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5.2 Conservation Halton revised By-law

 Disclosure of Pec Consent Items 	08 18 Board of Directors		
DAT	ME: 3:00 – 6:00 pm ACE: CH Admin. Office, 2596 Britannia Road West, Burli 905.336.1158 x 2236 AGENDA Acceptance of Agenda as distributed Disclosure of Pecuniary Interest for Board of Directors Consent Items Roll Call & Mileage Approval of Board of Directors Minutes dated October 25, 2018 Approval of Amended Finance & Audit Committee Minutes dated October 25, 11 Kelso Dam Update	November 22, 2018	
TIM		3:00 – 6:00 pm	
PLACE:			I
		AGENDA	Page #
1.	ATE: November 22, 2018 ME: 3:00 – 6:00 pm LACE: CH Admin. Office, 2596 Britannia Road West, Burlington ON 905.336.1158 x 2236 AGENDA Acceptance of Agenda as distributed Disclosure of Pecuniary Interest for Board of Directors Consent Items Roll Call & Mileage Approval of Board of Directors Minutes dated October 25, 2018 Approval of Amended Finance & Audit Committee Minutes dated October 25, 2018 1 Kelso Dam Update Report #: 08 18 01 2 Budget Variance Report for the Period Ended September 30, 2018 and 2018 Projected End Amounts Report #: 08 18 02 3 Developer Contribution Funding Update Report #: 08 18 03 4 Indigenous naming of the Crawford Lake Longhouse Village Report #: 08 18 04 Presentations: Indigenous naming of the Crawford Lake Longhouse Village (Brenna Bartley, Coordinator, Education Program) Budget 2019 (Hassan Basit, CAO) Action Items 1 2019 Budget & Business Plan		
2.	Disclosure of Pe	ecuniary Interest for Board of Directors	
3.	Roll Call & Mileag Approval of Board	d of Directors Minutes dated October 25, 2018	1 - 3 4 - 5
3.1			6 - 7
3.2	End Amounts		d Year 8 - 35
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		AO)	
5.	Action Items		
5.1	2019 Budget & B Report #: 0		40 - 43



November 2018

Report #: 08 18 06

5.3 2018/19 Glen Eden Daily Lift Ticket and Rental Fees Report #: 08 18 07

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6. In Camera Items

Personnel Issue Report #: 08 18 08

- 7. CAO Update
- 8. Other Business
- 9. Adjournment



MEETING NO: # 07 18

Minutes

A meeting of the Conservation Halton Board of Directors was held on Thursday, October 25, 2018 beginning at 3:00 p.m. at Conservation Halton's Administration Office, Burlington.

Members Present: Rob Burton

Mike Cluett Joanne Di Maio Cathy Duddeck Allan Elgar Dave Gittings Moya Johnson Gordon Krantz Bryan Lewis

Gerry Smallegange Jim Sweetlove

John Vice

Marianne Meed Ward

Ed Wells Jean Williams

Absent with regrets: Sue McFadden

Absent: Rob Duvall

Stephen Gilmour

Staff present: Sheryl Ayres

Kim Barrett
Hassaan Basit
Adriana Birza
Diane Bloomfield
Niamh Buckley
Karlee May
Marnie Piggot
Jill Ramseyer
Patrick Moyle
Janelle Weppler
Barb Veale

Chair Gerry Smallegange called the meeting to order and congratulated the newly re-elected Municipal Councillors and Mayor Elect, Marianne Meed Ward.

1. Acceptance of proposed Agenda

CHBD 07 01 Moved by: Rob Burton

1



Seconded by: Marianne Meed Ward

That Conservation Halton Board of Directors accept the Agenda as distributed.

Carried

- 2. Disclosure of Pecuniary Interest for Board of Directors
 There was NO disclosure of Pecuniary items.
- 3. Consent Items

Roll Call & Mileage

Conservation Halton Board of Directors Minutes dated September 27, 2018 Conservation Halton Governance Committee Minutes dated October 10, 2018

3.1 Kelso Dam Update

Report #: CHBD 07 18 02

3.2 HR Policy Update in Response to Cannabis Legislation

Report #: CHBD 07 18 03

- 3.3 Quarterly Permits & Letters of Permission issued under Ontario Regulations 162/06 Report #: CHBD 07 18 04
- 3.4 Source Protection Authority Funding

Report #: CHBD 07 18 05

Consent items were adopted.

4. Presentations were given by staff as follows:

Client Care Survey Karlee May, Digital Coordinator

3 Story Map

Kim Barrett, Associate Director, Science & Partnerships https://www.conservationhalton.ca/long-term-environmental-monitoring

- 5.0 Action Items
- 5.1 New Board By-law

Report #: CHBD 07 18 06

Staff direction was given to re-write **Section C.1.h) Member Attendance (page 8 of By-law)** and bring back a 4th draft for review and approval at the November 22 Board Meeting.

5.2 CH Board of Directors 2019 DRAFT Meeting Schedule

Report #: CHBD 07 18 07

CHBD 07 02 Moved by: Ed Wells

Seconded by: Cathy Duddeck



That the Conservation Halton Board of Directors approve the Board of Directors 2019 AMENDED Meeting Schedule as per the approved 2019 Board Work Plan.

Carried

6. In Camera Items

6.1 Legal Issues: # CHBD 07 18 08

6.2 Legal Issues: # CHBD 07 18 09

CHBD 07 03 Moved by: Jean Williams

Seconded by: Marianne Meed Ward

That the Conservation Halton Board of Directors convene in Camera.

Carried

CHBD 07 04 Moved by: Jean Williams

Seconded by: Marianne Meed Ward

That the Conservation Halton Board of Directors reconvene in public forum.

Carried

CHBD 07 05 Moved by: Jean Williams

Seconded by: Marianne Meed Ward

THAT the Conservation Halton Board of Directors direct staff to proceed as discussed In Camera.

Carried

7. CAO Update

The CAO provided an update on the proposed transfer of legislative responsibility for Conservation Authorities, from the Ministry of Natural Resources and Forestry (MNRF) to the Ministry of Environment, Conservation and Parks (MECP).

8. Adjournment

CHBD 07 06 Moved by: Rob Burton

THAT the Conservation Halton Board of Directors adjourn at 4:35 p.m.

Carried



MEETING

Finance & Audit Committee # 03 18

MINUTES

A meeting of the Finance & Audit Committee was held on October 25, 2018 at 1:30 p.m. at Conservation Halton Administration Office, Burlington ON.

Present: Rob Burton (Chair)

Cathy Duddeck Moya Johnson Jim Sweetlove John Vice

Mike Cluett

Staff Present: CAO, Hassaan Basit

Senior Director, Corporate and Strategic Initiatives, Sheryl Ayres

Senior Director, Operations, Pat Moyle Director of Finance, Marnie Piggot Administrative Assistant, Niamh Buckley

Acceptance of Agenda as distributed.

FA 03 01 Moved by: Moya Johnson

Seconded by: Cathy Duddeck

THAT the Agenda be accepted as distributed.

Carried

2. Disclosure of Pecuniary Interest for Finance & Audit Committee

There was NO disclosure of pecuniary interest.

3.0 Consent Items

Roll Call & Mileage
Approval of Finance & Audit Committee Minutes dated June 5, 2018

The Consent Items were adopted.

4.0 Action Items

4.1 2019 Budget and Business Plan Report #: FA 03 18 02

FA 03 02 Moved by: Moya Johnson



Seconded by: Cathy Duddeck

THAT the Finance & Audit Committee recommend to the Conservation Halton Board of Directors that:

- Municipal funding of \$9,677,687 in the 2019 Budget and Business Plan be approved by a weighted vote by the Conservation Halton Board of Directors at the November 22, 2018 meting;
- Municipal funding of \$300,311 being the Provincial funding matching portion included in the 2019 Budget be approved;
- Transfers to and from Reserves be approved as outlined in this report;
- The 2019 Budget and Business Plan be approved as presented.

Carried

- 5. Other Business
- 5.1 Developer Contributed Funds:

Hassaan Basit, CAO, will prepare a memo for the November 22 meeting of the Board of Directors to provide an update on Development Contribution Funds for parks capital projects.

6.0 Adjournment

Moved: Moya Johnson

The Finance & Audit Committee adjourned at 2.55 p.m.

Carried



REPORT TO: Board of Directors

REPORT NO: # 08 18 01

FROM: Janelle Weppler, Associated Director, Engineering

905-336-1158 x2294, jweppler@hrca.on.ca

DATE: November 22, 2018

SUBJECT: Kelso Dam Update

MEMO

This briefing memo 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 as follows:

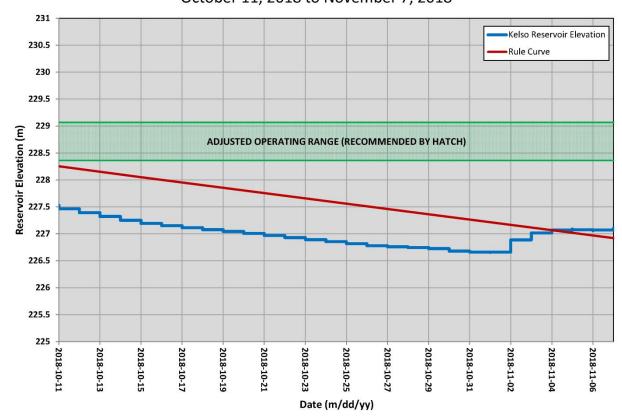
- Automated and continuous piezometer (groundwater) readings within the earthen embankment with automated alarming of programmed thresholds;
- Reduced winter operating frequency of site visits every 2 weeks; and
- Review of photographic records of the identified boil area taken every 30 minutes throughout 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 June, 2015.

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



Kelso Reservoir ElevationOctober 11, 2018 to November 7, 2018



Recent Work & Next Steps

Conservation Halton staff continue to work with representatives from both Hatch and Dufferin to collaboratively work towards a dewatering and construction solution that is within Conservation Halton's budget. Phase 2 of construction at the Kelso Dam is expected to start in the fall of 2018 with completion in 2019.



REPORT TO: Board of Directors

REPORT NO: # 08 18 02

FROM: Sheryl Ayres, Senior Director Corporate & Strategic Initiatives

905-336-1158, ext. 2250; sayres@hrca.on.ca

DATE: November 22, 2018

SUBJECT: Budget Variance Report for the Period Ended September 30, 2018 and

2018 Projected Year End Amounts

Recommendation

THAT the Conservation Halton Board of Directors receive for information the staff report dated November 22, 2018 on the budget variances for the period ended September 30, 2018 and 2018 projected year end amounts.

Executive Summary

Attached is the Budget Variance Report for the period ended September 30, 2018 including the projected year-end amounts. Staff in the Finance department have met with staff in each department to review the financial results to date and consider future transactions for the remainder of the year. As a result of these efforts, an operating surplus for 2018 in Watershed Management and Support Services (WMSS) of \$243,455 and an operating surplus of \$1,254,511 in the Conservation Areas is being projected.

The table below summarizes the projected year end surplus for WMSS and Conservation Areas.

				PROJECTED \$ VARIANCE	PROJECTED % VARIANCE
	ACTUAL	PROJECTED	BUDGET	OVER (UNDER)	OVER (UNDER)
Program	SEPTEMBER 2018	DECEMBER 2018	2018	BUDGET	BUDGET
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS)					
Revenue	\$11,566,466	\$15,482,024	\$15,872,738	(\$390,714)	(\$0)
Expenses	9,976,913	15,238,570	15,872,738	(634,168)	-4.0%
Operating Surplus	\$1,589,553	\$243,455	\$0	\$243,455	100.0%
CONSERVATION AREAS					
Revenue	\$11,257,573	\$13,321,281	\$11,613,904	\$1,707,377	14.7%
Expenses	9,236,854	12,066,770	11,303,510	763,260	6.8%
Operating Surplus	\$2,020,719	\$1,254,511	\$310,394	\$944,117	304.2%

The WMSS projected operating surplus is primarily the result of staff vacancies, additional recovery of staff time for dams and channels capital and Emerald Ash Borer (EAB) projects. The cost savings and additional funding are offset by increased costs for estimated Workers Safety and Insurance Board (WSIB) experience rating surcharges, compensation system maintenance update, office furniture purchased to accommodate staff office relocations, hazard tree clearing at Mountsberg and a



reduced support services chargeback from the Conservation Areas for staff positions that will not be filled in 2018.

