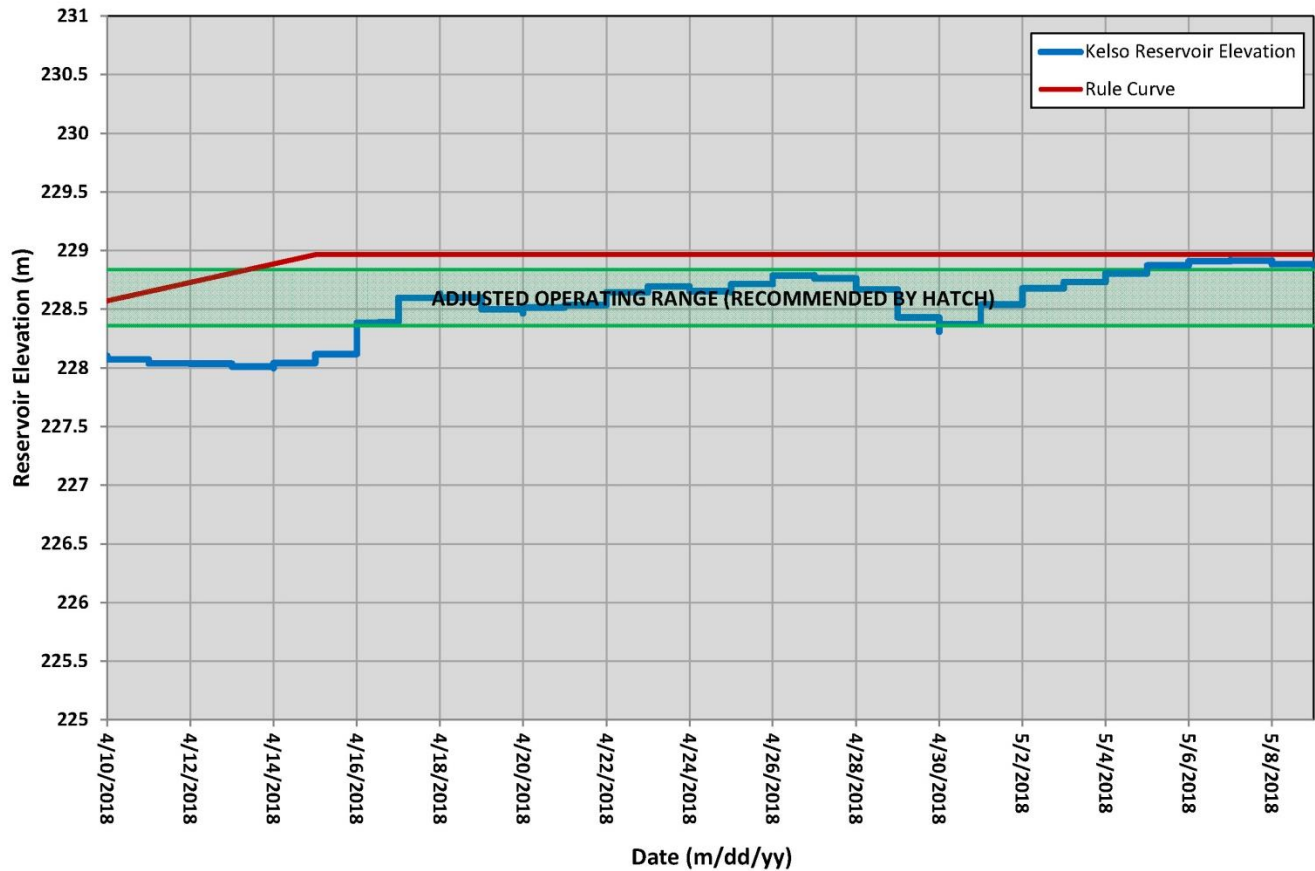
- Bi-weekly piezometer (groundwater) readings within the earthen embankment;
- Site visits four (4) times daily; and,
- Review of photographic records of the identified boil area taken every 30 minutes throughout the day (visible during daylight hours) observed no evidence of sedimentation since June, 2015. Electrical power supporting the camera at the Kelso Dam was disconnected during the week of February 19, 2018 for safety purposes during construction works at the dam. The electrical power source for the camera has been safely reinstated and observation of photographic records has resumed.

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 April 11, 2018.

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 April 10, 2018 to May 9, 2018



### Recent Work & Next Steps

Phase 1 of construction at the Kelso Dam has been completed. Works completed include upgrades to the emergency spillway, releveling of precast concrete slabs on the upstream embankment, decommissioning of non-functioning and installation of new instrumentation (piezometers) and replacement of grouted rip-rap near sluiceway.

CH staff continue to work with Hatch and Dufferin to evaluate potential alternatives for engineering controls for use during the construction at the Kelso Dam.

**REPORT TO:** Board of Directors

**REPORT NO: #** CHBD 04 18 01

**FROM:** Sheryl Ayres, Senior Director Corporate & Strategic Initiatives  
Ph 905-336-1158 ext. 2250

**DATE:** May 24, 2018

**SUBJECT:** **Metamorphosis Update – January – April 2018**

---

### Recommendation

THAT the Conservation Halton Board of Directors receive for information the staff report dated May 24, 2018 regarding the strategic plan update for 2018.

### Report

Conservation Halton's strategic plan, Metamorphosis, was approved by the Board of Directors in February 2017. In order to ensure accountability to the Board and the public, staff prepare regular updates on the progress achieved towards each of the strategic objectives throughout the year and an annual report at the end of the year.

This report provides the first update for 2018. Appendix A provides a dashboard of the key strategic initiatives for each objective and the progress that has been made from January to April.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. Regular updates on our progress supports the strategic direction to conduct routine evaluations of program performance and report on outcomes to increase accountability and drive improvements. It also achieves the outcome identified in the Strategic Plan of ensuring more knowledge is being shared with our partners

### Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Sheryl Ayres  
Senior Director, Corporate and Strategic Initiatives

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Sheryl Ayres

[sayres@hrca.on.ca](mailto:sayres@hrca.on.ca); 905-336-1158 x 2250

# Metamorphosis

## Conservation Halton Strategic Plan – 2020 Strategy Map

**Our Purpose:** To protect our communities and conserve our natural environment through planning, education and 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 that are in balance 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

### Protecting our natural, cultural and scenic assets



Management of natural resources



# 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 and warning technologies and tools.
- Establish improved modelling tools used for hydrology and hydraulic purposes to support more informed decision-making.
- Update base aerial photography and digital surface modelling.
- Update floodplain mapping and associated data management activities.
- Review and update regulation mapping layer for Lake Ontario and Burlington Bay shoreline.

### How we're doing so far

- Filled Coordinator, Floodplain Mapping role and have commenced work on Conservation Halton's Floodplain Mapping Program
- Initiated LiDAR (Light Detection and Ranging) elevation data acquisition to support programs requiring precise data
- Increased snow monitoring stations from three (3) to six (6) and installed weighing gauge with automated snow depth sensor
- Installed new energy efficient flood lights at Scotch Block dam to assist in night-time monitoring of the reservoir structure
- Finalized installation of three (3) new heated rain gauges to improve coverage in the Burlington urban area
- Integrated new shoreline conditions worksheet into the Daily Planning Cycle (DPC)
- Continued to build relationships with partnering municipalities to improve communications of flood messages and support emergency response
- Completed all capital improvements projects on time and on budget through the Water and Erosion Control Infrastructure (WECI) program from the Ministry of Natural Resources and Forestry (MNRF) including Kelso Dam Phase 1 Construction, Operational equipment improvements at Hilton Falls Dam & Kelso Dam and, investigation and improvements design for Morrison-Wedgewood and Milton channels



### 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 approach in order to define strategies and solutions that will advance long-term strategic initiatives, strengthen financial sustainability, and build a culture of cost management.
- Undertake a facility condition assessment and prepare an asset management plan to guide investment decisions and develop the necessary tools to maintain facility assets in a good state of repair.
- Review financial policies and procedures and update for best practices and sustainability initiatives.
- Provide customized reports and dashboard through online, integrated financial software.
- Ensure Conservation Halton staff know what financial information is available, what financial data they need, and how to interpret that data.
- Provide standardized tools, training and leadership across the organization in conducting business analysis and plans for decision making.

### How we're doing so far

- A new approach to budgeting and long-term financial planning was developed for the 2018 budget. Further improvements are being implemented with preparation of the 2019 budget to advance long-term strategic initiatives and strengthen financial sustainability.
- Condition assessments have been completed on significant facility assets. This information will be used to prepare an Asset Management Plan (AMP) for Conservation Halton facility assets and identify the investment required in future years to deliver service levels as intended and maintain assets in a good state of repair. Discussions with Halton Region continue in regards to funding the State of Good Repair Levy as identified in the AMP for Dams and Channels and will include funding for facilities once quantified.
- Financial controls are being strengthened through implementation of the recommendations provided by KPMG through the Finance Effectiveness Assessment and through the continued development of financial policies and procedures.
- An online financial management statement has been developed based on input and feedback from staff. Ongoing training and support is provided to staff on how to find and interpret relevant financial information as required.
- Business Plan templates have been developed and support is provided to staff to analyse impacts of initiatives.

## 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 website for easy access to regulation mapping.
- Develop improved digital file storage, document sharing, time tracking, reporting and collaboration tools.
- Develop a comprehensive corporate IT program that focusses on improving systems for internal customers (CH staff and Board members) as well as improving service to these internal customers through the development of proper protocols and business practices.
- Ensure all systems are PCI Compliant.
- Upgrade and maintain an e-commerce system.
- Provide technical leadership for IT technology landscape assessment.

#### How we're doing so far

- Two external GIS tools have been launched, one dealing with regulation mapping, and one with general information about the Conservation Halton watershed. Both tools will have more data added to them as it becomes available.
- A digital file storage solution has been identified, using existing vendor and software, which will solve sharing, reporting and collaboration issues. Time tracking is an outstanding issue at this time.
- A Technology Assessment is well underway. All departments have reviewed and participated in open interview sessions with consultants to discuss, evaluate and raise the concerns and needs they have for technological support and advancement to be able to carry out their day to day activities and to move forward the priorities
- PCI compliance project is over 50% complete, project to be completed in Q4 2018.
- E-commerce platform is in development, launch expected in Q1 2019.
- IT technical assessment to be completed in Q2 2018, providing foundation to move forward with digital transformation.

## 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 awareness using formalized metrics
- Ensure HR policies, processes & guidelines are established, documented, legislatively compliant, and follow best practices
- Monitor, measure and launch programs to focus on workplace culture and employee engagement.
- Review, revise and create HR programs and procedures to position Conservation Halton as an employer of choice.
- Create new rewards and recognition program.