The Conservation Areas projected operating surplus takes 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 the impact of the minimum wage increase that came into effect on January 1.

Further details on the projected surplus are provided in the attached Budget Variance Report and in the information provided in this report.

Report

As per Conservation Halton's approved Budget Principles, the following report provides explanations for variances greater than 10% from the approved 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 under budget due to savings in Board Per Diems compared to the approved budget. These savings are offset by expenditures for meeting supplies and public relations supplies that were not included in the budget.

Note 2. Finance

Salaries and benefits for Finance are projected to be under the budget amount by (\$99,200) due to staff vacancies in the later part of the year.

Chargeback recoveries from the Conservation Areas are projected to be under budget by (\$44,823) due to these vacancies.

Note 3. 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 reorganization, General Corporate Services salaries and benefits are projected to be under budget by (\$245,551), Construction salaries and benefits under budget by (\$96,310), and General Corporate Services chargeback recoveries from the Conservation Areas under budget by (\$160,600).

General Corporate Services projected expenses include an estimated \$125,000 Workers Safety and Insurance Board (WSIB) experience rating surcharge related to a lost time workplace injury. The estimate is based on the WSIB actuarial assessment on the June WSIB statement. This assessment may decrease on the September statement that will be received in late November.

General Corporate Services financial and other expenses consist of debt financing charges for municipal debt financing and payments made on a mortgage with the Hamilton Community Foundation for land purchased in 2015 that is part of the Cootes to Escarpment Ecopark system. The 2018 expenses will exceed the 2018 budget amount for a \$50,000 payment on the land mortgage that is



funded by a donation received through the Conservation Halton Foundation of \$50,000 reported under General Corporate Services other revenue. After the principal payment the mortgage balance remaining is \$438,000, down from the original loan of \$858,000 assumed in December 2015.

Note 4. Foundation Administration

Salaries and benefits are projected to be under budget by (\$77,634) due to a staff vacancy that was filled by early August. Purchased services are projected to be over budget by \$28,000 to retain a consultant to prepare a feasibility and capacity assessment for a capital campaign. The capital campaign is intended to leverage the funds secured by Halton Region from developer contributions for the three parks capital projects endorsed by the Board. This assessment was not included in the 2018 budget. The increased consulting costs and the reduced chargeback to the Conservation Halton Foundation, projected to be less than the budget amount by (\$14,750) as a result of the position vacancy, are offset by the savings in salaries and benefits.

Note 5. Information Technology

Purchased services for Information Technology (IT) are projected to be over budget by \$9,426 for expenses that were included in the IT infrastructure capital project that have been more appropriately reallocated to operating expenses.

Note 6. Geographical Information Systems (GIS)

GIS expenses are projected to be under the total budget amount by (\$48,966) due to savings in salaries and benefits related to a staff vacancy, reduced consulting services and are offset by a small increase in materials and supplies costs.

Program revenue is projected to be under budget by (\$14,424) due to reduced requests for data licensing agreements as a result of increasing opportunities for open data sharing. The loss in revenue is offset by an employment grant for a student in the later part of the year. This revenue shortfall is more than offset by the projected reduced expenses.

Note 7. Human Resources, Health, Safety & Wellness

Materials and supplies are expected to be under the budget amount by (\$15,296) for projected savings in office supplies and meeting expenses. Purchased services are projected to be over budget by \$9,925 due to staff training initiatives and consulting services to perform a compensation system maintenance review in light of the staff reorganizations that have occurred over the last two years.

Staff training includes costs incurred for an Executive MBA program that were approved by the Board of Directors to be funded by a transfer from the WMSS Stabilization Reserve of \$33,000 in previous budget variance reports in May and September 2018.

Note 8. Communications

Communication expenses are estimated to exceed the total budget amount by \$38,486 and this budget variance is offset by savings in other programs. Salaries and benefits are projected to be over budget by \$49,267 due to a severance and extending a contract position by four months. Materials and supplies are projected to be over budget by \$28,072 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 (\$38,852) as there will be less advertising done in 2018 and more focus placed on special events.

Note 9. Flood Forecasting & Operations and Engineering

Engineering increased materials and supplies expenses of \$1,370 are funded by program revenue. Purchased services in Engineering are projected to exceed the budget amount by \$13,925 due to required sedimentation removal works in the Morrison-Wedgewood channel to maintain channel capacity. This work was included in the 2018 capital budget with anticipated funding from the provincial government. The funding for the sedimentation removal was not approved by the province in the 2018/2019 WECI program as a large portion of the funds in this program were allocated to the rehabilitation of Kelso dam. In order to mitigate the budget impact, Engineering staff have reduced materials and supplies and purchased services in the Flood Forecasting & Operations program. Chargeback recoveries are projected to be above budget by \$24,821 due to staff time spent managing Engineering capital projects that is within the capital project budget amount.

Note 10. Planning & Watershed Management

A shortfall in Planning & Watershed Management program revenue of (\$273,200) is projected. This program revenue consists largely of planning and permit fees. The estimated planning and permit fees have been reduced since the previous budget variance report prepared in August by a further \$136,000 as a result of a continued slow down in applications received related, in part, to the municipal election and the Regional allocation program. The estimated revenue shortfall will be offset by savings in staff salaries and benefits of (\$158,904) and cost savings in other programs.

Note 11. Regional Infrastructure Team (RIT)

RIT program costs are projected to be less than the budget amount by (\$33,196) and are offset by decreased program revenue of (\$33,928). The Regional Infrastructure Team program is fully funded through a municipal service agreement with the Region of Halton.

Note 12. Source Protection Program

Source Protection program expenses are projected to be less than the budget amounts in total by (\$19,328) primarily as a result of a relocation of the program staff to the Administration Office in June. The Source Protection Program is a provincial program and therefore, the reduced program expenses will be offset by reduced provincial funding.

Note 13. Ecology

Ecology purchased services are projected to be under budget by (\$3,027) and include consulting services for a review of the monitoring program. Materials and supplies costs are projected to exceed the budget by \$11,135 for the purchase of statistical software recommended in the consultant report and monitoring equipment including data loggers that require periodic replacement and loggers that are washed away with higher water levels. Program revenue is projected to be under budget by (\$7,831) due to an anticipated decrease in grants and donations received through the Foundation as a result of the staff vacant position. The increased costs and reduced program revenue is more than offset by savings in staffing costs due to an Ecology position vacancy.



Note 14. Stewardship

Program revenue is projected to exceed the budget amount by \$7,000 related to an employment grant received for a contract staff that is filling a position of a staff currently on leave.

Note 15. Outreach

Salaries and benefits are projected to be over budget by \$26,972 for a contract staff position hired to assist with festivals and events that is funded by increased program revenue. Program revenue is projected to be above budget by \$38,857 due to increased donations and sponsorships from corporations and other Foundations for the Forest Festival public day and special events. Sponsorships for the Water Festival are projected to be under the budget amount by almost \$12,000 as a result of the vacant Foundation staff position. With reduced projected costs for the Water Festival the further transfer from the Water Festival reserve approved at the September Board meeting is projected to be \$3,323 and less than the \$10,000 transfer approved.

Note 16. Hamilton Harbour Remedial Action Plan

A longstanding funding agreement with the Province of Ontario for the April 2018 to March 2019 provincial year has not been confirmed at this time. In order to mitigate this potential funding shortfall, discretionary materials and supplies and purchased services have been either delayed or reduced in order to accommodate the projected funding reduction.

Note 17. Forestry Tech. Team

Salaries and benefits for the Forestry Tech. Team are projected to exceed the budget amount by \$36,935 for Forest Technician staff working on the Emerald Ash Borer (EAB) capital project that were not included in the budget. This budget variance is more than offset by the increased chargeback of staff time of \$73,501 for work completed on projects including the EAB capital project. Tree planting materials are projected to exceed the budget amount for increased planting costs that is partly offset by savings in purchased services reduced cell phone costs and the increased chargeback recoveries.

Note 18. Administration Office Facility

Materials and Supplies are projected to be over budget by \$12,257 due to purchasing additional office furniture for the relocation of the GIS Department in the Administration Office.

Note 19. Construction

As previously mentioned in note 3, Construction salaries and benefits are projected to be under the budget amount for a position included in the 2018 budget that will not be filled. Purchased services will be less than the budget amount due to a estimated decrease in telephone, heat and hydro expenses.

Note 20. Project Management Office

Materials and supplies are projected to be under the budget amount by (\$1,468) due to the reallocation of staff training and professional licences to the Heath, Safety & Wellness program. Purchased services are projected to exceed the budget by \$23,020 for the hiring of a consultant, not included in the budget, to assist with workload as a result of a staff vacancy. The total increase in expenses is partially offset by increased chargeback recoveries from the Conservation Areas of \$7,050 as a result of staffing changes.



Note 21. Restoration

Program expenditures for Restoration are projected to be under budget in all categories due to changes in the Partnership Projects to be carried out in 2018. The changes in projects resulted in the hiring of one contract position to assist with managing projects instead of the two positions included in the budget. Program revenue for restoration projects is expected to be under budget by a similar amount as a result of the changes in staffing and the Partnership Projects being completed in 2018.

Note 22. WMSS Vehicles

Vehicle purchased services are projected to be over budget by \$56,145 due to increased maintenance costs and a vehicle lease that was not included in the 2018 Budget. The over-expenditure will be partially offset by lower fuel and supplies costs of (\$31,170) for the WMSS vehicle fleet.

Note 23. Property Management

Salaries and benefits are projected to be under the budget amount by (\$14,043) as a result of staffing changes during the year resulting in reduced chargeback recoveries of (\$11,700). Materials and purchased services for managed properties maintenance is expected to be less than the budget amount based on the anticipated work required to be completed this year. Program revenue estimated for the remainder of 2018 has been reduced based on rental and other agreements.

Note 24. Forestry

Materials and supplies and purchased services are projected to be over budget by almost \$38,000 due to the purchase of chainsaws and other supplies along with the hiring of contractors with specialized equipment to clear the hydro lines of hazard trees at Mountsberg. Financial expenses related to a short-term equipment lease also exceeds the budget amount by \$2,869. The over-expenditures are partly offset by savings due to staffing changes and an increased chargeback recovery for time spent on the EAB capital project.

Note 25. Partnership Projects

Partnership Projects total expenses are expected to exceed the budget and are offset by increased revenues for the same amount. Partnership project costs are fully funded by related project grants and other funding. The increase in Partnership Projects is mainly due to work carried over from the prior year for the Sixteen Mile Creek project at Drumquin Park in Milton. The increase in this project is offset by other stewardship and restoration projects included in the budget where the funding was not confirmed or delays in project work to be carried out.

Conservation Areas

Note 26. Conservation Areas Vehicles

The decrease in 2018 projected vehicle fuel and other supplies of (\$30,516) is estimated to mostly offset increased maintenance costs of \$32,150 required due to servicing on aging vehicles.



Note 27. Conservation Areas Administration

Purchased services are projected to be under budget by (\$170,182) due to the delay in implementation of a new ecommerce solution. These savings are offset by increased payroll processing costs, based on actual staffing, and training as a result of new staff and staff position changes. Materials and supplies are estimated to be below the budget amount based on reduced maintenance supplies. Financial and other expenditures are also projected to be under budget by (\$9,876) due to reduced cash handling fees that have resulted from improving internal processes at our Conservation Areas.

Note 28. Conservation Areas

Overall, expenditures for all Conservation Areas are projected to be over budget due to increased seasonal staffing costs as a result of increased visitation to the parks. The minimum wage increase that took effect earlier this year and increased staff training for succession planning are also impacting expenditures in the Conservation Areas.

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 \$1,361,752 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 \$303,009 as these parks continue to receive increased visitation.

Capital Program

Note 29. 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 \$6,109,849 which is 35% of the total budget. The capital work-in-progress balance of \$11,452,938 is largely attributable to the major repairs to Kelso Dam. The Kelso Dam capital project makes up 64% of the work-in-progress balance. This project has been delayed as the result of permits that have now been acquired and dewatering requirements for the site before construction can proceed. It is expected that all outstanding requirements will be resolved and the works to repair the dam will be underway before the end of the year.

All project costs are projected to be within the budget amount with the exception of the GIS upgrades capital project which is now complete and exceeds the budget of \$80,000 by (\$1,637). This over-expenditure can be accommodated by municipal funding carried over from prior years as a result of





savings in other capital projects. This project will be closed at the December 31 year end along with other completed projects.

Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. Striving for service excellence and efficiency. 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 Budget Variance Report for the period ended September 30, 2018 and 2018 Projected year end amounts is forecasting an estimated year-end surplus of \$243,455 in Watershed Management and Support Services (WMSS) and \$1,254,511 in the Conservation Areas. Final results will be presented to the Board in 2019 with recommendations on the allocation of the year-end surplus.

Signed & respectfully submitted:

Approved for circulation:

Sheryl Ayres

Suyl Agres

Senior Director Corporate & Strategic Initiatives

Hassaan Basit

CAO/Secretary-Treasurer

Attachment: Budget Variance Report

Capital Program Budget Variance Report

FOR QUESTIONS ON CONTENT: Marnie Piggot, Director, Finance ext. 2240

mpiggott@conservation.on.ca

				PROJECTED \$	PROJECTED %
				VARIANCE	VARIANCE
	ACTUAL	PROJECTED	BUDGET	OVER (UNDER)	OVER (UNDER)
Program	SEPTEMBER 2018	DECEMBER 2018	2018	BUDGET	BUDGET
WATERSHED MANAGEMENT &					
SUPPORT SERVICES (WMSS)					
Revenue	\$11,566,466	\$15,482,024	\$15,872,738	(\$390,714)	(\$0)
Expenses	9,976,913	15,238,570	15,872,738	(634,168)	-4.0%
Operating Surplus	\$1,589,553	\$243,455	\$0	\$243,455	100.0%
CONSERVATION AREAS					
Revenue	\$11,257,573	\$13,321,281	\$11,613,904	\$1,707,377	14.7%
Expenses	9,236,854	12,066,770	11,303,510	763,260	6.8%
Operating Surplus	\$2,020,719	\$1,254,511	\$310,394	\$944,117	304.2%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
CORPORATE & STRATEGIC INITIATIVES]				
OFFICE OF THE CAO	_				
<u>Expenditures</u>	_				
Salaries and Benefits	\$259,885	\$359,012	\$380,790	(\$21,778)	-5.7%
Materials and Supplies	16,957	19,457	23,000	(3,543)	-15.4%
Purchased Services	68,850	159,574	150,400	9,174	6.1%
Total Expenditures	\$345,692	\$538,044	\$554,190	(\$16,146)	-2.9%
<u>Revenue</u>					
Chargeback Recoveries	\$9,620	\$12,900	\$12,500	\$400	3.2%
Total Revenues	\$9,620	\$12,900	\$12,500	\$400	3.2%
TOTAL OFFICE OF THE CAO	(\$336,072)	(\$525,144)	(\$541,690)	\$16,546	-3.1%
FINANCE					
<u>Expenditures</u>	_				
Salaries and Benefits	\$531,699	\$710,295	\$809,495	(\$99,200)	-12.3%
Materials and Supplies	405	405	0	405	0.0%
Purchased Services	29,846	65,262	72,000	(6,738)	-9.4%
Financial and other	17,261	23,014	24,000	(986)	-4.1%
Total Expenditures	\$579,210	\$798,975	\$905,495	(\$106,520)	-11.8%
Revenue					
Chargeback Recoveries	\$186,527	\$177,927	\$222,750	(\$44,823)	-20.1%
Other	63,462	39,562	43,000	(3,438)	-8.0%
Total Revenues	\$249,989	\$217,489	\$265,750	(\$48,261)	-18.2%
TOTAL FINANCE	(\$329,221)	(\$581,486)	(\$639,745)	\$58,259	-9.1%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
GENERAL CORPORATE SERVICES	<u>-</u>				
Expenditures					
Salaries and Benefits	\$0	\$0	\$245,551	(\$245,551)	-100.0%
Materials and Supplies	125,000	125,000	-	125,000	100.0%
Financial and other	54,669	1,018,532	971,586	46,946	4.8%
Total Expenditures	\$179,669	\$1,143,532	\$1,217,137	(\$73,605)	-6.0%
<u>Revenue</u>					
Program Revenue	90	\$90	-	90	0.0%
Municipal Funding	6,505,132	8,699,157	8,699,157	-	0.0%
Chargeback Recoveries	0	0	160,600	(160,600)	-100.0%
Other	50,000	50,000	0	50,000	100.0%
Total Revenues	\$6,555,222	\$8,749,247	\$8,859,757	(\$110,510)	-1.2%
TOTAL GENERAL CORPORATE SERVICES	\$6,375,553	\$7,605,714	\$7,642,620	(\$36,906)	-0.5%
FOUNDATION ADMINISTRATION					
<u>Expenditures</u>					
Salaries and Benefits	\$51,165	\$94,924	\$172,558	(\$77,634)	-45.0%
Purchased Services	\$0	\$28,000	\$0	\$28,000	100.0%
Total Expenditures	\$51,165	\$122,924	\$172,558	(\$49,634)	-28.8%
<u>Revenue</u>					
Program Revenue	11,250	6,250	21,000	(14,750)	-70.2%
Total Revenues	11,250	6,250	21,000	(14,750)	-70.2%
TOTAL FOUNDATION ADMINISTRATION	(\$39,915)	(\$116,674)	(\$151,558)	\$34,884	-23.0%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
INFORMATION TECHNOLOGY					
Expenditures					
Salaries and Benefits	\$265,699	\$360,109	\$355,379	\$4,730	1.3%
Materials and Supplies	23,620	28,620	27,000	1,620	6.0%
Purchased Services	26,514	35,426	26,000	9,426	36.3%
Total Expenditures	\$315,833	\$424,155	\$408,379	\$15,776	3.9%
<u>Revenue</u>					
Chargeback Recoveries	\$45,460	\$57,800	\$59,100	(\$1,300)	-2.2%
Total Revenues	\$45,460	\$57,800	\$59,100	(\$1,300)	-2.2%
TOTAL INFORMATION TECHNOLOGY	(\$270,373)	(\$366,355)	(\$349,279)	(\$17,076)	4.9%
GEOGRAPHICAL INFORMATION SYSTEMS (GIS)					
Expenditures					
Salaries and Benefits	\$358,513	\$498,783	\$529,722	(\$30,939)	-5.8%
Materials and Supplies	141	6,366	5,000	1,366	27.3%
Purchased Services	30,007	30,607	50,000	(19,393)	-38.8%
Total Expenditures	\$388,661	\$535,756	\$584,722	(\$48,966)	-8.4%
Revenue					
Program Revenue	\$3,676	\$10,576	\$25,000	(\$14,424)	-57.7%
Chargeback Recoveries	\$198	\$198	\$0	\$198	0.0%
Total Revenues	\$3,874	\$10,774	\$25,000	(\$14,226)	-56.9%
TOTAL GEOGRAPHICAL INFORMATION SYSTEMS	(\$384,787)	(\$524,982)	(\$559,722)	\$34,740	-6.2%
TOTAL CORPORATE & STRATEGIC INITIATIVES	\$5,015,184	\$5,491,073	\$5,400,626	\$90,447	1.7%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
	32112010	BECEIVIBER 2010	2010	OVER (ONDER)	OVER (ONDER)
PEOPLE, CULTURE & CREATIVE					
HUMAN RESOURCES, HEALTH, SAFETY & WELLNESS					
<u>Expenditures</u>					
Salaries and Benefits	\$317,088	\$425,328	\$442,466	(\$17,138)	-3.9%
Materials and Supplies	67,315	98,315	113,611	(15,296)	-13.5%
Purchased Services	179,675	233,175	223,250	9,925	4.4%
Financial and other	30,315	41,315	41,000	315	0.8%
Total Expenditures	\$594,392	\$798,132	\$820,327	(\$22,195)	-2.7%
<u>Revenue</u>					
Chargeback Recoveries	\$167,406	\$160,072	\$158,600	\$1,472	0.9%
Reserve Funding	\$33,000	\$33,000	\$0	\$33,000	100.0%
Total Revenues	\$200,406	\$193,072	\$158,600	\$34,472	21.7%
TOTAL HUMAN RESOURCES, HEALTH, SAFETY & WELLNESS	(\$393,986)	(\$605,060)	(\$661,727)	\$56,667	-8.6%
COMMUNICATIONS					
<u>Expenditures</u>					
Salaries and Benefits	\$490,081	\$670,145	\$620,878	\$49,267	7.9%
Materials and Supplies	60,972	75,472	47,400	28,072	59.2%
Purchased Services	50,698	79,148	118,000	(38,852)	-32.9%
Total Expenditures	\$601,751	\$824,764	\$786,278	\$38,486	4.9%
Revenue					
Program Revenue	250	250	-	250	0.0%
Chargeback Recoveries	122,330	171,600	159,400	\$12,200	7.7%
Reserve Funding	- -	15,000	15,000	0	0.0%
Total Revenues	\$122,580	\$186,850	\$174,400	\$12,450	7.1%
TOTAL COMMUNICATIONS	(\$479,171)	(\$637,914)	(\$611,878)	(\$26,036)	4.3%
TOTAL PEOPLE, CULTURE & CREATIVE	(\$873,157)	(\$1,242,975)	(\$1,273,605)	\$30,630	-2.4%