#### How we're doing so far

- New wellness & mental health initiatives have been initiated including:
  - Happiness workshop series launched in February;
  - On-site yoga and meditation program launched on May 3; and
  - Mental health awareness program launched week of May 7.
- New processes created to streamline HR administration.
- Updated Violence and Harassment policy launched.
- Health and safety audits commenced in April.
- Team dynamics pilot workshop conducted for SLT in February and for Parks and Recreation management team in April.
- Employee Rewards & Recognition program created and launched in January.

## 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 to promote the value of our programs to customers.
- Lead or participate in joint research ventures with environmental non-governmental organizations, academia, landowners, provincial and federal agencies and the private sector.
- Expand partnerships with local school boards to deliver affordable, innovative outdoor education programs.
- Develop a public engagement strategy to ensure a consistent consultation and notification process.

#### How we're doing so far

- Together with Conservation Authorities across Ontario, we released our 2018 Watershed Report Card on March 22, World Water Day. In addition to the report card itself, an innovative story map was created and posted on Conservation Halton's web site. A communications plan has been developed, and outreach to date has included a featured segment on Cogeco's Halton News, and a presentation to Halton Region's Natural Heritage Advisory Committee.
- The 2018 Sharing Experiences workshop took place on March 3rd at the Aberfoyle Community Centre. Over 100 people attended the event which was headlined by keynote speaker James Raffan. Conservation Halton chairs the committee that puts on this biennial one day capacity-building workshop for individuals and community groups interested in creating positive environmental change. The goal of the workshop is to link like-minded people and groups to facilitate the sharing of ideas and experiences so that participants can build skills, network and share ideas about environmental projects in their respective communities.
- Staff presented on the results of our Grindstone Creek monitoring program at the Hamilton Harbour Watershed Research and Monitoring Workshop in February.





### 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 that cater to the needs of our customer segments.
- Create an visitor impact management program.
- Take a more strategic approach to creative marketing, brand management and product development.
- Promote the ecotourism opportunities and economic potential of our natural assets.
- Attract new customers and retain current customers to increase annual membership sales and membership retention.
- Renew and create park and managed area master plans that are organizationally aligned.
- Lead the development of a trails development strategy across public lands from Lake to Escarpment.

### How we're doing so far

- Visitor Impact Monitoring policy and procedure document approved and implemented. Staff training and education provided based on learnings of best practices from pilot program at Hilton Falls Conservation Area. Park wide roll out of monitoring program has commenced.
- New event development (Try It Series, Food Festival, etc.) and augmentation of existing events (Fall Into Nature, Mountain Bike Series, etc.) ongoing.
- Ways of the Woods Summer Camp sales 52% ahead of pace compared to last season.
- Glen Eden Early Bird lesson, pass, and rental program sales 48% ahead of pace compared to last season.
- Parks Annual Membership sales 1% behind pace compared to last season.
- Total Parks net revenue 24% increase as at March 31st compared to same period last year.
- Glen Eden Master Plan renewal ongoing with public consultation to commence in May/June.
- Mountsberg Master Plan creation has commenced with pre-consultation meeting with the PMO team.
- Kelso Aerial Adventure course to open for the public late spring.

## 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, consultants and others to improve communication and enhance trust.
- Strengthen valuable, meaningful partnerships in core service areas (ie. municipal partners, province, committees, industry, agriculture, developers and builders, stewardship and outreach) and seek out new partnerships that provide added value.
- Enhance relationships with member municipalities through direct, regular communication with municipal councils and senior staff and by supporting members in their role as liaison to their councils.
- Position the Conservation Halton Foundation to promote a culture of giving.
- Consultation and partnership with Indigenous communities.

### How we're doing so far

- After one year of working on our strategic priorities, we published our first Annual Report in more than 20 years, which featured progress on our strategic objectives, priorities and projects from the last year and both were an outstanding success.
- The Giant's Rib Concept project is moving forward with engagement and support from partners ~~from all aspects of society~~.
- We continue the work on the 16 Mile Creek Restoration by meeting with developers, builders, ministry staff to advance this important restoration project estimated at \$4M.
- We have partnered with Halton Region and its municipalities to take legal action to confirm regulatory roles surrounding the proposed CN Rail project in Milton.
- The CAO has facilitated the stakeholder meeting for Meridian Quarry, which was initiated by MPP Eleanor McMahon and Mayor Rick Goldring, with representatives from the from MOECC, MNRF and the Tyandaga Environmental Coalition.
- We have shared our experience by presenting on Indigenous Engagement at Conservation Authority University.
- The Board of Directors of Conservation Halton endorsed Conservation Halton's participation in the Greenbelt Golden Horseshoe Conservation Authorities Collaborative and authorized the CAO to sign the Memorandum of Understanding.

## 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

- Investigate and implement new business models for our conservation lands to generate sustainable revenue and increase administrative and operational efficiency.
- Investigate opportunities for revenue generation
- Identify and prioritize capital projects and initiatives ensuring alignment with organizational needs.
- Create and implement an enterprise Risk Management Strategy.
- Investigate opportunities to maximize recovery of costs through fees for service.
- Develop a Corporate Policy manual, approved by the Board, to guide decision making and increase accountability.

#### How we're doing so far

- New business models and opportunities for revenue generation are being reviewed and discussed and will be a main topic of discussion through a review of Conservation Halton Rates & Fees Study that will be commencing in the second quarter of 2018.
- Through preparation of the 2019 Capital Budget, projects are being identified and prioritized based on strategic initiatives set by the Board of Directors and based on organizational needs.
- An enterprise Risk Management Strategy will get underway with the creation of a senior risk team in June and approval of the Strategy by the Board of Directors by end of 2018.
- The Senior Leadership Team has identified policies to be developed in the preparation of a Corporate Policy manual to be approved by the Board by the end of 2018.

## 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

- Ensure CH interests are reflected in the MOU review in Halton Region and the City of Hamilton and in the CA Act implementation.
- Develop a strategy to implement integrated watershed management plans (IWMPs) to deliver more integrated and relevant cross-program management initiatives.
- Implement changes recommended through the Process Re-Engineering Review to continue to improve permit and plan review processes.
- Improve permit and planning timelines with the goal of achieving targets set by the Strategic Plan by 2020.
- Reduce legal fees for enforcing O. Reg. 162/06.
- Support municipalities in implementing a source water protection plan and updating technical reports with new science.
- Work with municipal, regional and provincial governments and the private sector to build better working relationships and understanding of Conservation Halton's roles, responsibilities, and technical requirements.

#### How we're doing so far

- CAO & Director, Planning & Watershed Management are actively involved in MOU processes and CAA implementation processes.
- Senior Manager, Development Planning hired; internal workplan to implement Process Re-Engineering Review initiated.
- Conservation Halton successful in negotiating agreements with landowners to bring infractions into compliance; no new charges have been laid.
- To date, 100% of minor permits approved in 30 days; 100% major permits approved in 90 days: 100% technical review done within 6 weeks.
- To date, 57% of technical planning reviews done within 6 weeks.
- Of 162 policies in the Source Protection Plan, 98 (60%) have been implemented, and 44 (27%) are in process. Source protection policies being incorporated into Official Plans.
- Conservation Halton staff reach out to municipal partners regularly to exchange information and discuss technical requirements early in the review process.



### 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, transparent priority conservation process for protection, restoration, enhancement and securement projects, integrated watershed studies and related management plans.
- Research, develop and adopt climate change strategies within the watershed that effectively position Conservation Halton as a regional leader in climate change adaptation and mitigation.
- Create a forest management plan.

### How we're doing so far

- In collaboration with GIS, a Restoration Opportunities database has been created. This database will be used to help organize, prioritize and fund terrestrial and aquatic restoration opportunities throughout the watershed.
- Work continues on a number of large restoration projects, including the completion of winter work at Courtcliffe Park. We also reached major permitting milestones with respect to the Lakes and Rivers Improvement Act and Niagara Escarpment Plan development permits for Drumquinn Park and Limestone Creek projects, respectively.
- Conservation Halton has been invited by the Centre for Climate Change Management to participate in a stakeholder interview to help inform the development and launch of the Bay Area Climate Change Office.
- Conservation Halton is a member of the Leadership Team of the Halton Climate Collective, which hosted a stakeholder workshop on January 24 with 90 participants. Liz Weaver from the Tamarack Institute guided participants through an introduction to the framework of Collective Impact projects and facilitated community input that will help the Leadership Team further refine its theory of change and next steps.
- A Strategic Forest Plan is nearing draft completion for internal and external stakeholder consultation in late spring and summer, with anticipated completion by year end.



**REPORT TO:** Board of Directors

**REPORT NO: #** 04 18 02

**FROM:** Kim Barrett, Associate Director, Science & Partnerships  
905.336.1158 x 2229; [kbarrett@hrca.on.ca](mailto:kbarrett@hrca.on.ca)

**DATE:** May 24, 2018

**SUBJECT:** Meridian Quarry- letter to Tyandaga Environmental Coalition Inc.

---

### Recommendation

THAT the Conservation Halton Board of Directors **receive for information the May 3 correspondence from Tyandaga Environmental Coalition in regard to Meridian Quarry in Aldershot, and staff's response letter of May 14**

### Report

Meridian (formerly Forterra) Brick's Aldershot Quarry straddles King Road in North Aldershot, with the east cell being adjacent to our Waterdown Woods landholdings. Portions of the quarry fall within the Stewardship Lands of the Cootes to Escarpment EcoPark System. The quarry has been in operation for almost a century and licensed for more than four decades. In 2015, Meridian provided notice that it intends to commence tree clearing to allow for shale extraction in the east cell. Additional background information can be found in the associated briefing memo from the September 29, 2016 Board of Directors meeting.

We received the attached letter from the Tyandaga Environmental Coalition Inc. on May 3 and responded on May 14.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Protecting our natural, cultural, and scenic assets. The theme is supported by the objective to conserve, restore and responsibly manage natural resources with a focus on evidence-based programs

### Financial Impact


There is no financial impact to this report.

Signed & respectfully submitted:



Kim Barrett

Approved for circulation:



Hassaan Basit



905.336.1158  
Fax: 905.336.7014  
2596 Britannia Road West  
Burlington, Ontario L7P 0G3  
[conservationhalton.ca](http://conservationhalton.ca)

Protecting the Natural  
Environment from  
Lake to Escarpment

**DELIVERED BY E-MAIL**

May 14, 2018

Fern Fendelet  
Co-Chair  
Tyandaga Environmental Coalition Inc. (TEC)  
TEC Group: [tecburlington@gmail.com](mailto:tecburlington@gmail.com)

**Re: Let's Save ~9,000 Trees**

Dear Ms. Fendelet:

Thank you for your correspondence of May 3 in regard to the Meridian Brick development. As mentioned in your letter, Conservation Halton facilitated and participated in the January 25<sup>th</sup> meeting with TEC, Meridian Quarry, the City of Burlington, MNRF, MOECC, MPP Eleanor McMahon and BurlingtonGreen. We remain committed to the principles of open dialogue and information sharing that were discussed at the meeting and fully intend to remain engaged in constructive discussions about environmental considerations.

Thank you for your recognition of our recent "Trees for Watershed Health" treeplanting event at Bayview Park. This is one example of several treeplanting projects that Conservation Halton has completed to date this year, with more to come through various corporate treeplanting events, restoration projects and community stewardship projects. Conservation Halton staff plant 80,000-100,000 trees and shrubs every year, and our cumulative total since 1956 is over 4 million trees. That being said, like you, we recognize the importance of protecting existing trees wherever possible. Through Memoranda of Understanding with our various partner municipalities, Conservation Halton's planning department provides technical advice in regard to tree saving opportunities through the development process.

I trust these comments are of assistance to you. Should you have any questions please contact the undersigned, at extension 2270, or Kim Barrett ([kbarrett@hrca.on.ca](mailto:kbarrett@hrca.on.ca)), Extension 2229.

Yours truly,

Hassaan Basit  
Chief Administrative Officer

cc: Kim Barrett, CH

May 3, 2018

*sent via: email*

Hassaan Basit  
Chief Administrative Officer  
Conservation Halton  
2596 Britannia Road West  
Burlington, ON L7P 0G3

Dear Mr. Basit,

### **LET'S SAVE ~9,000 TREES**

We were pleased to read that Conservation Halton is leading the way and partnering with the City of Burlington and Cootes To Escarpment in a "Trees for Watershed Health" tree planning event in which 100 community volunteers are invited to help plant 500 native trees and shrubs on Saturday, May 5, 2018 – this event is surely consistent with Conservation Halton's expressed directive to "...work to protect, restore and manage natural resources in your watershed from lake to escarpment"

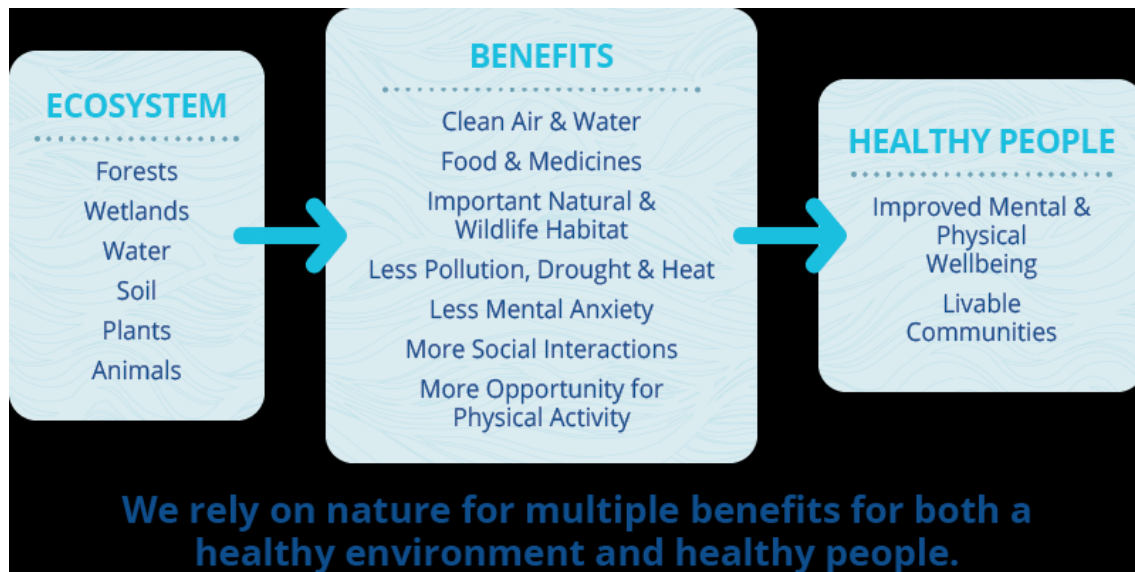
It is incongruous, however, that the tree planting will take place at Bayview Park in Burlington, 1800 King Road which is just across the road from the Meridian Brick Operation where the owners have announced their intention to decimate ~9,000 trees -- essentially destroying many acres of an ever-diminishing Carolinian forest.

Further, we note that Conservation Halton's watershed report suggests the importance of trees (natural heritage) to the [watershed](#). In the light of your support for the "Trees for Watershed Health" project we would also respectfully point out that just as important as the planting of saplings (for the future generation) is the saving of those trees that have already been planted and have survived all the elements both man-made and natural - trees that are now [enormous contributors](#) to our clean air, healthy lifestyle (for the current generation), and our overall well-being.

All too often we permit the cutting down of these trees and are oblivious to the fact that they are an integral part of our life and that to reach their level of maturity and 'giving' took a long, long time.

The necessity of planting new trees and the great work the volunteers are doing should not be underestimated but, like you, we feel that it is equally important to protect our current 'assets'. For example, the decimation of an estimated 9,000 trees in North Aldershot / Tyandaga, which is planned to commence in the [Spring of 2018](#) by Meridian, the quarry owner, would take many people many months to plant and it would take a lifetime for the saplings (if they survive the quarrying) to reach the level of giving that only a mature, established, and healthy tree can provide.

“Ontario’s water and land resources and natural systems provide important ecological, economic and societal benefits and should be protected. Conservation Authority programs contribute to healthy watersheds which helps to protect our own health.”



Source: (Conservation Halton) <http://watershedcheckup.ca/>

We appreciate all the efforts that Conservation Halton is undertaking to alert us to the watershed report cards and that there is a lot more that we ALL need to be doing BETTER.

“... Ontario’s water and land resources provide important ecological, economic and societal benefits and should be protected. Forests, lakes, rivers, natural spaces, wetlands, soils, plants and animals are all necessary for clean air, safe drinking water, sustainable water supplies, food, fuel, energy and most important, healthy bodies and minds. We need a healthy environment because it provides safe drinking water, clean air, sustainable water supplies, and a foundation for Ontario’s economy.....”

Surely Meridian’s plan to destroy ~9,000 trees, remove the top soil, etc. on many, many acres of land and to further actively quarry that land for decades to come in a region that has been identified as having unique and diminishing “natural heritage”, will surely

contribute to the detriment of the waterflow of the creeks that feed our major water sources and, as such, is a cause for concern and action. We would hope that our city and regional official plans, current and future could deal more effectively with the matters outlined in the watershed report and preserve our natural heritage.

We, the TEC, and others across the Burlington community and beyond, believe that Conservation Halton together with all the levels of government, Meridian Brick AND the residents of Burlington, can work effectively to change Meridian's projected course so that it can be more environmentally friendly, and an acceptable health solution is reached.

In this regard the Ministries (MNRF / MOECC) have been strangely quiet on the Aldershot shale quarrying (removal and transportation) operation and we are unaware of ANY air quality measurements that have been professionally and / or routinely performed since the quarry license was issued in 1972. This together with the possible high [incidence of cancer](#) in the surrounding areas surely demands more concrete and rigorous action by the provincial and federal authorities!

As a participant in the initial January 25<sup>th</sup>, 2018 meeting with the MOECC, MNRF, MPP, Mayor Goldring, Meridian, the TEC, Conservation Halton and Burlington Green we ALL agreed on ensuring that the lines of communication were kept open and SPECIFICALLY that questions that could not be asked within the time constraints of the meeting should be [presented in writing](#) and we (TEC) were assured that they would be answered in a timely manner. As a consequence, we sent a list of our [immediate concerns](#) to the MNRF / MOECC over three (3) months ago and we are still waiting for their response to our concerns!

We look forward to hearing from you soon and hopefully providing us with the support that is surely our common goal – we are specifically interested in learning what Conservation Halton is doing to ensure that they are an integral part of the process and hence a part of the solution. Let's work together to preserve 9,000 trees!

Regards,

A handwritten signature in black ink, appearing to read 'Fran Fendeleit', is shown within a rectangular frame.

Fran Fendeleit  
Co-Chair  
Tyandaga Environmental Coalition Inc. (TEC)  
email: [tecburlington@gmail.com](mailto:tecburlington@gmail.com)



copy to:

Conservation Halton – Board of Directors (<http://www.conservationhalton.ca/board-of-directors>)

Regional Municipality of Halton

Burlington

Councillor Marianne Meed Ward

Mr. Gerry Smallegange, Chair

Mr. Jim Sweetlove

Mr. John Vice

Halton Hills

Councillor Moya Johnson, Vice-Chair

Councillor Bryan Lewis

Milton

Councillor Mike Cluett

Councillor Robert Duvall

Mayor Gordon Krantz

Oakville

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

Regional Municipality of Peel

Mississauga

Councillor Sue McFadden

Mrs. Jean Williams

City of Hamilton

Ms. Joanne Di Maio

Mr. Ed Wells

Township of Puslinch

Mr. Stephen Gilmour

and:

Mayor Rick Goldring, City of Burlington

M. Greenlee , Chief of Staff, City of Burlington

Amy Schnurr, Executive Director, Burlington Green

Gloria Reid, President, Burlington Green

Dr. David Galbraith, Chair, CootesToEscarment EcoPark / Head of Science, RBG

**REPORT TO:** Board of Directors

**REPORT NO: #** 04 18 03

**FROM:** Sheryl Ayres, Senior Director, Corporate & Strategic Initiatives  
905-336-1158, ext. 2250

**DATE:** May 24, 2018

**SUBJECT:** Purchasing Report January to April 2018

### Recommendation

That the Conservation Halton Board of Directors **receive for information the Purchasing Report dated May 24, 2018 for the period January to April in accordance with the Purchasing Policy.**

### Report

The following report summarizes purchases to be reported that were made during the period January 1 to April 30, 2018. The Conservation Halton Purchasing Policy requires single or sole source purchases greater than \$25,000 and Tenders awarded with a value of \$100,000 to \$350,000 to be reported to the Board of Directors for information.

#### Single or Sole Source Purchases:

Vendor	Amount (excluding HST)	Details
Rotork Controls (Canada) Ltd.	\$26,465.00	Rotork was awarded the supply and installation of a new hoist motor for the Kelso Dam sluice gate to ensure consistency with existing Rotork mechanical systems at all Conservation Halton dams. This project is funded 50% provincially and 50% municipal capital funding.
Tata Consultancy Services (TCS) Canada Inc.	\$30,000.00	TCS is in the process of completing a Technology Landscape Assessment with the final report being prepared. TCS has experience with similar engagements at comparable organizations in providing recommendations for automation initiatives and improvements. The Technology Assessment is funded by deferred municipal capital funding.
Dufferin Construction Company	\$47,334.32	A change order was issued to Dufferin for site preparation and restoration work not included in the original award. This change order is

		funded through municipal debt financing and 2017-2018 provincial (WECI) capital funding. Dufferin was awarded Phase 1 Kelso Dam capital work at the October 2017 Board Of Directors meeting after a Tender process at a cost of \$183,670. A further \$21,000 was added to the award to upgrade to an automated data collection system for the new piezometer data loggers installed in Phase 1.
Marianne Love Consulting Services Inc.	\$35,000.00	Marianne Love was selected as the consultant to complete the compensation system program maintenance. The compensation system was updated in 2014-2015 and completed by Marianne Love from McDowall Associates at that time. Marianne is familiar with the current compensation system, job families and the business operations of Conservation Halton. Marianne also has current assignments with other comparator Conservation Authorities. This project was not included in the 2018 Budget but will be funded within the operating budget for Human Resources – Consulting Services and partly through the deferral of initiatives until 2019.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. This theme is supported by the objective to provide clear financial data to support informed strategic and operational decision-making.

### Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Sheryl Ayres  
Senior Director, Corporate & Strategic Initiatives

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Marnie Piggot, Director, Finance ext. 2240

**REPORT TO:** Board of Directors

**REPORT NO: #** 04 18 04

**FROM:** Sheryl Ayres, Senior Director Corporate & Strategic Initiatives  
905-336-1158, ext. 2250; sayres@hrca.on.ca

**DATE:** May 24, 2018

**SUBJECT:** **Budget Variance Report for the Period Ended April 30, 2018 and 2018  
Projected Year End Amounts**

---

### **Recommendation**

**THAT the Conservation Halton Board of Directors receive for information the staff report dated May 24, 2018 on the Budget Variance Report for the period ended April 30, 2018 and 2018 Projected Year End Amounts;**

**THAT the Conservation Halton Board of Directors approve the closing of the capital projects identified in the staff report dated May 24, 2018 and the changes to the Dams and Channels capital project amounts in accordance with provincial capital funding approval;**

**THAT the Conservation Halton Board of Directors approve the transfer of up to \$32,000 from the WMSS Stabilization Reserve to fund the 2018 Executive MBA Program costs;**

**AND FURTHER THAT the Conservation Halton Board of Directors approve an increase in the budget amount for Administration Office renovations as detailed in the report and the transfer of up to \$55,000 from the Debt Financing Charges Reserve to fund the increased renovation costs;**

### **Executive Summary**

Attached is the Budget Variance Report for the period ended April 30, 2018 including the projected year-end amounts. Staff have reviewed the financial results to date and considered future transactions for the remainder of the year and are projecting an operating surplus for 2018 in Watershed Management and Support Services (WMSS) of \$332,475 and an operating surplus of \$722,893 in the Conservation Areas.

The projected operating surplus in WMSS is primarily the result of staff vacancies, additional recovery of staff time for dams and channels capital and Emerald Ash Borer (EAB) projects which are offset by increased costs for a compensation system maintenance update, office furniture purchased to accommodate staff office relocations, hazard tree clearing the hydro line at Mountsberg and a reduction in the recovery from Conservation Areas for staff positions that will not be filled in 2018.



The projected operating surplus in the Conservation Areas has taken into consideration variables in weather, elimination of snow tubing at Glen Eden affecting both revenue and expenses, and reduced capacity for school groups at Crawford Lake due to refurbishments of the longhouses. Staff have also taken into consideration increased costs for succession planning and the minimum wage increase.

The table below summarizes the projected year end surplus for WMSS and Conservation Areas. Further details on the projected surplus are provided in the attached Budget Variance Report and in the information provided in this report.

	ACTUAL APR 30/18	PROJECTED DEC 2018	BUDGET 2018	PROJECTED \$ VARIANCE OVER(UNDER)	PROJECTED % VARIANCE OVER(UNDER)
<b>Watershed Management &amp; Support Services</b>					
Revenue	\$4,844,742	\$16,071,951	\$15,872,738	\$199,213	1.3%
Expenses	4,222,769	15,739,476	15,872,738	(\$133,262)	- 0.8%
<b>Surplus</b>	<b>\$ 621,973</b>	<b>\$ 332,475</b>	<b>\$ 0</b>	<b>\$ 332,475</b>	<b>100.0%</b>
<b>Conservation Areas</b>					
Revenue	\$7,421,654	\$12,245,316	\$11,613,904	\$ 631,412	5.4%
Expenses	4,898,005	11,522,423	\$11,303,510	218,913	1.9%
<b>Surplus</b>	<b>\$2,523,649</b>	<b>\$ 722,893</b>	<b>\$ 310,394</b>	<b>\$ 412,499</b>	<b>132.9%</b>

## Report

The following report provides explanations for variances greater than 10% from the budget amounts in the attached Budget Variance Report.

### Watershed Management & Support Services (WMSS)

#### **Note 1. Office of the CAO**

Materials and Supplies are projected to be over budget by \$11,537 due to increased costs for public relations and the Greenbelt Golden Horseshoe Conservation Authorities Collaborative that are not included in the 2018 Budget.

#### **Note 2. General Corporate Services, Construction & Conservation Areas Chargebacks**

Three staff positions will not be filled in 2018 as a result of the reorganization announced in December 2017. These positions were intended to partially provide support services to the Conservation Areas. As a result of this, General Corporate Services Salaries and Benefits are projected to be under budget by (\$245,551), Construction Salaries and Benefits under by (\$84,590), Conservation Areas Chargebacks and General Corporate Services Chargeback Recoveries both under budget by (\$160,600).



**Note 3. Foundation Administration**

Salaries and Benefits are projected to be under budget by (\$70,363) due to a staff position currently vacant that is expected to be filled by the summer.

**Note 4. Geographical Information Systems (GIS)**

Program Revenue is projected to be under budget by (\$15,240) due to reduced requests for data licensing agreements as a result of increasing opportunities for open data sharing and offset by an estimated employment grant.

**Note 5. Human Resources, Health, Safety & Wellness**

Purchased Services are projected to be over budget by \$79,092 due to staff training initiatives. Project management training was provided to staff involved with managing projects as part of their responsibilities. This training will build a culture of managing projects efficiently and effectively using standard project management methodology across the organization. The costs of this training have been offset by an increase to the Chargeback Recoveries of \$29,202. In addition, costs will be incurred for an Executive MBA program that was approved by the Board of Directors in March 2017 to be funded from the 2016 surplus transferred to the WMSS Stabilization Reserve. A consultant is also being hired to perform a compensation system maintenance review in light of the staff reorganizations that have occurred over the last two years. This increased cost has been offset by delaying two health and safety initiatives to 2019.

**Note 6. Communications**

Salaries and Benefits are projected to be over budget by \$80,117 due to an estimated severance and extending a contract position by four months. Materials and Supplies is projected to be over budget by \$17,710 due to printing costs for the relaunch of the membership package scheduled for January 2019 and supplies needed for participation in more special events. Purchased Services is projected to be under budget by (\$16,445) as there will be less advertising done in 2018 and more focus placed on special events.

**Note 7. Engineering**

Chargeback Recoveries are projected to be above budget by \$15,623 due to additional staff time spent managing Dams and Channels capital projects.

**Note 8. Ecology**

Purchased Services are projected to be over budget by \$2,150 for the purchase of two software licenses that are offset by increased Partnership Project chargeback recoveries. Program Revenue is projected to be under budget by (\$2,828) due to an anticipated decrease in grants and donations from the Foundation as more emphasis is being placed on fundraising for the water festival and special events.

**Note 9. Outreach**

Salaries and Benefits are projected to be over budget by \$21,189 for a contract position to assist with festivals and events that is funded by increased program revenue. Program Revenue is projected to be above budget by \$27,742 due to increased donations and sponsorships from corporations and other Foundations for the water festival and special events.

**Note 10. Administration Office Facility**

Materials and Supplies are projected to be over budget by \$18,157 due to purchasing additional office furniture for relocation of the GIS Department.

**Note 11. Forestry**

Purchased Services is projected to be over budget by \$30,970 due to hiring a contractor to clear the hydro lines of hazard trees at Mountsberg.

**Note 12. Project Management**

Salaries and Benefits are projected to be over budget by \$31,614 due to staffing changes as a result of the reorganization announced in December 2017 and are offset by savings in other departments as a result of the reorganization. Purchased Services are projected to be over budget by \$2,438 for additional software licenses. .

**Note 13. Restoration**

Salaries and Benefits are projected to be under budget by (\$72,682) due to planned staffing changes for the hiring of one contract position to assist with managing projects instead of the two positions included in the budget.

**Note 14. WMSS Vehicles**

Purchased Services is projected to be over budget by \$12,674 due to a vehicle lease that was not included in the 2018 Budget.

**Note 15. Partnership Projects**

Partnership Projects expenditures are expected to be over budget by \$255,212 and revenues projected to be above budget by \$255,861. The increase in Partnership Projects is due to additional funding received for the Fish Telemetry, Sixteen Mile Creek, and Hopkins Tract projects and this has been offset by other stewardship and restoration projects included in the budget where the funding has not yet been confirmed.

**Note 16. Conservation Areas Vehicles**

Purchased Services are projected to be over budget by \$4,143 due to servicing required on aging vehicles.

**Note 17. Conservation Areas Administration**

Purchased Services are projected to be under budget by (\$178,368) due to the delay in implementation of a new ecommerce solution offset by increased payroll processing costs and anticipated staff training for succession planning as a result of new staff and staff position changes. Financial and Other expenditures are also projected to be under budget by (\$22,996) due to reduced cash handling fees that have resulted from improving internal processes at our Conservation Areas in 2017 and projecting based on actual 2017 costs.

**Note 18. Conservation Areas**

Overall expenditures for all Conservation Areas are projected to be slightly over budget due to the minimum wage increase and increased staff training for staffing changes and succession planning.

Crawford Lake/Mountsberg has absorbed some increased part time staffing costs associated with the longhouses refurbishments that were not covered by the federal funding received for this project. Revenue is projected to be slightly lower due to reduced capacity for school groups while the refurbishments were underway.

Kelso/Glen Eden has incurred additional expenses for the repair and maintenance of aging infrastructure, extending the snowmaking season and increasing advertising, planning for a more robust retail presence for the 2018/2019 ski season, increasing visitor events, and an expected cost increase for expanding the Ways of the Woods bussing routes. Revenue is projected to be over budget by \$355,413 despite no snow tubing revenues with a budget of \$180,000. Snow tubing is no longer in operation and has been converted into ski/snowboard terrain.

Hilton Falls/Mount Nemo/Rattlesnake has not been affected as significantly as the other park groups by the minimum wage increase because of fewer seasonal staff required for the lesser programming offered at these parks relative to the other parks. Revenue is projected to be above budget by \$237,314 as these parks continue to receive increased visitation.

**Note 19. Capital Program**

Attached is information on the capital program that includes the capital project budget, life to date costs and budget remaining to be spent. The life to date capital expenses are \$5,348,142 which is 29% of the total budget. The Kelso Dam capital project makes up 51% of the total capital projects costs and expenses have been delayed as the result of permit requirements and requests for additional funding for changes to the scope of the project.