	AS AT	PROJECTED	BUDGET	\$ VARIANCE	% VARIANCE
	SEPT 2018	DECEMBER 2018	2018	OVER (UNDER)	OVER (UNDER)
ENGINEERING]				
FLOOD FORECASTING & OPERATIONS	_				
Expenditures	_				
Salaries and Benefits	\$294,773	\$398,018	\$386,692	\$11,326	2.9%
Materials and Supplies	9,523	20,523	45,000	(24,477)	-54.4%
Purchased Services	39,231	121,859	141,200	(19,341)	-13.7%
Total Expenditures	\$343,526	\$540,399	\$572,892	(\$32,493)	-5.7%
<u>Revenue</u>					
Program Revenue	6,825	6,825	-	6,825	0.0%
Provincial Funding	229,233	304,311	300,311	4,000	1.3%
Total Revenues	\$236,058	\$311,136	\$300,311	\$10,825	3.6%
TOTAL FLOOD FORECASTING & OPERATIONS	(\$107,468)		(\$272,581)	\$43,318	-15.9%
ENGINEERING					
Expenditures	_				
Salaries and Benefits	\$188,138	\$274,640	\$302,122	(\$27,482)	-9.1%
Materials and Supplies	6,870	6,870	5,500	1,370	24.9%
Purchased Services	5,623	48,025	34,100	13,925	40.8%
Total Expenditures	\$200,631	\$329,534	\$341,722	(\$12,188)	-3.6%
Revenue					
Program Revenue	\$6,000	\$6,000	\$0	\$6,000	0.0%
Chargeback Recoveries	101,966		116,626	24,821	21.3%
Total Revenues	\$107,966	\$147,447	\$116,626	\$30,821	26.4%
TOTAL ENGINEERING	(\$92,665)	(\$182,087)	(\$225,096)	\$43,009	-19.1%
TOTAL ENGINEERING	(\$200,133)	(\$411,351)	(\$497,677)	\$86,327	-17.3%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PLANNING & WATERSHED MANAGEMENT					
PLANNING & WATERSHED MANAGEMENT					
Expenditures					
Salaries and Benefits	\$1,996,338	\$2,747,437	\$2,906,341	(\$158,904)	-5.5%
Materials and Supplies	71,489	107,592	107,500	92	0.1%
Purchased Services	254,921	437,851	427,500	10,351	2.4%
Total Expenditures	\$2,322,748	\$3,292,880	\$3,441,341	(\$148,461)	-4.3%
<u>Revenue</u>					
Program Revenue	1,677,327	2,100,800	2,374,000	(273,200)	-11.5%
Total Revenues	\$1,677,327	\$2,100,800	\$2,374,000	(\$273,200)	-11.5%
TOTAL PLANNING & WATERSHED MANAGEMENT	(\$645,421)	(\$1,192,080)	(\$1,067,341)	(\$124,739)	11.7%
REGIONAL INFRASTRUCTURE TEAM					
<u>Expenditures</u>					
Salaries and Benefits	\$302,723	\$414,345	\$428,405	(\$14,060)	-3.3%
Materials and Supplies	0	1,000	10,000	(9,000)	-90.0%
Purchased Services	3,259	8,864	19,000	(10,136)	-53.3%
Total Expenditures	\$305,982	\$424,209	\$457,405	(\$33,196)	-7.3%
<u>Revenue</u>					
Municipal Funding	313,632	434,814	468,742	(33,928)	-7.2%
Total Revenues	\$313,632	\$434,814	\$468,742	(\$33,928)	-7.2%
TOTAL REGIONAL INFRASTRUCTURE TEAM	\$7,650	\$10,605	\$11,337	(\$732)	-6.5%
SOURCE PROTECTION					
Expenditures					
Salaries and Benefits	\$277,671	\$372,806	\$370,119	\$2,687	0.7%
Materials and Supplies	17,136	23,302	31,700	(8,398)	-26.5%
Purchased Services	16,664	17,693	30,600	(12,907)	-42.2%
Financial and other	1,629	2,050	2,760	(710)	-25.7%
Total Expenditures	\$313,099	\$415,851	\$435,179	(\$19,328)	-4.4%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
-				, ,	, , ,
Revenue					
Provincial Funding	\$227,921	\$312,750	\$333,179	(\$20,429)	-6.1%
Chargeback Recoveries	72,378	102,000	102,000	0	0.0%
Other	801	1,101	0	1,101	0.0%
Total Revenues	\$313,099	\$415,851	\$435,179	(\$19,328)	-4.4%
TOTAL SOURCE PROTECTION	\$0	\$0	\$0	\$0	0.0%
TOTAL PLANNING & WATERSHED MANAGEMENT	(\$637,771)	(\$1,181,474)	(\$1,056,004)	(\$125,470)	11.9%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
SCIENCE & PARTNERSHIPS					
ECOLOGY					
Expenditures					
Salaries and Benefits	\$353,774	\$481,664	\$517,151	(\$35,487)	-6.9%
Materials and Supplies	1,404	22,145	11,010	11,135	101.1%
Purchased Services	6,373	10,923	13,950	(3,027)	-21.7%
Total Expenditures	\$361,551	\$514,732	\$542,111	(\$27,379)	-5.1%
<u>Revenue</u>					
Program Revenue	\$8,763	\$15,127	\$22,958	(\$7,831)	-34.1%
Chargeback Recoveries	488	488	0	488	0.0%
Total Revenues	\$9,251	\$15,615	\$22,958	(\$7,343)	-32.0%
TOTAL ECOLOGY	(\$352,301)	(\$499,117)	(\$519,153)	\$20,036	-3.9%
STEWARDSHIP					
Expenditures					
Salaries and Benefits	\$257,661	\$380,754	\$386,374	(\$5,620)	-1.5%
Materials and Supplies	16,923	31,923	33,000	(1,077)	-3.3%
Purchased Services	14,689	31,932	29,500	2,432	8.2%
Total Expenditures	\$289,273	\$444,608	\$448,874	(\$4,266)	-1.0%
Revenue					
Program Revenue	\$30,238	\$37,538	\$30,000	\$7,538	25.1%
Chargeback Recoveries	60,586		107,969	(1,875)	-1.7%
Reserve Funding	0		15,000	0	0.0%
Total Revenues	\$90,823	\$158,631	\$152,969	\$5,662	3.7%
TOTAL STEWARDSHIP	(\$198,449)	(\$285,977)	(\$295,905)	\$9,928	-3.4%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
OUTREACH	02.1.2020	220232 2020	2010	01111	012(0.122)
<u>Expenditures</u>					
Salaries and Benefits	\$96,303	\$140,295	\$113,323	\$26,972	23.8%
Materials and Supplies	21,264	41,891	40,527	1,364	3.4%
Purchased Services	16,666	86,148	72,818	13,330	18.3%
Total Expenditures	\$134,234	\$268,334	\$226,668	\$41,666	18.4%
<u>Revenue</u>					
Program Revenue	\$64,917	\$105,007	\$66,150	\$38,857	58.7%
Reserve Funding	0	15,323	12,000	3,323	27.7%
Municipal Funding	50,000	50,000	50,000	0	0.0%
Total Revenues	\$114,917	\$170,331	\$128,150	\$42,181	32.9%
TOTAL OUTREACH	(\$19,317)	(\$98,004)	(\$98,518)	\$514	-0.5%
HAMILTON HARBOUR REMEDIAL ACTION PLAN					
<u>Expenditures</u>					
Salaries and Benefits	\$156,936	\$212,800	\$212,875	(\$75)	0.0%
Materials and Supplies	5,101	7,101	9,000	(1,899)	-21.1%
Purchased Services	35,266	47,916	80,250	(32,334)	-40.3%
Total Expenditures	\$197,303	\$267,817	\$302,125	(\$34,308)	-11.4%
<u>Revenue</u>					
Provincial Funding	\$37,878	\$13,246	\$50,000	(\$36,754)	-73.5%
Municipal Funding	37,669	92,669	95,850	(3,181)	-3.3%
Federal Funding	127,339	168,589	163,750	4,839	3.0%
Total Revenues	\$202,886	\$274,504	\$309,600	(\$35,096)	-11.3%
TOTAL HAMILTON HARBOUR REMEDIAL ACTION PLAN	\$5,583	\$6,687	\$7,475	(\$788)	-10.5%
FORESTRY TECH. TEAM					
Expenditures					
Salaries and Benefits	\$148,105	\$218,790	\$181,855	\$36,935	20.3%
Materials and Supplies	139,366	139,366	125,000	14,366	11.5%
Purchased Services	3,316	4,373	5,500	(1,127)	-20.5%
Total Expenditures	\$290,786	\$362,528	\$312,355	\$50,173	16.1%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
Revenue					
Program Revenue	\$150,459	\$151,659	\$152,000	(\$341)	-0.2%
Chargeback Recoveries	44,534	161,001	87,500	73,501	84.0%
Total Revenues	\$194,993	\$312,659	\$239,500	\$73,159	30.5%
FORESTRY TECH. TEAM	(\$95,794)	(\$49,869)	(\$72,855)	\$22,986	-31.6%
TOTAL SCIENCE & PARTNERSHIPS	(\$660,278)	(\$926,280)	(\$978,956)	\$52,676	-5.4%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
INNOVATION & PMO					
ADMINISTRATION OFFICE FACILITY					
<u>Expenditures</u>	<u> </u>				
Salaries and Benefits	\$52,115	\$72,105	\$75,179	(\$3,074)	-4.1%
Materials and Supplies	37,257	52,257	40,000	12,257	30.6%
Purchased Services	85,851	127,951	138,300	(10,349)	-7.5%
Total Expenditures	\$175,223	\$252,313	\$253,479	(\$1,166)	-0.5%
<u>Revenue</u>					
Total Revenues	\$0	\$0	\$0	\$0	0.0%
TOTAL ADMINISTRATION OFFICE FACILITY	(\$175,223)	(\$252,313)	(\$253,479)	\$1,166	-0.5%
CONSTRUCTION					
<u>Expenditures</u>					
Salaries and Benefits	\$90,719	\$167,074	\$263,384	(\$96,310)	-36.6%
Materials and Supplies	12,438	61,000	62,500	(1,500)	-2.4%
Purchased Services	17,611	52,975	64,500	(11,525)	-17.9%
Total Expenditures	\$120,768	\$281,049	\$390,384	(\$109,335)	-28.0%
Revenue					
Chargeback Recoveries	\$30,160	\$39,200	\$39,200	\$0	0.0%
Total Revenues	\$30,160		\$39,200	\$0	0.0%
TOTAL CONSTRUCTION	(\$90,608)	(\$241,849)	(\$351,184)	\$109,335	-31.1%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PROJECT MANAGEMENT					
Expenditures					
Salaries and Benefits	\$208,209	\$259,017	\$265,105	(\$6,088)	-2.3%
Materials and Supplies	1,532	2,532	4,000	(1,468)	-36.7%
Purchased Services	30,696	32,520	9,500	23,020	242.3%
Total Expenditures	\$240,438	\$294,069	\$278,605	\$15,464	5.6%
<u>Revenue</u>					
Chargeback Recoveries	\$143,684	\$176,336	\$169,286	\$7,050	4.2%
Total Revenues	\$143,684	\$176,336	\$169,286	\$7,050	4.2%
TOTAL PROJECT MANAGEMENT	(\$96,754)	(\$117,733)	(\$109,319)	(\$8,414)	7.7%
RESTORATION					
<u>Expenditures</u>					
Salaries and Benefits	\$89,451	\$130,410	\$251,834	(\$121,424)	-48.2%
Materials and Supplies	1,705	9,848	30,560	(20,712)	-67.8%
Purchased Services	1,038	9,938	30,719	(20,781)	-67.6%
Total Expenditures	\$92,194	\$219,256	\$313,113	(\$93,857)	-30.0%
<u>Revenue</u>					
Program Revenue	\$0	\$122,249	\$216,106	(\$93,857)	-43.4%
Total Revenues	\$0	\$122,249	\$216,106	(\$93,857)	-43.4%
TOTAL RESTORATION	(\$92,194)	(\$97,007)	(\$97,007)	\$0	0.0%
TOTAL INNOVATION & PMO	(\$454,778)	(\$708,902)	(\$810,989)	\$102,087	(\$0)

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS]				
WATERSHED MANAGEMENT & SUPPORT SERVICES VEHICLES					
Expenditures	_				
Materials and Supplies	\$60,202	\$76,202	\$107,372	(\$31,170)	-29.0%
Purchased Services	90,099	105,812	49,667	56,145	113.0%
Total Expenditures	\$150,302	\$182,015	\$157,039	\$24,976	15.9%
<u>Revenue</u>					
Total Revenues	\$0	\$0	\$0	\$0	0.0%
TOTAL WMSS VEHICLES	(\$150,302)	(\$182,015)	(\$157,039)	(\$24,976)	15.9%
PROPERTY MANAGEMENT	_				
<u>Expenditures</u>					
Salaries and Benefits	\$27,405	\$27,405	\$41,448	(\$14,043)	-33.9%
Materials and Supplies	54,959	61,959	72,000	(10,041)	-13.9%
Purchased Services	61,781	107,632	156,900	(49,268)	-31.4%
Total Expenditures	\$144,144	\$196,996	\$270,348	(\$73,352)	-27.1%
<u>Revenue</u>					
Program Revenue	\$21,243	\$21,243	\$32,000	(\$10,757)	-33.6%
Provincial Funding	93,768	125,000	125,000	0	0.0%
Chargeback Recoveries	19,154	13,200	24,900	(11,700)	-47.0%
Total Revenues	\$134,165	\$159,443	\$181,900	(\$22,457)	-12.3%
TOTAL PROPERTY MANAGEMENT	(\$9,979)	(\$37,553)	(\$88,448)	\$50,895	-57.5%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
FORESTRY	02 2020	2202322020		31211 (3113211)	31211 (3113211)
Expenditures					
Salaries and Benefits	\$346,103	\$445,470	\$474,424	(\$28,954)	-6.1%
Materials and Supplies	21,188	22,688	7,000	15,688	224.1%
Purchased Services	44,017	44,617	22,600	22,017	97.4%
Financial and other	6,869	7,869	5,000	2,869	57.4%
Total Expenditures	\$418,178	\$520,645	\$509,024	\$11,621	2.3%
<u>Revenue</u>					
Program Revenue	\$810	\$810	\$0	\$810	0.0%
Municipal Funding	50,795	75,795	82,000	(6,205)	-7.6%
Chargeback Recoveries	68,071	104,737	87,500	17,237	19.7%
Total Revenues	\$119,676	\$181,342	\$169,500	\$11,842	7.0%
TOTAL FORESTRY OPERATIONS	(\$298,501)	(\$339,302)	(\$339,524)	\$222	-0.1%
SECURITY					
Expenditures					
Salaries and Benefits	\$192,914	\$290,440	\$268,084	\$22,356	8.3%
Materials and Supplies	1,700	2,200	0	2,200	0.0%
Purchased Services	3,228	3,528	3,500	28	0.8%
Total Expenditures	\$197,842	\$296,168	\$271,584	\$24,584	9.1%
<u>Revenue</u>					
Chargeback Recoveries	56,308	78,400	73,200	5,200	7.1%
Total Revenues	\$56,308	\$78,400	\$73,200	\$5,200	7.1%
TOTAL SECURITY/PARK RANGERS	(\$141,534)	(\$217,768)	(\$198,384)	(\$19,384)	9.8%
TOTAL WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS	(\$600,317)	(\$776,638)	(\$783,395)	\$6,757	-0.9%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PARTNERSHIP PROJECTS	32112010	DECEMBER 2010	2010	OVER (ONDER)	OVER (ONDER)
Expenditures	_				
Salaries and Benefits	\$98,538	\$277,042	\$190,855	\$86,187	45.2%
Materials and Supplies	252,384	283,218	256,695	26,523	10.3%
Purchased Services	271,396	388,624	451,854	(63,230)	-14.0%
Total Expenditures	\$622,318	\$948,884	\$899,404	\$49,480	5.5%
<u>Revenue</u>					
Program Revenue	\$378,347	\$666,849	\$543,740	\$123,109	22.6%
Provincial Funding - Other	107,362	124,979	107,000	17,979	16.8%
Municipal Funding - Other	3,698	3,698	44,021	(40,323)	-91.6%
Federal Funding	133,715	153,358	204,643	(51,285)	-25.1%
Total Revenues	\$623,121	\$948,884	\$899,404	\$49,480	5.5%
TOTAL PARTNERSHIP PROJECTS	\$803	\$0	\$0	\$0	0.0%
TOTAL WMSS REVENUE	\$11,566,466	\$15,482,024	\$15,872,738	(\$390,714)	-2.5%
TOTAL WMSS EXPENDITURES	9,976,913	15,238,570	15,872,738	(634,168)	-4.0%
	\$1,589,553		\$0	\$243,455	100.0%
TOTAL WMSS	\$1,589,553	\$243,455	\$0	\$243,455	0.0%

Purchased Services 43,324 61,597 29,447 32,150 10 Total Expenditures \$75,251 \$111,524 \$109,890 \$1,634 \$107,638 \$107		AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
Supenditures Sal,927 \$49,927 \$80,443 \$30,516	CONSERVATION AREAS					
Materials and Supplies \$31,927	VEHICLES					
Purchased Services	Expenditures					
Revenue S75,251 \$111,524 \$109,890 \$1,634	Materials and Supplies	\$31,927	\$49,927	\$80,443	(\$30,516)	-37.9%
Revenue S0 S0 S0 S0 S0 S0 S0 S	Purchased Services	43,324	61,597	29,447	32,150	109.2%
Total Revenues \$0	Total Expenditures	\$75,251	\$111,524	\$109,890	\$1,634	1.5%
CONSERVATION AREAS ADMINISTRATION Expenditures Salaries and Benefits \$95,167 \$130,146 \$126,820 \$3,326 \$10,000 \$1,000 \$	<u>Revenue</u>					
CONSERVATION AREAS ADMINISTRATION Expenditures Salaries and Benefits \$95,167 \$130,146 \$126,820 \$3,326 Materials and Supplies 21,167 44,467 70,000 (25,533) 32,520 32,533 33,326 33	Total Revenues	\$0	\$0	\$0	\$0	0.0%
Expenditures \$95,167 \$130,146 \$126,820 \$3,326 \$130,146 \$126,820 \$3,326 \$146,698 \$146,698 \$17,818 \$388,000 \$170,182 \$170,000	TOTAL VEHICLES	(\$75,251)	(\$111,524)	(\$109,890)	(\$1,634)	1.5%
Salaries and Benefits \$95,167 \$130,146 \$126,820 \$3,326 Materials and Supplies 21,167 44,467 70,000 (25,533) -3 Purchased Services 146,698 217,818 388,000 (170,182) -4 Financial and other 39,124 65,124 75,000 (9,876) -1 Total Expenditures \$302,156 \$457,555 \$659,820 (\$202,265) -3 Revenue Program Revenue \$770,045 \$895,045 \$835,000 \$60,045 Total Revenues \$770,045 \$895,045 \$835,000 \$60,045 TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 1 Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Revenue \$0 \$0 \$0 \$0 \$0	CONSERVATION AREAS ADMINISTRATION					
Materials and Supplies 21,167 44,467 70,000 (25,533) 32 Purchased Services 146,698 217,818 388,000 (170,182) 34 Financial and other 39,124 65,124 75,000 (9,876) 33 Total Expenditures \$302,156 \$457,555 \$659,820 (\$202,265) 33 Revenue Program Revenue \$770,045 \$895,045 \$835,000 \$60,045 TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 14 CHARGEBACKS Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -2 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -2 Revenue \$0 \$0 \$0 \$0 \$0 \$0	Expenditures					
Purchased Services 146,698 217,818 388,000 (170,182) 4-6 Financial and other 39,124 65,124 75,000 (9,876) -1 Total Expenditures \$302,156 \$457,555 \$659,820 (\$202,265) -1 Revenue Program Revenue \$770,045 \$895,045 \$835,000 \$60,045 Total Revenues \$770,045 \$895,045 \$835,000 \$60,045 TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 14 CHARGEBACKS Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -2 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -3 Revenue Total Revenues \$0 \$0 \$0 \$0	Salaries and Benefits	\$95,167	\$130,146	\$126,820	\$3,326	2.6%
Financial and other 39,124 65,124 75,000 (9,876) -1 Total Expenditures \$302,156 \$457,555 \$659,820 (\$202,265) -1 Revenue	Materials and Supplies	21,167	44,467	70,000	(25,533)	-36.5%
Sand Expenditures \$302,156	Purchased Services	146,698	217,818	388,000	(170,182)	-43.9%
Revenue \$770,045 \$895,045 \$835,000 \$60,045 Total Revenues \$770,045 \$895,045 \$835,000 \$60,045 TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 14 CHARGEBACKS Expenditures Financial and other \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Revenue \$0 \$0 \$0 \$0 \$0 Total Revenues \$0 \$0 \$0 \$0	Financial and other	39,124	65,124	75,000	(9,876)	-13.2%
Program Revenue \$770,045 \$895,045 \$835,000 \$60,045 Total Revenues \$770,045 \$895,045 \$835,000 \$60,045 TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 14 CHARGEBACKS	Total Expenditures	\$302,156	\$457,555	\$659,820	(\$202,265)	-30.7%
\$770,045	Revenue					
TOTAL CONSERVATION AREAS ADMINISTRATION \$467,889 \$437,489 \$175,180 \$262,309 14	Program Revenue	\$770,045	\$895,045	\$835,000	\$60,045	7.2%
CHARGEBACKS Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -7 Revenue \$0 \$0 \$0 \$0 Total Revenues \$0 \$0 \$0	Total Revenues	\$770,045	\$895,045	\$835,000	\$60,045	7.2%
Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) 52 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) 52 Revenue \$0 \$0 \$0 \$0 Total Revenues \$0 \$0 \$0	TOTAL CONSERVATION AREAS ADMINISTRATION	\$467,889	\$437,489	\$175,180	\$262,309	149.7%
Financial and other \$688,602 \$815,900 \$1,055,786 (\$239,886) -2 Total Expenditures \$688,602 \$815,900 \$1,055,786 (\$239,886) -2 Revenue \$0 \$0 \$0 \$0 Total Revenues \$0 \$0 \$0 \$0	CHARGEBACKS					
Revenue \$0 <t< td=""><td>Expenditures</td><td></td><td></td><td></td><td></td><td></td></t<>	Expenditures					
Revenue	Financial and other	\$688,602	\$815,900	\$1,055,786	(\$239,886)	-22.7%
Total Revenues \$0 \$0 \$0	Total Expenditures	\$688,602	\$815,900	\$1,055,786	(\$239,886)	-22.7%
	<u>Revenue</u>					
TOTAL CHARGEBACKS (\$688,602) (\$815,900) (\$1,055,786) \$239,886 -2	Total Revenues	\$0	\$0	\$0	\$0	0.0%
	TOTAL CHARGEBACKS	(\$688,602)	(\$815,900)	(\$1,055,786)	\$239,886	-22.7%

	AS AT SEPT 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
CRAWFORD LAKE/MOUNTSBERG	32112010	DECEMBEN 2010	2010	OVER (ONDER)	OVER (ONDER)
Expenditures					
Salaries and Benefits	\$1,191,473	\$1,567,097	\$1,545,823	\$21,274	1.4%
Materials and Supplies	264,311	327,011	336,300	(9,289)	-2.8%
Purchased Services	92,275	139,775	181,000	(41,225)	-22.8%
Financial and other	5,022	6,422	10,500	(4,078)	-38.8%
Total Expenditures	\$1,553,080	\$2,040,304	\$2,073,623	(\$33,319)	-1.6%
<u>Revenue</u>					
Program Revenue	\$1,347,393	\$1,874,893	\$1,902,300	(\$27,407)	-1.4%
Municipal Funding	134,646	192,354	192,354	0	0.0%
Total Revenues	\$1,482,039	\$2,067,247	\$2,094,654	(\$27,407)	-1.3%
TOTAL CRAWFORD LAKE/MOUNTSBERG	(\$71,041)	\$26,943	\$21,031	\$5,912	28.1%
KELSO/GLEN EDEN					
<u>Expenditures</u>					
Salaries and Benefits	\$4,190,297	\$5,096,188	\$4,302,971	\$793,217	18.4%
Materials and Supplies	782,144	1,279,644	1,100,146	179,498	16.3%
Purchased Services	960,610	1,375,809	1,156,416	219,393	19.0%
Financial and other	194,509	221,509	186,500	35,009	18.8%
Total Expenditures	\$6,127,560	\$7,973,150	\$6,746,033	\$1,227,117	18.2%
<u>Revenue</u>					
Program Revenue	\$8,145,002	\$9,299,002	\$7,937,250	\$1,361,752	17.2%
Total Revenues	\$8,145,002	\$9,299,002	\$7,937,250	\$1,361,752	17.2%
TOTAL KELSO/GLEN EDEN	\$2,017,442	\$1,325,852	\$1,191,217	\$134,635	11.3%

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

	AS AT	PROJECTED	BUDGET	\$ VARIANCE	% VARIANCE
LILLTON FALLS (MOUNT NERAG /DATTI FSNAVE	SEPT 2018	DECEMBER 2018	2018	OVER (UNDER)	OVER (UNDER)
HILTON FALLS/MOUNT NEMO/RATTLESNAKE					
<u>Expenditures</u>					
Salaries and Benefits	\$420,973	\$570,804	\$572,058	(\$1,254)	-0.2%
Materials and Supplies	30,212	48,012	43,000	5,012	11.7%
Purchased Services	36,996	47,296	40,100	7,196	17.9%
Financial and other	2,024	2,224	3,200	(976)	-30.5%
Total Expenditures	\$490,205	\$668,335	\$658,358	\$9,977	1.5%
<u>Revenue</u>					
Program Revenue	\$860,486	\$1,059,986	\$747,000	\$312,986	41.9%
Total Revenues	\$860,486	\$1,059,986	\$747,000	\$312,986	41.9%
TOTAL HILTON FALLS/MOUNT NEMO/RATTLESNAKE	\$370,282	\$391,651	\$88,642	\$303,009	341.8%
TRANSFER TO CONSERVATION AREA CAPITAL RESERVE	(\$2,020,719)	(\$1,254,510)	(\$310,394)	(\$944,116)	304.2%
TOTAL CONSERVATION AREAS REVENUE	¢11 257 572	¢12 221 201	¢11 612 004	¢1 707 277	14.79/
	\$11,257,573	. , ,	\$11,613,904	\$1,707,377	14.7%
TOTAL CONSERVATION AREAS EXPENDITURES	9,236,854	12,066,770	11,303,510	763,260	6.8%
TOTAL CONSERVATION AREAS	\$2,020,719	\$1,254,511	\$310,394	\$944,117	304.2%