Other dams and channels projects where provincial funding was not approved through the Water and Erosion Control Infrastructure (WECI) program will not be carried out and these projects are recommended to be closed. The budget amounts for dams and channels capital projects are also recommended to be reduced overall by \$453,300 to the revised budget amounts. These capital projects are funded 50% provincially with the remaining 50% funded through a transfer from the Water Management Capital Reserve with the implementation of the State of Good Repair Levy in the 2018 Budget. The revised budget will result in a reduced transfer from the Reserve by \$226,650.

Additional funds of \$55,000 are being requested for the Administration Office Renovation Project. Since the renovations to the reception area have been completed, it has been noticed that the humidity level in this area is dry and this has caused issues with the reflective panels on the walls.

The additional funds will be used to purchase a humidifier and air curtain to remedy the humidity levels and for possible replacement of the reflective panels. Additional funds will also be used to repair the driveway at the front of the building which has significantly deteriorated. Staff are requesting a transfer of up to \$55,000 from the Debt Financing Costs Reserve to funds these costs.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. This theme is supported by the objective to provide clear financial data and analysis to support informed strategic and operational decision-making for budget development and long term planning.

### Financial Impact

The report Recommendation outlines the financial impacts of the Budget Variance Report for the period ended April 30, 2018 and 2018 Projected year end amounts.

Signed & respectfully submitted:



Sheryl Ayres  
Senior Director Corporate & Strategic Initiatives

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:**

Sue Doherty, Manager Finance

905-336-1158, ext. 2223; [sdoherty@hrca.on.ca](mailto:sdoherty@hrca.on.ca)

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	PROGRAM NET APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	PROJECTED \$ VARIANCE OVER (UNDER) BUDGET	PROJECTED % VARIANCE OVER (UNDER) BUDGET
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS)</b>					
Corporate & Strategic Initiatives	\$2,273,157	\$5,625,639	\$5,415,626	\$210,013	3.9%
People, Culture & Creative	(402,796)	(1,384,822)	(1,288,605)	(96,217)	7.5%
Engineering	(70,750)	(464,229)	(497,677)	33,448	-6.7%
Planning & Watershed Management	(330,918)	(985,239)	(1,056,004)	70,765	-6.7%
Science & Partnerships	(276,824)	(874,733)	(906,101)	31,368	-3.5%
Greenspace Revitalization	(511,598)	(1,414,865)	(1,510,200)	95,335	-6.3%
Vehicles & Equipment	(58,948)	(169,925)	(157,039)	(12,886)	8.2%
Partnership Projects	649	649	0	649	0.0%
<b>Total</b>	<b>\$621,973</b>	<b>\$332,475</b>	<b>\$0</b>	<b>\$332,475</b>	<b>100.0%</b>

**CONSERVATION AREAS**

Vehicles & Equipment	(\$31,986)	(\$113,361)	(\$109,890)	(\$3,471)	3.2%
Conservation Areas Admin	157,934	430,691	175,180	255,511	145.9%
Chargebacks	(309,870)	(895,186)	(1,055,786)	160,600	-15.2%
Crawford Lake/Mountsberg	27,676	(41,427)	21,031	(62,458)	-297.0%
Kelso/Glen Eden	2,690,853	1,024,185	1,191,217	(167,032)	-14.0%
Hilton Falls/Mount Nemo/Rattlesnake	(10,959)	317,989	88,642	229,347	258.7%
<b>Total</b>	<b>\$2,523,649</b>	<b>\$722,893</b>	<b>\$310,394</b>	<b>\$412,499</b>	<b>132.9%</b>



Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>CORPORATE &amp; STRATEGIC INITIATIVES</b>						
<b>OFFICE OF THE CAO</b>						
<u>Expenditures</u>						
Salaries and Benefits	1	\$125,786	\$381,352	\$380,790	\$562	0.1%
Materials and Supplies		7,971	32,120	23,000	9,120	39.7%
Purchased Services		27,882	154,432	150,400	4,032	2.7%
<b>Total Expenditures</b>		<b>\$161,639</b>	<b>\$567,905</b>	<b>\$554,190</b>	<b>\$13,715</b>	<b>2.5%</b>
<u>Revenue</u>						
Chargeback Recoveries		\$4,329	\$12,500	\$12,500	\$0	0.0%
<b>Total Revenues</b>		<b>\$4,329</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL OFFICE OF THE CAO</b>		<b>(\$157,310)</b>	<b>(\$555,405)</b>	<b>(\$541,690)</b>	<b>(\$13,715)</b>	<b>2.5%</b>
<b>FINANCE</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$248,496	\$767,103	\$809,495	(\$42,392)	-5.2%
Materials and Supplies		178	178	0	178	0.0%
Purchased Services		22,010	77,799	72,000	5,799	8.1%
Financial and other		6,983	23,783	24,000	(217)	-0.9%
<b>Total Expenditures</b>		<b>\$277,666</b>	<b>\$868,862</b>	<b>\$905,495</b>	<b>(\$36,633)</b>	<b>-4.0%</b>
<u>Revenue</u>						
Chargeback Recoveries		\$100,982	\$271,534	\$258,750	\$12,784	4.9%
Other		15,989	42,516	43,000	(485)	-1.1%
<b>Total Revenues</b>		<b>\$116,971</b>	<b>\$314,050</b>	<b>\$301,750</b>	<b>\$12,300</b>	<b>4.1%</b>
<b>TOTAL FINANCE</b>		<b>(\$160,695)</b>	<b>(\$554,813)</b>	<b>(\$603,745)</b>	<b>\$48,932</b>	<b>-8.1%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>GENERAL CORPORATE SERVICES</b>						
<u>Expenditures</u>						
Salaries and Benefits	2	\$0	\$0	\$245,551	(\$245,551)	-100.0%
Financial and other		55,484	1,027,070	971,586	55,484	5.7%
<b>Total Expenditures</b>		<b>\$55,484</b>	<b>\$1,027,070</b>	<b>\$1,217,137</b>	<b>(\$190,067)</b>	<b>-15.6%</b>
<u>Revenue</u>						
Municipal Funding		\$2,899,719	\$8,699,157	\$8,699,157	\$0	0.0%
Chargeback Recoveries	2	0	0	160,600	(160,600)	-100.0%
Reserve Funding		5,000	5,000	0	5,000	0.0%
Other		50,000	50,000	0	50,000	0.0%
<b>Total Revenues</b>		<b>\$2,954,719</b>	<b>\$8,754,157</b>	<b>\$8,859,757</b>	<b>(\$105,600)</b>	<b>-1.2%</b>
<b>TOTAL GENERAL CORPORATE SERVICES</b>		<b>\$2,899,234</b>	<b>\$7,727,087</b>	<b>\$7,642,620</b>	<b>\$84,467</b>	<b>1.1%</b>
<b>FOUNDATION ADMINISTRATION</b>						
<u>Expenditures</u>						
Salaries and Benefits	3	\$16,498	\$102,196	\$172,558	(\$70,363)	-40.8%
<b>Total Expenditures</b>		<b>\$16,498</b>	<b>\$102,196</b>	<b>\$172,558</b>	<b>(\$70,363)</b>	<b>-40.8%</b>
<u>Revenue</u>						
<b>Total Revenues</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL FOUNDATION ADMINISTRATION</b>		<b>(\$16,498)</b>	<b>(\$102,196)</b>	<b>(\$172,558)</b>	<b>\$70,363</b>	<b>-40.8%</b>
<b>INFORMATION TECHNOLOGY</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$115,445	\$354,657	\$355,379	(\$722)	-0.2%
Materials and Supplies		11,978	27,000	27,000	0	0.0%
Purchased Services		7,050	27,393	26,000	1,393	5.4%
<b>Total Expenditures</b>		<b>\$134,473</b>	<b>\$409,050</b>	<b>\$408,379</b>	<b>\$671</b>	<b>0.2%</b>
<u>Revenue</u>						
Chargeback Recoveries		\$20,457	\$59,100	\$59,100	\$0	0.0%
<b>Total Revenues</b>		<b>\$20,457</b>	<b>\$59,100</b>	<b>\$59,100</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>(\$114,016)</b>	<b>(\$349,950)</b>	<b>(\$349,279)</b>	<b>(\$671)</b>	<b>0.2%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>GEOGRAPHICAL INFORMATION SYSTEMS (GIS)</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$151,982	\$492,477	\$529,722	(\$37,245)	-7.0%
Materials and Supplies		141	5,041	5,000	41	0.8%
Purchased Services		27,016	51,327	50,000	1,327	2.7%
<b>Total Expenditures</b>		<b>\$179,138</b>	<b>\$548,845</b>	<b>\$584,722</b>	<b>(\$35,877)</b>	<b>-6.1%</b>
<u>Revenue</u>						
Program Revenue	4	\$1,580	\$9,760	\$25,000	(\$15,240)	-61.0%
<b>Total Revenues</b>		<b>\$1,580</b>	<b>\$9,760</b>	<b>\$25,000</b>	<b>(\$15,240)</b>	<b>-61.0%</b>
<b>TOTAL GEOGRAPHICAL INFORMATION SYSTEMS</b>		<b>(\$177,558)</b>	<b>(\$539,085)</b>	<b>(\$559,722)</b>	<b>\$20,637</b>	<b>-3.7%</b>
<b>TOTAL CORPORATE &amp; STRATEGIC INITIATIVES</b>		<b>\$2,273,157</b>	<b>\$5,625,639</b>	<b>\$5,415,626</b>	<b>\$210,013</b>	<b>3.9%</b>
<b>PEOPLE, CULTURE &amp; CREATIVE</b>						
<b>HUMAN RESOURCES, HEALTH, SAFETY &amp; WELLNESS</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$126,975	\$407,806	\$442,466	(\$34,660)	-7.8%
Materials and Supplies		34,698	113,216	113,611	(395)	-0.3%
Purchased Services	5	68,950	302,342	223,250	79,092	35.4%
Financial and other		14,830	41,000	41,000	0	0.0%
<b>Total Expenditures</b>		<b>\$245,454</b>	<b>\$864,364</b>	<b>\$820,327</b>	<b>\$44,037</b>	<b>5.4%</b>
<u>Revenue</u>						
Chargeback Recoveries	5	\$62,291	\$187,802	\$158,600	\$29,202	18.4%
<b>Total Revenues</b>		<b>\$62,291</b>	<b>\$187,802</b>	<b>\$158,600</b>	<b>\$29,202</b>	<b>18.4%</b>
<b>TOTAL HUMAN RESOURCES, HEALTH, SAFETY &amp; WELLNESS</b>		<b>(\$183,163)</b>	<b>(\$676,562)</b>	<b>(\$661,727)</b>	<b>(\$14,835)</b>	<b>2.2%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>COMMUNICATIONS</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$221,985	\$700,995	\$620,878	\$80,117	12.9%
Materials and Supplies		24,210	65,110	47,400	17,710	37.4%
Purchased Services		23,424	101,555	118,000	(16,445)	-13.9%
<b>Total Expenditures</b>	6	\$269,618	\$867,660	\$786,278	\$81,382	10.4%
<u>Revenue</u>						
Chargeback Recoveries		\$49,986	\$144,400	\$144,400	\$0	0.0%
Reserve Funding		0	15,000	15,000	0	0.0%
<b>Total Revenues</b>		\$49,986	\$159,400	\$159,400	\$0	0.0%
<b>TOTAL COMMUNICATIONS</b>		<b>(\$219,632)</b>	<b>(\$708,260)</b>	<b>(\$626,878)</b>	<b>(\$81,382)</b>	<b>13.0%</b>
<b>TOTAL PEOPLE, CULTURE &amp; CREATIVE</b>		<b>(\$402,796)</b>	<b>(\$1,384,822)</b>	<b>(\$1,288,605)</b>	<b>(\$96,217)</b>	<b>7.5%</b>