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

	Budget	2018 Budget	Total	Prior Years	Year to date	Life to Date		Project		
	Prior	& Project	Capital	Capital	Capital	Capital	Budget	to be		
Capital Project Description	Years	Increase	Budget	Costs	Costs	Costs	Unspent	Closed	Capital Project Funding	
									,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Kelso Dam - Monitoring, definition study & remediation design	\$1,007,256		\$1,007,256	\$515,179		\$515,179	\$492,077		50% MNRF; 50% Municipal; Deferred	
Kelso Dam - Major Repairs	5,265,000	3,100,000	8,365,000	634,694	434,397	1,069,091	7,295,909		50% MNRF; 50% Mun. Debt Financing	
Kelso Dam - 10" bypass valve	.,,	40,500	40,500	,	946	946	39,554		50% MNRF; 50% Reserve	
Kelso Dam - 10 ft lift gates		79,000	79,000		1,419	1,419	77,581		50% MNRF; 50% Reserve	
Mountsberg Piezometers		73,500	73,500		2,044	2,044	71,456		50% MNRF; 50% Reserve	
Hilton Falls Diversion		58,000	58,000		473	473	57,527		50% MNRF; 50% Reserve	
Scotch Block updated DSR		104,000	104,000		8,574	8,574	95,426		50% MNRF; 50% Reserve	
Dams & Channels Maintenance Projects - 2017/2018	385,000	201,000	385,000	38,301	86,275	124,576	260,424		50% MNRF; 50% Municipal	
Dams & Channels Maintenance Projects - 2018 Budget	303,000	-	-	30,301	00,273	124,570	200,424	Closed May	50% MNRF; 50% Reserve	
Dam public safety assessment		69,000	69,000		31,337	31,337	37,663	Closed Way	50% MNRF; 50% Reserve	
Asset Management Plan - Buildings	50,000	50,000	100,000	_	31,337	31,337	100,000		Reserve; Municipal	
Emerald Ash Borer 2017	400,000	30,000	400,000	227,806	26,865	254,671	145,329		Municipal - EAB	
Emerald Ash Borer 2018	400,000	1,154,000	1,154,000	227,000	371,394	371,394	782,606		Municipal - EAB	
Flood Forecasting & Warning	44,876	1,154,000	1,154,000		44,205	44,205	145,671		Municipal	
1	44,676	1.5	-			30,581	436,045		·	
Floodplain Mapping	90,000	466,626	466,626		30,581				50% Federal NDMP; 50% Municipal	
Geographic Information System (GIS) Technology Upgrades	80,000		80,000	10.000	81,637	81,637	(1,637)		Municipal; Deferred Municipal	
Integrated Watershed Management Planning	25,000		25,000	10,000	20.240	10,000	15,000		Municipal	
Integrated Watershed Database Management System	75,000		75,000	1,491	30,240	31,731	43,269		Municipal	
Administration Office Renovations	440,000	FF 000	440,000	398,004	34,355	432,359	7,641		Debt Financing; Reserves	
Administration Office Renovations - Debt Financed		55,000	55,000		42,833	42,833	12,167		Debt Financing	
Information Technology (IT) Infrastructure - WMSS	32,910	158,500	191,410		99,718	99,718	91,692		Municipal	
Great Plains project module		35,000	35,000			-	35,000		Municipal	
Program rates & fees review		60,000	60,000		15,788	15,788	44,212		Municipal	
Vehicle and Equipment Replacements		210,395	210,395	-		-	210,395		Reserve	
Forest/Land Management	73,689		73,689	47,460	13,229	60,689	13,000		Deferred Municipal Revenue	
Speyside Weir Removal		31,500	31,500			-	31,500		Reserve	
Land Securement		235,000	235,000		229,967	229,967	5,033		Reserves	
Conservation Areas Facility & Infrastructure:										
Kelso/Glen Eden - Ropes Challenge Course	290,000	5,000	295,000	279,653	11,549	291,202	3,798		Reserve	
Kelso/Glen Eden - Master Plan	115,000		115,000	56,719	2,596	59,315	55,685		Reserve	
Kelso/Glen Eden - Mountain Bike Equipment replacement	20,000		20,000	13,517	4,125	17,642	2,358		Reserve	
Kelso/Glen Eden - Ski hill Bore/Pipe replacement	645,000		645,000	561,692	49,874	611,566	33,434		Reserve; Federal Grant	
Kelso/Glen Eden - Ski hill improvements		200,000	200,000		8,238	8,238	191,762		Reserve	
Kelso/Glen Eden - WOW Camp Equipment	85,000	5,000	90,000	40,774	47,609	88,383	1,617		Reserve	
Kelso/Glen Eden - Water/Wastewater Servicing	429,035	150,000	579,035	385,800	113,666	499,466	79,569		Reserve	
Kelso/Glen Eden - Facility Upgrades (A-Frame)	35,000		35,000	21,481	13,519	35,000	-	Closed May	Reserve	
Kelso/Glen Eden - Museum Renovation		120,000	120,000		84,447	84,447	35,553		Reserve	
Crawford Lake - Longhouses roof/floor replacement	90,000		90,000	-	59,041	59,041	30,959		Reserve	
Crawford Lake - Longhouses refurbishment	645,000		645,000	321,216	284,191	605,407	39,593		Reserve; Federal Grant	
Mountsberg - Playground/barn		50,000	50,000		3,858	3,858	46,142		Reserve	
Foundation Funded Capital Projects		100,000	100,000			-	100,000		CH Foundation	
Mount Nemo - Parking Lot	20,000	,	20,000	1,330	4,477	5,807	14,193		Reserve	
Mount Nemo - Infrastructure		110,000	110,000	,	1,637	1,637	108,363		Reserve	
Information Technology Insfrastructure - Conservation Areas		50,000	50,000		36,157	36,157	13,843		Reserve	
PCI Compliance	235,000	22,230	235,000	17,512	116,560	134,072	100,928		Reserve 95%; Municipal 5%	
Vehicle and Equipment replacements	45,000	115,000	160,000	16,520	92,879	109,399	50,601		Reserve	
	-,	-,	,	-,-	. ,-	,	,			
Total Capital Projects	\$10,532,766	\$7,030,021	\$17,562,787	\$3,589,149	\$2,520,700	\$6,109,849	\$11,452,938			





REPORT TO: Board of Directors

REPORT NO: # 08 18 03

FROM: Sheryl Ayres, Senior Director Corporate & Strategic Initiatives

905-336-1158, ext. 2250; sayres@hrca.on.ca

DATE: November 22, 2018

SUBJECT: Region of Halton Developer Contribution Funding Update

MEMO

As requested at the June 5, 2018 meeting of the Conservation Halton Finance & Audit Committee, this memo is being prepared to update the Board of Directors regarding the status of the developer contributed funds collected by the Region of Halton for Conservation Halton parks capital development.

In October 2017 the Board approved draft Business Cases for the three key infrastructure parks capital projects as follows:

- Kelso/Glen Eden Water/Waste Water Infrastructure
- Kelso/Glen Eden Recreation Centre and Sport & Arrival Centre
- Crawford Lake Interpretive and Education Centre

Since that time, Conservation Halton staff have continued to review and refine project requirements and associated budgets including preparation of a Regional Official Plan Amendment, in close and continuous consultation with Halton Region staff, to be submitted in early 2019. Submission of the updated Kelso/Glen Eden Master Plan is expected to occur early 2019 and supports the development of the Kelso/Glen Eden Recreation and Sport & Arrival Centre as well as water/waste water infrastructure. Continuing to build First Nation stakeholder relationships and partnerships remains a priority for Crawford Lake staff, laying a solid foundation for future engagement of the Crawford Lake Interpretive and Education Centre.

The 2019 Budget & Business Plan includes a capital project in the amount of \$500,000 to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10-year capital forecasts associated with these significant projects.

Through discussions with Halton Region staff, an agreement has been made to release the developer contribution funds to Conservation Halton on an annual basis with the approval of the annual budget.





REPORT TO: Board of Directors

REPORT NO: # 08 18 04

FROM: Gene Matthews

Director, Parks & Recreation

DATE: November 22, 2018

SUBJECT: Indigenous naming of the Crawford Lake Longhouse Village

Recommendation

THAT the Conservation Halton Board of Directors receives for information the Staff report dated November 22, 2018 on engaging with select Indigenous partners to initiate and pursue the renaming of the Village at Crawford Lake Conservation Area to a linguistically and culturally appropriate Indigenous name.

Executive Summary

Crawford Lake Conservation Area staff have received an increase in queries from multiple Indigenous partners, partners from the formal education sector, and members of the general public about the colonial name of the park and Iroquoian Village. A strong interest has been expressed for Conservation Halton to provide an Indigenous name for the Village that more accurately reflects its heritage.

Report

Since the reconstructed longhouses were opened at Crawford Lake in the 1980s, Conservation Halton has used the term Iroquoian to refer to both the Village and its inhabitants.

Iroquoian is a broad colonial term used to describe a large, politically diverse group of First Nations that spoke/speak a similar language, lived in longhouses, and practiced large scale agriculture. These nations include the Wendat, the Attawandaron/Chonnonton, the Petun, and the Haudenosaunee Confederacy (Oneida, Onondaga, Seneca, Cayuga, Mohawk, and Tuscarora), among others.

The term Iroquoian was originally adopted due to common archaeological use and difficulty in determining which nation lived at Crawford Lake. Archaeologists found evidence of both proto-Wendat (pre-dating the formation of the Wendat Confederacy) and proto-Attawandaron/Chonnonton origin.

In 2013, the Village Revitalization Project commenced with the construction of the Deer Clan Longhouse and continues today with the renovation of the Turtle and Wolf Clan Longhouses. This project has been the impetus for new archaeological investigations, new exhibits, and new cultural knowledge.



This new knowledge includes criticism of the term Iroquoian stemming from its colonial origin, lack of specificity, and misleading apparent reference to the Iroquois who would have lived in what is now New York State at the time the Village was occupied.

The colonial origins of the term Iroquoian are not in keeping with the Calls to Action of the Truth and Reconciliation Commission. Themes of Truth and Reconciliation have been written into the new Ontario Social Studies Curriculum, which was launched in classrooms across the province in September 2018. Teachers bring 32,000 students annually to visit the Village at Crawford Lake and rely on the park to support this curriculum.

Crawford Lake attracts tourists from around the world, with guests from over 40 different countries visiting the park in July and August 2018 alone. The current name of the park does not reference the Village which prevents effective marketing to build on local and international tourism. It is a barrier to those seeking a place to learn more about Indigenous history and culture.

Rationale & Social Impact:

- The term Iroquoian is a colonial term that is confusing for staff, visitors, Indigenous and non-Indigenous partners.
- Re-naming the Village at this time would be a fitting way to close the Village Revitalization Project and celebrate the relationships this project has enabled the park to build.
- Working with Indigenous community members to re-name the Village will continue the important work of relationship building between the park and Indigenous communities/organizations.
- Crawford Lake is a unique site with enormous tourism potential and significant
 educational impact on local students. As such, it has a responsibility to accurately and
 respectfully represent the heritage of the people who originally lived at the site and their
 descendants.
- Re-naming would support further development in terms of marketability and relationship building. These are essential for the development of the park, the upcoming Interpretive and Education Centre, and for improved communication regarding site archaeology.
- Re-naming the Village is a significant step in demonstrating the park's commitment to supporting the work of Truth and Reconciliation in Canada.

Precedents

- The following sites are similar to Crawford Lake Conservation Area in that they are home to reconstructed longhouses designed to educate students and tourists.:
 - Ska-nah-doht Village and Museum, located at Longwoods Conservation Area https://www.lowerthames-conservation.on.ca/conservation-lands/ska-nah-doht-longwoods/
 - Tsiionhiakwatha/Droulers Archaeological Site Interpretation Center http://www.sitedroulers.ca/site-en/
 - Kahyonhakta at Kayanase Greenhouse https://kayanasegreenhouse.weebly.com/
 - Kanata Village http://www.kanatavillage.org/



Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Protecting our natural, cultural, and scenic assets.

This project would support the following Conservation Halton Strategic Objectives.

- Attract Visitors to our parks and connect our communities with nature through sustainable recreation, education, and tourism opportunities
- Partner and collaborate with municipalities, government agencies, professional associations, education institutions, Indigenous communities and others

Financial Impact

Re-naming the Village could be achieved with minimal financial investment from Conservation Halton. Costs associated would be limited to staff time, signage replacements to gradually remove the term Iroquoian Village from the site, and possibly mileage for partner site visits.

Conservation Halton could achieve a cost saving by pursuing the re-naming prior to the construction of the new Interpretive and Education Centre. This would avoid the cost of replacing signage and other media/exhibits should re-naming be approved at a later date.

The park stands to see a financial benefit from improved marketing by raising the profile for tourists and teachers/students seeking a greater understanding of Indigenous history. A partnership with the Conservation Halton Foundation may also be beneficial as fundraising and grant writing potential will increase with a more authentic name and associated relationship development.

Signed & respectfully submitted:

Gene Matthews

Director, Parks and Recreation

Approved for circulation:

Hassaan Basit

CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Brenna Bartley, Coordinator of Educational Programming

bbartley@hrca.on.ca, 905-208-0370





REPORT TO: Board of Directors

REPORT NO: # 08 18 05

FROM: Sheryl Ayres, Senior Director, Corporate & Strategic Initiatives

905-336-1158, ext. 2250

DATE: November 22, 2018

SUBJECT: 2019 Budget & Business Plan

Recommendation

THAT the Conservation Halton Board of Directors **approve**:

- The 2019 Budget & Business Plan as presented;
- Municipal funding of \$9,677,687 in the 2019 Budget & Business Plan by a weighted vote;
- Municipal funding of \$300,311 being the Provincial funding matching portion included in the 2019 Budget;
- Transfers to and from Reserves as outlined in the 2019 Budget & Business Plan.

Executive Summary

The Finance & Audit Committee recommended at their October 25, 2018 meeting that the 2019 Budget & Business Plan be approved by the Conservation Halton Board of Directors at the November 22, 2018 Board meeting. The 2019 Budget & Business Plan considered by the Finance & Audit Committee is included in your Board of Directors agenda package. This report provides a summary of the detailed report that was provided to the Finance & Audit Committee.

Conservation Halton's 2019 operating and capital budget and 2020-2028 forecast provides the resources that are needed to protect, restore and manage the natural resources in the watershed and deliver programs, services, and infrastructure. The 2019 operating budget of \$29.1 million and the capital budget of \$5.6 million provide for a combined investment of \$34.7 million into programs, services and infrastructure. The 2019 operating and capital budget increase of \$3.0 million over the 2018 budget results in a municipal funding increase of \$426,674 or 4.5%.

Report

Highlights from the 2019 Budget & Business Plan follow:

Conservation Halton is proactive at generating funding through sources, such as self-generated revenues, to mitigate the financial impact to our funding municipalities. In a 2017 survey completed by Conservation Ontario, it was found that conservation authorities primary source of funding is from municipal levies at an average rate of 53%. The 2019 operating budget funding sources are consistent with prior years with the majority of funding being derived from self-generated revenues and less than one-third of Conservation Halton's 2019 budget funded by municipal funding in the amount of \$9,977,998.



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

Throughout 2018, staff at Conservation Halton have continued to work with staff at the Region of Halton to prepare a long-term sustainable financing strategy. The 2019 operating and capital budget and forecast has been prepared based on the results of this work and include municipal funding increases ranging from 4% to 4.5% annually. These funding increases are based on the assumption of 2% inflation, 1.5% growth related impacts and the balance is for phasing in of funding to maintain assets in a good state of repair. The budget and forecast also includes funding increases of 2% to 5% annually from self-generated revenue as per one of the key service targets in the strategic plan, Metamorphosis.

Conservation Halton prepared an Asset Management Plan for dams and channels assets in 2017 which identified a need of \$750,000 annually (\$780,300, 2019\$) in funding to maintain the assets in a state of good repair. An Asset Management Plan for building assets is currently underway and is predicting a need for approximately \$75,000 annually to maintain buildings that are funded through municipal funding sources. The State of Good Repair Levy included in the 2019 budget of \$414,200 partially provides the funding needed to maintain these assets and is expected to be fully phased in over the 2020 – 2028 forecast.

Salaries for 2019 are proposed to increase by 1.75%. Salaries are based on 91% and 94% of the top of the salary band for Conservation Areas and Watershed Management and Support Services (WMSS) staff respectively. These percentages are consistent with the 2018 budget and represent the proportion of actual salaries to the top of the band.

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

Pursuant to the *Conservation Authorities Act*, O Reg. 139/96 (as amended by O.R. 106/98), s.1.(1), a notification letter was sent to all of Conservation Halton's watershed municipalities that the 2019 Budget & Business Plan, including municipal funding in the total amount of \$9,977,998, will be considered at the November 22, 2018 Board of Directors meeting. The letter also advised that the weighted voting procedure under Regulation 139/96 for municipal funding will be followed so that each member of the Board of Directors can vote in proportion to their municipality's share of the current value assessment referred to as municipal apportionment.

The municipal apportionment percentages are provided annually to Conservation Authorities by the Ontario Ministry of Natural Resources and Forestry (MNRF). The apportionment of the 2019 municipal funding according to the apportionment data provided by MNRF is contained in the chart below.



Municipality:	Apportion- ment % 2019	Municipal Funding 2019	Apportion- ment % Municipal 2018 Funding (revised) 2018		% Increase	
Region of Halton	87.6577%	\$8,746,484	87.4849%	\$	8,353,342	4.7%
Region of Peel	4.8745%	\$ 486,378	4.9431%	\$	471,983	3.0%
City of Hamilton	7.2456%	\$ 722,966	7.3485%	\$	701,659	3.0%
Township of Puslinch	0.2222%	\$ 22,170	0.2235%	\$	21,340	3.9%
	100.0000%	\$9,977,998	100.0000%	\$	9,548,324	

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.

The 2019 Budget & Business Plan supports many of the strategic initiatives included in Metamorphosis including the following:

- Plan for long-term capital needs with a sustainable financing strategy,
- Increase self-generated revenue by 2-5 percent annually,
- Limit increases in annual tax-supported operating expenditures to regional budget guidelines,
- Develop an asset management program that defines how assets will be managed to ensure delivery of services as expected, minimizes risk and makes us of all available financial tools and resources,
- Achieve financial stability for our dam and channel maintenance programs and flood forecasting and operations,
- Implement a structured budgeting process to facilitate cost visibility, cost governance and cost accountability and build a culture of cost-management.
- Develop long-range capital and operating budgets that are financially sustainable.

Financial Impact

Conservation Halton is faced with delivering core services to an increasing number of residents in the watershed and visitors to its Conservation Areas, in addition to enhancing programs and services to meet mandated timelines and service delivery objectives outlined in Conservation Halton's Strategic Plan, Metamorphosis.

With a 4.5% municipal funding increase, or \$429,674, the 2019 Budget & Business Plan focuses on meeting service level targets and the initiatives required to meet the key objectives in the strategic plan. The 2019 budget provides for investments in our programs to enhance service delivery, digital transformation, watershed planning, greenspace revitalization, floodplain mapping, flood forecasting, and park experiences. The municipal funding requested in the 2019 budget for operating and capital expenses of 3.3% is within Region of Halton budget guidelines for 2019.

Signed & respectfully submitted:

Approved for circulation:





Suyl Lyres

Sheryl Ayres Senior Director, Corporate & Strategic Initiatives Hassaan Basit

Hassaan Basit CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Marnie Piggot, Director, Finance; 905-336-1158, ext. 2240;

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Foreword

Submitted by:

Hassaan Basit Chief Administrative Officer

Prepared by:

Sheryl Ayres, CPA, CGA Senior Director, Corporate and Strategic Initiatives

Marnie Piggot, CPA, CA *Director, Finance*

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Brittany Theis Graphic Designer

In Collaboration with:

Senior Leadership Team Departmental Staff from:

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

2019 Budget Preparation Timeline

March - June

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

June - October

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

October – January

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

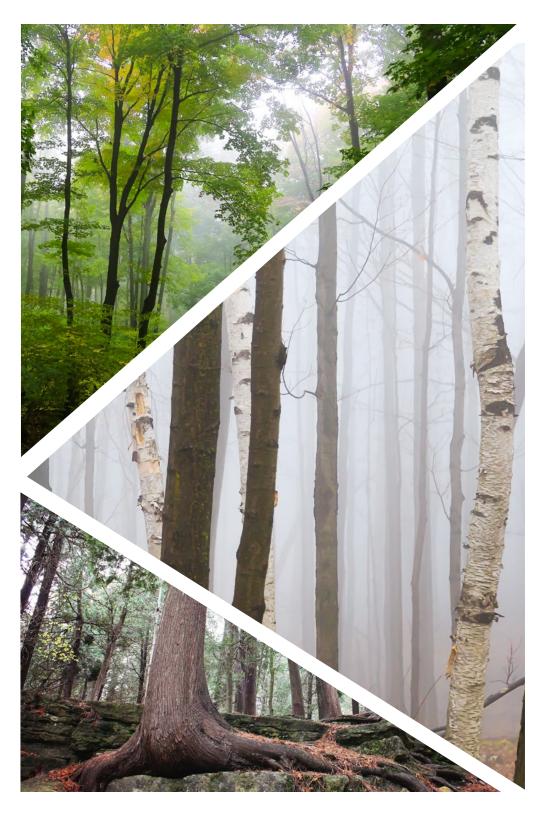


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Welcome Messages

Message from CAO Hassaan Basit

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

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





Welcome Messages

Message from Senior Director, Corporate & Strategic Initiatives Sheryl Ayres

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

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

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

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

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

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



About Conservation Halton

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

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



Summary of the Strategic Plan

Conservation Halton's Metamorphosis Strategic Plan was approved by the Conservation Halton Board of Directors.

The plan sets out priorities for staff to guide them in developing their work plans.

THE STRATEGIC PLAN HAS FIVE MAIN THEMES:

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

Key Service Targets:

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

Key Conservation Targets:

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

Board of Directors

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON

Councillor Marianne Meed Ward

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

Mr. John Vice

HALTON HILLS

Councillor Moya Johnson, Vice-Chair

Councillor Bryan Lewis

MILTON

Councillor Mike Cluett

Councillor Robert Duvall

Mayor Gordon Krantz

OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA

Councillor Sue McFadden

Mrs. Jean Williams

CITY OF HAMILTON

Ms. Joanne Di Maio

Mr. Ed Wells

TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour



Senior Leadership Team



Chief Administrative Officer

Hassaan Basit



Senior Director, Corporate & Strategic Initiatives Sheryl Ayres



Director,
Parks & Recreation
Gene Matthews



Director,
Planning & Watershed
Management
Barb Veale



Associate Director,
Science & Partnerships
Kim Barrett



Associate Director, People, Culture & Creative Jill Ramseyer



Associate Director, Engineering Janelle Weppler



Executive Summary

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

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

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

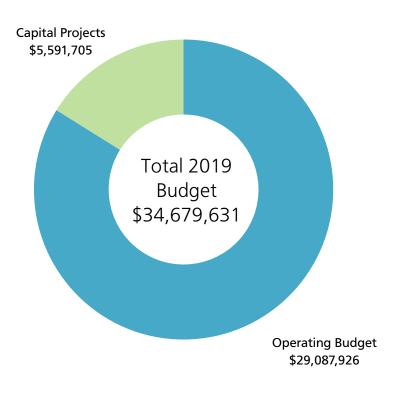
The operating and capital budget and forecast has been prepared with municipal funding increases ranging from 4% to 4.5% annually. These increases are based on the assumption of 2% inflation, 1.5% growth related impacts and phasing in of funding to maintain assets in a good state of repair. The budget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

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

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

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

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



Operating Budget

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

Capital Budget

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



2019 Operating Budget Summary

Operating Budget Summary

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

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

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

The operating budget expenditures have increased by \$1.7 million over the 2018 budget with the majority of the increase funded by program revenue and other grants. Further details of the operating budget for each department are provided in the Departmental Business Plans. As a public service body, conservation authorities prepare a budget that balances

expenditures with sources of revenue for our watershed management and support services. After maximizing revenue from all other sources, Conservation Halton levies the amount of tax required from our municipal funding partners to balance the budget. The 2019 budget requires municipal funding of \$8.9 million excluding the State of Good Repair Levy, and an increase of 3.6% or \$311,274 from our municipal funding partners to deliver the programs and services offered by Conservation Halton.