**ENGINEERING**

**FLOOD FORECASTING & OPERATIONS**

<u>Expenditures</u>						
Salaries and Benefits		\$128,346	\$394,664	\$386,692	\$7,972	2.1%
Materials and Supplies		1,342	45,000	45,000	0	0.0%
Purchased Services		20,615	140,073	140,000	73	0.1%
<b>Total Expenditures</b>		<b>\$150,303</b>	<b>\$579,737</b>	<b>\$571,692</b>	<b>\$8,045</b>	<b>1.4%</b>
<u>Revenue</u>						
Provincial Funding		\$100,104	\$300,311	\$300,311	\$0	0.0%
<b>Total Revenues</b>		<b>\$100,104</b>	<b>\$300,311</b>	<b>\$300,311</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL FLOOD FORECASTING &amp; OPERATIONS</b>		<b>(\$50,199)</b>	<b>(\$279,426)</b>	<b>(\$271,381)</b>	<b>(\$8,045)</b>	<b>3.0%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>ENGINEERING</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$60,270	\$279,252	\$302,122	(\$22,870)	-7.6%
Materials and Supplies		163	5,500	5,500	0	0.0%
Purchased Services		2,866	35,300	35,300	0	0.0%
<b>Total Expenditures</b>		<b>\$63,300</b>	<b>\$320,052</b>	<b>\$342,922</b>	<b>(\$22,870)</b>	<b>-6.7%</b>
<u>Revenue</u>						
Program Revenue		\$3,000	\$3,000	\$0	\$3,000	0.0%
Chargeback Recoveries	7	39,749	132,249	116,626	15,623	13.4%
<b>Total Revenues</b>		<b>\$42,749</b>	<b>\$135,249</b>	<b>\$116,626</b>	<b>\$18,623</b>	<b>16.0%</b>
<b>TOTAL ENGINEERING</b>		<b>(\$20,551)</b>	<b>(\$184,803)</b>	<b>(\$226,296)</b>	<b>\$41,493</b>	<b>-18.3%</b>
<b>TOTAL ENGINEERING</b>		<b>(\$70,750)</b>	<b>(\$464,229)</b>	<b>(\$497,677)</b>	<b>\$33,448</b>	<b>-6.7%</b>
<b>PLANNING &amp; WATERSHED MANAGEMENT</b>						
<b>PLANNING &amp; WATERSHED MANAGEMENT</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$873,308	\$2,807,015	\$2,906,341	(\$99,326)	-3.4%
Materials and Supplies		27,189	107,500	107,500	0	0.0%
Purchased Services		137,221	427,925	427,500	425	0.1%
<b>Total Expenditures</b>		<b>\$1,037,718</b>	<b>\$3,342,440</b>	<b>\$3,441,341</b>	<b>(\$98,901)</b>	<b>-2.9%</b>
<u>Revenue</u>						
Program Revenue		\$706,073	\$2,346,171	\$2,374,000	(\$27,829)	-1.2%
<b>Total Revenues</b>		<b>\$706,073</b>	<b>\$2,346,171</b>	<b>\$2,374,000</b>	<b>(\$27,829)</b>	<b>-1.2%</b>
<b>TOTAL PLANNING &amp; WATERSHED MANAGEMENT</b>		<b>(\$331,645)</b>	<b>(\$996,269)</b>	<b>(\$1,067,341)</b>	<b>\$71,072</b>	<b>-6.7%</b>



**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>REGIONAL INFRASTRUCTURE TEAM</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$131,231	\$412,197	\$428,405	(\$16,209)	-3.8%
Materials and Supplies		0	10,000	10,000	0	0.0%
Purchased Services		1,702	19,000	19,000	0	0.0%
<b>Total Expenditures</b>		<b>\$132,933</b>	<b>\$441,197</b>	<b>\$457,405</b>	<b>(\$16,209)</b>	<b>-3.5%</b>
<u>Revenue</u>						
Municipal Funding		\$133,660	\$452,226	\$468,742	(\$16,516)	-3.5%
<b>Total Revenues</b>		<b>\$133,660</b>	<b>\$452,226</b>	<b>\$468,742</b>	<b>(\$16,516)</b>	<b>-3.5%</b>
<b>TOTAL REGIONAL INFRASTRUCTURE TEAM</b>		<b>\$728</b>	<b>\$11,030</b>	<b>\$11,337</b>	<b>(\$307)</b>	<b>-2.7%</b>
<b>SOURCE PROTECTION</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$123,976	\$369,735	\$370,119	(\$384)	-0.1%
Materials and Supplies		5,306	30,155	31,700	(1,545)	-4.9%
Purchased Services		6,496	30,466	30,600	(134)	-0.4%
Financial and other		1,061	2,960	2,760	200	7.2%
<b>Total Expenditures</b>		<b>\$136,839</b>	<b>\$433,316</b>	<b>\$435,179</b>	<b>(\$1,863)</b>	<b>-0.4%</b>
<u>Revenue</u>						
Provincial Funding		\$108,291	\$329,916	\$333,179	(\$3,263)	-1.0%
Chargeback Recoveries		28,223	102,000	102,000	0	0.0%
Other		324	1,400	0	1,400	0.0%
<b>Total Revenues</b>		<b>\$136,838</b>	<b>\$433,316</b>	<b>\$435,179</b>	<b>(\$1,863)</b>	<b>-0.4%</b>
<b>TOTAL SOURCE PROTECTION</b>		<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL PLANNING &amp; WATERSHED MANAGEMENT</b>		<b>(\$330,918)</b>	<b>(\$985,239)</b>	<b>(\$1,056,004)</b>	<b>\$70,765</b>	<b>-6.7%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>SCIENCE &amp; PARTNERSHIPS</b>						
<b>ECOLOGY</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$155,687	\$504,986	\$517,151	(\$12,165)	-2.4%
Materials and Supplies		841	11,010	11,010	0	0.0%
Purchased Services	8	1,207	16,100	13,950	2,150	15.4%
<b>Total Expenditures</b>		<b>\$157,735</b>	<b>\$532,096</b>	<b>\$542,111</b>	<b>(\$10,015)</b>	<b>-1.8%</b>
<u>Revenue</u>						
Program Revenue	8	\$230	\$20,130	\$22,958	(\$2,828)	-12.3%
Chargeback Recoveries		488	11,715	0	11,715	0.0%
<b>Total Revenues</b>		<b>\$718</b>	<b>\$31,845</b>	<b>\$22,958</b>	<b>\$8,887</b>	<b>38.7%</b>
<b>TOTAL ECOLOGY</b>		<b>(\$157,017)</b>	<b>(\$500,251)</b>	<b>(\$519,153)</b>	<b>\$18,902</b>	<b>-3.6%</b>
<b>STEWARDSHIP</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$120,126	\$371,121	\$386,374	(\$15,253)	-3.9%
Materials and Supplies		1,283	33,000	33,000	0	0.0%
Purchased Services		11,547	28,922	29,500	(578)	-2.0%
<b>Total Expenditures</b>		<b>\$132,956</b>	<b>\$433,043</b>	<b>\$448,874</b>	<b>(\$15,831)</b>	<b>-3.5%</b>
<u>Revenue</u>						
Program Revenue		\$28,627	\$28,627	\$30,000	(\$1,373)	-4.6%
Chargeback Recoveries		23,053	105,403	107,969	(2,566)	-2.4%
Reserve Funding		0	15,000	15,000	0	0.0%
<b>Total Revenues</b>		<b>\$51,680</b>	<b>\$149,030</b>	<b>\$152,969</b>	<b>(\$3,939)</b>	<b>-2.6%</b>
<b>TOTAL STEWARDSHIP</b>		<b>(\$81,276)</b>	<b>(\$284,013)</b>	<b>(\$295,905)</b>	<b>\$11,892</b>	<b>-4.0%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>OUTREACH</b>						
<u>Expenditures</u>						
Salaries and Benefits	9	\$37,765	\$134,512	\$113,323	\$21,189	18.7%
Materials and Supplies		733	43,116	40,527	2,589	6.4%
Purchased Services		838	76,869	72,818	4,051	5.6%
<b>Total Expenditures</b>		<b>\$39,336</b>	<b>\$254,498</b>	<b>\$226,668</b>	<b>\$27,830</b>	<b>12.3%</b>
<u>Revenue</u>						
Program Revenue	9	\$531	\$105,892	\$78,150	\$27,742	35.5%
Municipal Funding		0	50,000	50,000	0	0.0%
<b>Total Revenues</b>		<b>\$531</b>	<b>\$155,892</b>	<b>\$128,150</b>	<b>\$27,742</b>	<b>21.6%</b>
<b>TOTAL OUTREACH</b>		<b>(\$38,805)</b>	<b>(\$98,606)</b>	<b>(\$98,518)</b>	<b>(\$88)</b>	<b>0.1%</b>
<b>HAMILTON HARBOUR REMEDIAL ACTION PLAN</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$65,749	\$207,157	\$212,875	(\$5,718)	-2.7%
Materials and Supplies		3,182	9,605	9,000	605	6.7%
Purchased Services		14,351	80,250	80,250	0	0.0%
<b>Total Expenditures</b>		<b>\$83,281</b>	<b>\$297,013</b>	<b>\$302,125</b>	<b>(\$5,113)</b>	<b>-1.7%</b>
<u>Revenue</u>						
Provincial Funding		\$17,412	\$50,000	\$50,000	\$0	0.0%
Municipal Funding		10,919	91,400	95,850	(4,450)	-4.6%
Federal Funding		55,224	163,750	163,750	0	0.0%
<b>Total Revenues</b>		<b>\$83,555</b>	<b>\$305,150</b>	<b>\$309,600</b>	<b>(\$4,450)</b>	<b>-1.4%</b>
<b>TOTAL HAMILTON HARBOUR REMEDIAL ACTION PLAN</b>		<b>\$274</b>	<b>\$8,138</b>	<b>\$7,475</b>	<b>\$663</b>	<b>8.9%</b>
<b>TOTAL SCIENCE &amp; PARTNERSHIPS</b>		<b>(\$276,824)</b>	<b>(\$874,733)</b>	<b>(\$906,101)</b>	<b>\$31,368</b>	<b>-3.5%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>GREENSPACE REVITALIZATION</b>						
<b>ADMINISTRATION OFFICE FACILITY</b>						
<u>Expenditures</u>						
Salaries and Benefits	10	\$30,599	\$79,134	\$75,179	\$3,955	5.3%
Materials and Supplies		33,513	58,157	40,000	18,157	45.4%
Purchased Services		52,398	138,300	138,300	0	0.0%
<b>Total Expenditures</b>		<b>\$116,511</b>	<b>\$275,591</b>	<b>\$253,479</b>	<b>\$22,112</b>	<b>8.7%</b>
<u>Revenue</u>						
<b>Total Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL ADMINISTRATION OFFICE FACILITY</b>		<b>(\$116,511)</b>	<b>(\$275,591)</b>	<b>(\$253,479)</b>	<b>(\$22,112)</b>	<b>8.7%</b>
<b>FORESTRY</b>						
<u>Expenditures</u>						
Salaries and Benefits	11	\$190,419	\$633,810	\$626,476	\$7,334	1.2%
Materials and Supplies		17,882	132,000	132,000	0	0.0%
Purchased Services		38,593	47,970	17,000	30,970	182.2%
Financial and other		5,495	5,495	5,000	495	9.9%
<b>Total Expenditures</b>		<b>\$252,388</b>	<b>\$819,276</b>	<b>\$780,476</b>	<b>\$38,800</b>	<b>5.0%</b>
<u>Revenue</u>						
Program Revenue		\$22,124	\$152,000	\$152,000	\$0	0.0%
Municipal Funding		7,518	82,000	82,000	0	0.0%
Chargeback Recoveries		46,672	186,582	175,000	11,582	6.6%
<b>Total Revenues</b>		<b>\$76,313</b>	<b>\$420,582</b>	<b>\$409,000</b>	<b>\$11,582</b>	<b>2.8%</b>
<b>TOTAL FORESTRY</b>		<b>(\$176,075)</b>	<b>(\$398,694)</b>	<b>(\$371,476)</b>	<b>(\$27,218)</b>	<b>7.3%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>CONSTRUCTION</b>						
<u>Expenditures</u>						
Salaries and Benefits	2	\$61,337	\$178,794	\$263,384	(\$84,590)	-32.1%
Materials and Supplies		3,572	62,500	62,500	0	0.0%
Purchased Services		12,856	64,500	64,500	0	0.0%
<b>Total Expenditures</b>		<b>\$77,765</b>	<b>\$305,794</b>	<b>\$390,384</b>	<b>(\$84,590)</b>	<b>-21.7%</b>
<u>Revenue</u>						
Chargeback Recoveries		\$13,572	\$39,200	\$39,200	\$0	0.0%
<b>Total Revenues</b>		<b>\$13,572</b>	<b>\$39,200</b>	<b>\$39,200</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL CONSTRUCTION</b>		<b>(\$64,193)</b>	<b>(\$266,594)</b>	<b>(\$351,184)</b>	<b>\$84,590</b>	<b>-24.1%</b>
<b>PROPERTY MANAGEMENT</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$97,458	\$333,775	\$339,335	(\$5,560)	-1.6%
Materials and Supplies		20,029	68,891	72,000	(3,109)	-4.3%
Purchased Services		38,288	169,177	171,500	(2,323)	-1.4%
<b>Total Expenditures</b>		<b>\$155,775</b>	<b>\$571,843</b>	<b>\$582,835</b>	<b>(\$10,992)</b>	<b>-1.9%</b>
<u>Revenue</u>						
Program Revenue		\$16,350	\$34,328	\$32,000	\$2,328	7.3%
Provincial Funding		19,682	125,000	125,000	0	0.0%
Chargeback Recoveries		33,957	98,100	98,100	0	0.0%
<b>Total Revenues</b>		<b>\$69,989</b>	<b>\$257,428</b>	<b>\$255,100</b>	<b>\$2,328</b>	<b>0.9%</b>
<b>TOTAL PROPERTY MANAGEMENT</b>		<b>(\$85,785)</b>	<b>(\$314,415)</b>	<b>(\$327,735)</b>	<b>\$13,320</b>	<b>-4.1%</b>



**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>PROJECT MANAGEMENT</b>						
<u>Expenditures</u>						
Salaries and Benefits	12	\$95,667	\$296,719	\$265,105	\$31,614	11.9%
Materials and Supplies		906	4,000	4,000	0	0.0%
Purchased Services	12	3,685	11,938	9,500	2,438	25.7%
<b>Total Expenditures</b>		<b>\$100,258</b>	<b>\$312,657</b>	<b>\$278,605</b>	<b>\$34,052</b>	<b>12.2%</b>
<u>Revenue</u>						
Chargeback Recoveries		\$61,199	\$177,411	\$169,286	\$8,125	4.8%
<b>Total Revenues</b>		<b>\$61,199</b>	<b>\$177,411</b>	<b>\$169,286</b>	<b>\$8,125</b>	<b>4.8%</b>
<b>TOTAL PROJECT MANAGEMENT</b>		<b>(\$39,059)</b>	<b>(\$135,246)</b>	<b>(\$109,319)</b>	<b>(\$25,927)</b>	<b>23.7%</b>
<b>RESTORATION</b>						
<u>Expenditures</u>						
Salaries and Benefits	13	\$29,664	\$179,152	\$251,834	(\$72,682)	-28.9%
Materials and Supplies		0	30,560	30,560	0	0.0%
Purchased Services		312	30,719	30,719	0	0.0%
<b>Total Expenditures</b>		<b>\$29,976</b>	<b>\$240,431</b>	<b>\$313,113</b>	<b>(\$72,682)</b>	<b>-23.2%</b>
<u>Revenue</u>						
Program Revenue		\$0	\$216,106	\$216,106	\$0	0.0%
<b>Total Revenues</b>		<b>\$0</b>	<b>\$216,106</b>	<b>\$216,106</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL RESTORATION</b>		<b>(\$29,976)</b>	<b>(\$24,325)</b>	<b>(\$97,007)</b>	<b>\$72,682</b>	<b>-74.9%</b>
<b>TOTAL GREENSPACE REVITALIZATION</b>		<b>(\$511,598)</b>	<b>(\$1,414,865)</b>	<b>(\$1,510,200)</b>	<b>\$95,335</b>	<b>-6.3%</b>
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES VEHICLES</b>						
<u>Expenditures</u>						
Materials and Supplies		\$24,169	\$107,584	\$107,372	\$212	0.2%
Purchased Services	14	34,779	62,341	49,667	12,674	25.5%
<b>Total Expenditures</b>		<b>\$58,948</b>	<b>\$169,925</b>	<b>\$157,039</b>	<b>\$12,886</b>	<b>8.2%</b>
<u>Revenue</u>						
<b>Total Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL WATERSHED MANAGEMENT &amp; SUPPORT SERVICES VEHICLES</b>		<b>(\$58,948)</b>	<b>(\$169,925)</b>	<b>(\$157,039)</b>	<b>(\$12,886)</b>	<b>8.2%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>PARTNERSHIP PROJECTS</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$23,574	\$177,901	\$190,855	(\$12,954)	-6.8%
Materials and Supplies		7,908	157,275	256,695	(99,420)	-38.7%
Purchased Services		125,295	819,440	451,854	367,586	81.4%
<b>Total Expenditures</b>	15	<b>\$156,777</b>	<b>\$1,154,616</b>	<b>\$899,404</b>	<b>\$255,212</b>	<b>28.4%</b>
<u>Revenue</u>						
Program Revenue		\$34,425	\$774,997	\$543,740	\$231,257	42.5%
Provincial Funding - Other		47,580	115,384	107,000	8,384	7.8%
Municipal Funding - Other		3,698	3,698	44,021	(40,323)	-91.6%
Federal Funding		71,722	261,185	204,643	56,542	27.6%
<b>Total Revenues</b>	15	<b>\$157,426</b>	<b>\$1,155,265</b>	<b>\$899,404</b>	<b>\$255,861</b>	<b>28.4%</b>
<b>TOTAL PARTNERSHIP PROJECTS</b>		<b>\$649</b>	<b>\$649</b>	<b>\$0</b>	<b>\$649</b>	<b>0.0%</b>
<b>TOTAL WMSS REVENUE</b>		<b>\$4,844,742</b>	<b>\$16,071,951</b>	<b>\$15,872,738</b>	<b>\$199,213</b>	<b>\$0</b>
<b>TOTAL WMSS EXPENDITURES</b>		<b>4,222,769</b>	<b>15,739,476</b>	<b>15,872,738</b>	<b>(133,262)</b>	<b>-0.8%</b>
		<b>\$621,973</b>	<b>\$332,475</b>	<b>\$0</b>	<b>\$332,475</b>	<b>100.0%</b>
<b>TOTAL WMSS</b>		<b>\$621,973</b>	<b>\$332,475</b>	<b>\$0</b>	<b>\$332,475</b>	<b>0.0%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>CONSERVATION AREAS</b>						
<b>VEHICLES</b>						
<u>Expenditures</u>						
Materials and Supplies	16	\$11,735	\$79,771	\$80,443	(\$672)	-0.8%
Purchased Services		20,250	33,590	29,447	4,143	14.1%
<b>Total Expenditures</b>		\$31,986	\$113,361	\$109,890	\$3,471	3.2%
<u>Revenue</u>						
<b>Total Revenues</b>		\$0	\$0	\$0	\$0	0.0%
<b>TOTAL VEHICLES</b>		<b>(\$31,986)</b>	<b>(\$113,361)</b>	<b>(\$109,890)</b>	<b>(\$3,471)</b>	<b>3.2%</b>
<b>CONSERVATION AREAS ADMINISTRATION</b>						
<u>Expenditures</u>						
Salaries and Benefits	17	\$41,063	\$129,426	\$126,820	\$2,606	2.1%
Materials and Supplies		9,724	70,492	70,000	492	0.7%
Purchased Services		40,009	209,632	388,000	(178,368)	-46.0%
Financial and other	17	15,386	52,004	75,000	(22,996)	-30.7%
<b>Total Expenditures</b>		<b>\$106,182</b>	<b>\$461,555</b>	<b>\$659,820</b>	<b>(\$198,265)</b>	<b>-30.0%</b>
<u>Revenue</u>						
Program Revenue	17	\$264,117	\$842,246	\$805,000	\$37,246	4.6%
Other		0	50,000	30,000	20,000	66.7%
<b>Total Revenues</b>		<b>\$264,117</b>	<b>\$892,246</b>	<b>\$835,000</b>	<b>\$57,246</b>	<b>6.9%</b>
<b>TOTAL CONSERVATION AREAS ADMINISTRATION</b>		<b>\$157,934</b>	<b>\$430,691</b>	<b>\$175,180</b>	<b>\$255,511</b>	<b>145.9%</b>
<b>CHARGEBACKS</b>						
<u>Expenditures</u>						
Financial and other	2	\$309,870	\$895,186	\$1,055,786	(\$160,600)	-15.2%
<b>Total Expenditures</b>		<b>\$309,870</b>	<b>\$895,186</b>	<b>\$1,055,786</b>	<b>(\$160,600)</b>	<b>-15.2%</b>
<u>Revenue</u>						
<b>Total Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>TOTAL CHARGEBACKS</b>		<b>(\$309,870)</b>	<b>(\$895,186)</b>	<b>(\$1,055,786)</b>	<b>\$160,600</b>	<b>-15.2%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>CRAWFORD LAKE/MOUNTSBERG</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$566,435	\$1,629,982	\$1,545,823	\$84,159	5.4%
Materials and Supplies		159,513	313,276	336,300	(23,024)	-6.8%
Purchased Services		53,539	163,827	181,000	(17,173)	-9.5%
Financial and other		2,467	10,434	10,500	(66)	-0.6%
<b>Total Expenditures</b>	18	<b>\$781,955</b>	<b>\$2,117,520</b>	<b>\$2,073,623</b>	<b>\$43,897</b>	<b>2.1%</b>
<u>Revenue</u>						
Program Revenue		\$732,690	\$1,883,739	\$1,902,300	(\$18,561)	-1.0%
Municipal Funding		76,940	192,354	192,354	0	0.0%
<b>Total Revenues</b>	18	<b>\$809,630</b>	<b>\$2,076,093</b>	<b>\$2,094,654</b>	<b>(\$18,561)</b>	<b>-0.9%</b>
<b>TOTAL CRAWFORD LAKE/MOUNTSBERG</b>		<b>\$27,676</b>	<b>(\$41,427)</b>	<b>\$21,031</b>	<b>(\$62,458)</b>	<b>-297.0%</b>
<b>KELSO/GLEN EDEN</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$2,419,040	\$4,708,757	\$4,302,971	\$405,786	9.4%
Materials and Supplies		421,977	1,183,235	1,100,146	83,089	7.6%
Purchased Services		501,067	1,189,618	1,156,416	33,202	2.9%
Financial and other		134,731	186,868	186,500	368	0.2%
<b>Total Expenditures</b>	18	<b>\$3,476,816</b>	<b>\$7,268,477</b>	<b>\$6,746,033</b>	<b>\$522,444</b>	<b>7.7%</b>
<u>Revenue</u>						
Program Revenue		\$6,167,669	\$8,292,663	\$7,937,250	\$355,413	4.5%
<b>Total Revenues</b>	18	<b>\$6,167,669</b>	<b>\$8,292,663</b>	<b>\$7,937,250</b>	<b>\$355,413</b>	<b>4.5%</b>
<b>TOTAL KELSO/GLEN EDEN</b>		<b>\$2,690,853</b>	<b>\$1,024,185</b>	<b>\$1,191,217</b>	<b>(\$167,032)</b>	<b>-14.0%</b>

**Conservation Halton  
Budget Variance Report  
For the Period Ended April 30, 2018**

	NOTE	AS AT APRIL 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
<b>HILTON FALLS/MOUNT NEMO/RATTLESNAKE</b>						
<u>Expenditures</u>						
Salaries and Benefits		\$167,738	\$579,149	\$572,058	\$7,091	1.2%
Materials and Supplies		7,426	43,345	43,000	345	0.8%
Purchased Services		15,198	40,617	40,100	517	1.3%
Financial and other		835	3,214	3,200	14	0.4%
<b>Total Expenditures</b>	18	<b>\$191,197</b>	<b>\$666,325</b>	<b>\$658,358</b>	<b>\$7,967</b>	<b>1.2%</b>
<u>Revenue</u>						
Program Revenue		\$180,238	\$984,314	\$747,000	\$237,314	31.8%
<b>Total Revenues</b>	18	<b>\$180,238</b>	<b>\$984,314</b>	<b>\$747,000</b>	<b>\$237,314</b>	<b>31.8%</b>
<b>TOTAL HILTON FALLS/MOUNT NEMO/RATTLESNAKE</b>		<b>(\$10,959)</b>	<b>\$317,989</b>	<b>\$88,642</b>	<b>\$229,347</b>	<b>258.7%</b>
<b>TRANSFER TO CONSERVATION AREA CAPITAL RESERVE</b>						
		<b>(\$2,523,649)</b>	<b>(\$722,893)</b>	<b>(\$310,394)</b>	<b>(\$412,499)</b>	<b>132.9%</b>
<b>TOTAL CONSERVATION AREAS REVENUE</b>		<b>\$7,421,654</b>	<b>\$12,245,316</b>	<b>\$11,613,904</b>	<b>\$631,412</b>	<b>5.4%</b>
<b>TOTAL COSNERVATION AREAS EXPENDITURES</b>		<b>4,898,005</b>	<b>11,522,423</b>	<b>11,303,510</b>	<b>218,913</b>	<b>1.9%</b>
<b>TOTAL CONSERVATION AREAS</b>		<b>\$2,523,649</b>	<b>\$722,893</b>	<b>\$310,394</b>	<b>\$412,499</b>	<b>132.9%</b>



**CONSERVATION HALTON  
CAPITAL PROGRAM BUDGET VARIANCE REPORT  
FOR THE PERIOD ENDED APRIL 30, 2018**

Capital Project Description	Budget Prior Years	2018 Budget & Project Increase	2018 Project Incr./Decr.		Total Capital Budget	Life to Date Capital Costs	Budget Unspent	Project to be Closed	Capital Project Funding
Kelso Dam - Monitoring, Risk Assessment, Definition Study & Remediation Design	\$1,007,256				\$1,007,256	\$515,179	\$492,077		50% MNRF; 50% Municipal; Deferred Revenue
Kelso Dam - Major Repairs	5,265,000	3,100,000			8,365,000	1,033,003	7,331,997		50% MNRF; 50% Mun. Debt Financing
Kelso Dam - 10" bypass valve		38,500	2,000		40,500	0	40,500		50% MNRF; 50% Reserve
Kelso Dam - 10 ft lift gates		33,800	45,200		79,000	0	79,000		50% MNRF; 50% Reserve
Mountsberg Piezometers		80,000	-6,500		73,500	0	73,500		50% MNRF; 50% Reserve
Hilton Falls Diversion		85,000	-27,000		58,000	0	58,000		50% MNRF; 50% Reserve
Scotch Block updated DSR		65,000	39,000		104,000	0	104,000		50% MNRF; 50% Reserve
Dams & Channels Maintenance Projects - 2017/2018	385,000				385,000	104,687	280,313		50% MNRF; 50% Municipal
Dams & Channels Maintenance Projects - 2018 Budget		515,000	-515,000		0	0	0	Close	50% MNRF; 50% Reserve
Dam public safety assessment		60,000	9,000		69,000	0	69,000		50% MNRF; 50% Reserve
Asset Management Plan - Buildings	50,000	50,000			100,000	0	100,000		Reserve
Emerald Ash Borer 2017	425,000				425,000	254,671	170,329		Municipal - EAB
Emerald Ash Borer 2018		1,154,000			1,154,000	97,876	1,056,124		Municipal - EAB
Flood Forecasting & Warning	55,860	145,000			200,860	20,820	180,040		Municipal and Deferred Municipal Revenue
Floodplain Mapping		466,626			466,626	0	466,626		50% Federal NDMP; 50% Municipal
Geographic Information System (GIS) Technology Upgrades	80,000				80,000	0	80,000		Municipal
Integrated Watershed Management Planning	25,000				25,000	10,000	15,000		Municipal
Integrated Watershed Database Management System	75,000				75,000	1,491	73,509		Municipal
Administration Office Renovation - Front Offices and Reception Area	440,000				440,000	432,359	7,641		Debt Financing; Reserves
Information Technology (IT) Infrastructure - WMSS	18,701	158,500			177,201	37,103	140,098		Municipal
Great Plains project module		35,000			35,000	0	35,000		Municipal
Program rates & fees review		60,000			60,000	0	60,000		Municipal
Forest/Land Management	73,689				73,689	47,460	26,229		Deferred Municipal Revenue
<b>Conservation Areas Facility &amp; Infrastructure:</b>					0				
Kelso/Glen Eden - Ropes Challenge Course	290,000				290,000	281,328	8,672		Reserve
Kelso/Glen Eden - Master Plan	115,000				115,000	56,719	58,281		Reserve
Kelso/Glen Eden - Mountain Bike Equipment replacement	20,000				20,000	14,116	5,884		Reserve
Kelso/Glen Eden - Ski hill Bore/Pipe replacement	645,000				645,000	611,566	33,434		Reserve; Canada 150 Federal Grant
Kelso/Glen Eden - Ski hill improvements		200,000			200,000	0	200,000		Reserve
Kelso/Glen Eden - WOW Camp Equipment	85,000				85,000	40,774	44,226		Reserve
Kelso/Glen Eden - Water System Servicing	429,035				429,035	385,800	43,235		Reserve
Kelso/Glen Eden - Facility Upgrades (A-Frame)	35,000				35,000	35,000	0	Close	Reserve
Kelso/Glen Eden - Municipal Servicing		100,000			100,000	41,466	58,534		Reserve
Crawford Lake - Longhouses roof/floor replacement	90,000				90,000	0	90,000		Reserve
Crawford Lake - Longhouses refurbishment	645,000				645,000	597,176	47,824		Reserve; Canada 150 Federal Grant
Mountsberg - Playground		50,000			50,000	0	50,000		Reserve
Foundation Funded Capital - Mountsberg Raptor Centre Upgrades		100,000			100,000	0	100,000		CH Foundation
Mount Nemo - Parking Lot	20,000				20,000	4,178	15,822		Reserve
Mount Nemo - Infrastructure		110,000			110,000	1,637	108,363		Reserve
Speyside Weir Removal		31,500			31,500	0	31,500		Reserve
Information Technology Infrastructure - Conservation Areas		50,000			50,000	3,000	47,000		Reserve
PCI Compliance	235,000				235,000	88,715	146,285		Reserve 95%; Municipal 5%
Vehicle and Equipment replacements	45,000	115,000			160,000	36,840	123,160		Reserve
<b>Total Capital Projects</b>	<b>\$11,170,075</b>	<b>\$7,388,321</b>	<b>-\$453,300</b>	<b>Note 19.</b>	<b>\$18,105,096</b>	<b>\$5,348,142</b>	<b>\$12,756,954</b>		