Budget Restatements

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

Corporate & Strategic Initiatives

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

People, Culture & Creative

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

Engineering

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

Planning & Watershed Management

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

Science & Partnerships

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

Innovation & Project Management Office (PMO)

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

Watershed Management & Support Services Operations

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

Conservation Areas

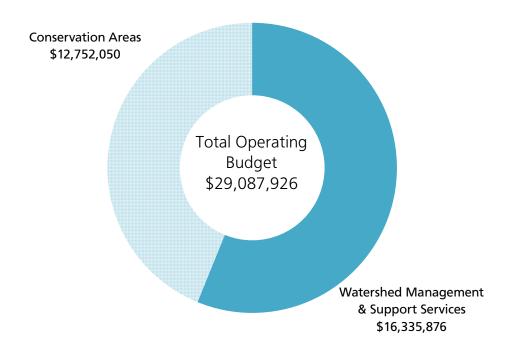
Administration; Vehicle & Equipment Operations; Kelso/Glen Eden; Crawford Lake/ Mountsberg; Robert Edmondson; Rattlesnake Point/Hilton Falls/Mount Nemo

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

Assumptions Used in Preparing the 2019 Operating Budget

• Inflation has been assumed at 1.75% to 2%. Although the rate of inflation is expected to increase to 2.5% in the third and fourth quarters of 2018, the Bank of Canada expects inflation to

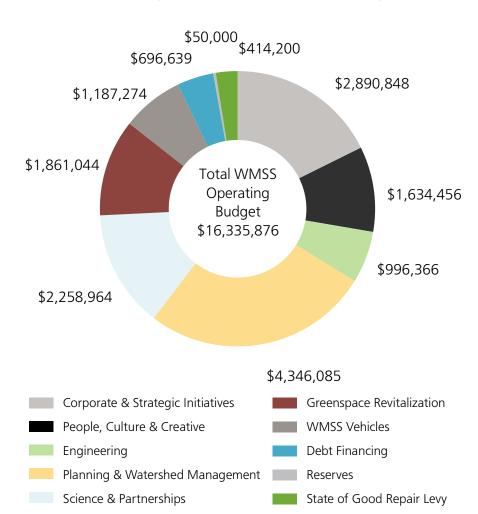
- return to about 2% in 2019. According to Statistics Canada, the Consumer Price Index as of August 2018 for Ontario is 2.8%.
- Salaries for 2019 are proposed to increase by 1.75%. Salaries are based on 91% and 94% of the top of the salary band for Conservation Areas and Watershed Management and Support Services (WMSS) staff respectively. These percentages are consistent with the 2018 budget and represent the proportion of actual salaries to the top of the band.



Operating Budget Summary

Investing in the Watershed

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



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

Major drivers of the WMSS operating budget increases include:

Total in success in 2010 Our continue Burdont	¢522.420	
State of Good Repair Levy	\$128,200	
Net inflationary increases and other	\$26,727	
Partnership Projects decrease	(\$151,321)	
Transfer to Vehicle & Equipment Reserve	(\$50,000)	
Transfer to Land Securement Reserve	\$25,000	
Debt financing charges	\$86,053	
Reallocation of park expenses to Conservation Areas budget	(\$45,700)	
Digital Transformation Purchased Services	\$30,000	
New staff offset by positions not replaced in the 2018 Budget	\$148,857	
Accounting restatement of Source Protection program chargeback	(\$95,000)	
WMSS Staff Salaries and Benefit increase	\$420,322	

Total increase in 2019 Operating Budget \$523,138

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

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

Program expenses related to parks have been reallocated to the Conservation Areas operating budget to align the expenses more appropriately. These expenses are for things such as signs and marketing documents prepared by the Marketing & Communications team.

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

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

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

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

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

Investing in our Parks

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

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

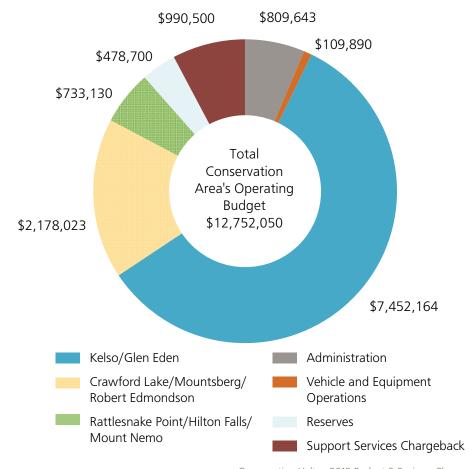
Increases in expenses are largely related to staffing. Two new full time positions are included in the operating budget to assist with lift and maintenance needs at the parks. The impact of the minimum wage increase in 2018 has been fully factored in to the operating budget accounting for most of the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

New programs included in the Conservation Areas operating budget are the

implementation of a Visitor Impact Monitoring and Management program that is identified as a Strategic Plan initiative for 2019.

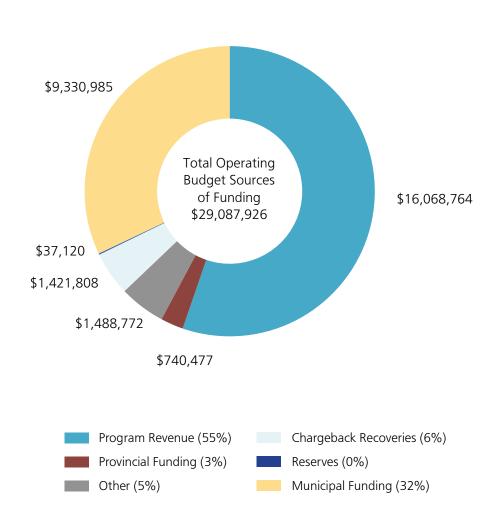
The chargeback to the Conservation Areas for support services has decreased in the 2019 operating budget by \$65,286 to \$990,500. The decrease is the net impact of the second year of a phased increase to the parks chargeback of \$79,614, offset by a reduction of \$144,900 for positions not being replaced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

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



Sources of Budget Funding

Operating Budget Summary



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

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and proportional current value assessment of the municipality falling within the Conservation Halton watershed and is detailed in the Municipal Apportionment section of the 2019 Budget & Business Plan.

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

Staff Complement Changes

Operating Budget Summary

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

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

State of Good Repair Levy

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

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

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

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

Debt Financing and Debt Capacity

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

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

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

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

Reserve Funding

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

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

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

Operating Budget Summary

					2019 Funding Sources					
	Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
	WATERSHED MANAGEMENT & SUPPORT SERVICES PROGRAMS	_								
1	CORPORATE & STRATEGIC INITIATIVES Office of the CAO	_	554.400	560 247				20.000		520.247
	Conservation Halton Foundation Administration		554,190 172,558	568,217 173,957	62.000		-	29,000		539,217 173,957
	Finance General Corporate Services		905,495 245,551	905,282 50,000	62,000			255,705		587,577 50,000
	Information Technology Geographical Information Systems		408,379 584,722	536,898 656,494	12,500			105,800		431,098 643,994
		0.7%	2,870,895	2,890,848	74,500	-	-	390,505	-	2,425,843
2	PEOPLE, CULTURE & CREATIVE	_								
	HR, Health, Safety & Wellness Marketing & Communications		820,327 786,278	853,596 780,860				194,200 182,800	15,000	659,396 583,060
		1.7%	1,606,605	1,634,456	-	-	-	377,000	15,000	1,242,456
3	Engineering Flood Forecasting	-	342,922 571,692	346,608 649,758	3,000	300,311	4,000	222,403		121,205 345,447
		8.9%	914,614	996,366	3,000	300,311	4,000	222,403	-	466,652
4	PLANNING & WATERSHED MANAGEMENT Planning & Watershed Management Regional Infrastructure Team Source Protection Chargeback from Source Protection Program to WMSS	-	3,441,341 457,405 435,179 -	3,562,997 460,922 322,166 -	2,485,862	315,166	472,503	7,000		1,077,135 (11,581) - -
		0.3%	4,333,925	4,346,085	2,485,862	315,166	472,503	7,000	-	1,065,554

Operating Budget Summary

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

Operating Budget Summary

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

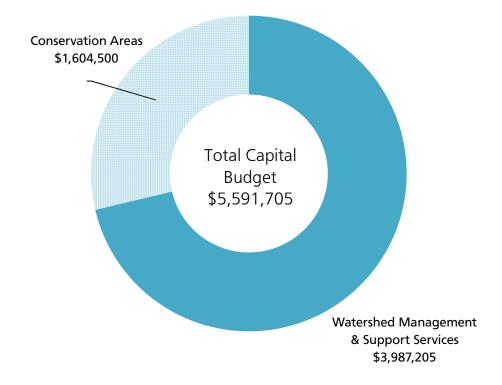


2019 Capital Budget Summary

Capital Budget Summary

\$5.6 million into infrastructure and studies to provide programs and services in the watershed and conservation areas. The budget is increasing by \$1.3 million over the 2018 budget for Watershed Management and Support Services and Conservation Areas projects. The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, development of studies and plans, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

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



Watershed Management & Support Services

Capital Budget Summary

Investing in the Watershed

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

The WMSS 2019 Capital Budget includes:

Corporate & Strategic Initiatives

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

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

Engineering

Dams and channels major repair and maintenance projects with a total cost of \$1,387,516. These projects are assumed to be funded 50% from the Watershed Management Capital Reserve, which is funded through the implementation of the State of Good Repair Levy, and 50% provincially through the Water and Erosion Control Infrastructure (WECI) fund. The 2019 proposed projects provide for estimated repairs costing \$898,906 to Hilton Falls Dam and \$82,774 for Hilton Falls Dam road resurfacing. The Environmental Assessment work for this project was completed in 2015. Milton channel repairs were included in the 2018 budget but not approved

for provincial funding. Therefore, the project was closed in 2018 and has been included in the 2019 capital budget in the amount of \$255,927. The balance is related to the implementation of the Dam Public Safety Plans being completed in 2018 for \$74,909, \$25,000 for sediment removal at Freeman Pond and \$50,000 to begin a study for the naturalization of concrete sections of the channels.

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

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

Innovation & Project Management Office

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

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

Science & Partnerships

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

Other WMSS Capital Projects

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

Conservation Areas

Capital Budget Summary

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

Investing in Our Parks

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

The Conservation Area 2019 Capital Budget includes:

Facility major maintenance for park infrastructure totaling \$996,000.

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

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

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

Sources of Capital Budget Funding

Capital Budget Summary

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

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

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

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

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

Asset Management & State of Good Repair

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

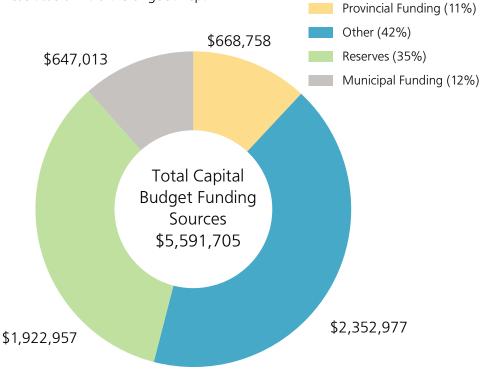
An Asset Management Plan (AMP) for Dams and Channels was completed in 2017. An Asset Management Plan for Buildings is expected to be

completed in 2018, and a Plan for the balance of assets planned for 2019 to complete the comprehensive AMP.

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

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

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



2019 Budget Summary

Capital Budget Summary				2019 Funding	Sources				
Description	% Increase (decrease) over 2018 Budget	2018 Budget Expenses	2019 Budget Expenses	Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL	_								
14a Capital - Watershed Management & Support Services									
Corporate & Strategic Initiatives	_								-
Great Plains Project Module Implementation		35,000	-						-
Asset Management Plan		50,000	-						-
Program Rates & Fees Review		60,000	-						-
Ortho Imagery		-	60,000						60,000
Engineering									
Dams & Channels Maintenance Projects		877,300	1,387,516		668,758	152,964		565,794	-
Flood Forecasting & Warning Program		145,000	115,000						115,000
Flood Plain Mapping Update		466,626	466,626			233,313		-	233,313
Innovation & PMO									-
Administration Office			150,000					150,000	-
Speyside Weir Removal and Channel Enhancement		31,500	-			-		-	-
Giant's Rib Geopark			100,000			100,000		2.451	-
Glenorchy Emerald Ash Borer		1,154,000	15,151			12,700 1,154,000		2,451	-
Information Technology Infrastructure		1,154,000	1,154,000 238,700			1,154,000			- 238,700
Vehicle and Equipment Replacement		210,395	200,212					200,212	230,700
Other Foundation Funded Projects		60,000	100,000			100,000		200,212	_
Sale - Mindalor - Minded - 1 Opera		00,000	100,000			100,000			
TOTAL CAPITAL WMSS	22.7%	3,248,321	3,987,205	-	668,758	1,752,977	-	918,457	647,013
14b Capital - Conservation Areas									
Skihill Improvements	_	200,000	-					-	-
Facility Major Maintenance		210,000	996,000			100,000		896,000	-
Vehicle and Equipment Replacement		490,000	108,500					108,500	-
Developer Contribution Works		100,000	500,000			500,000		-	-
TOTAL CAPITAL CONSERVATION AREAS	60.5%	1,000,000	1,604,500	-	-	600,000	-	1,004,500	-
TOTAL CAPITAL PROJECTS	31.6%	4,248,321	5,591,705	-	668,758	2,352,977	-	1,922,957	647,013



2019 Budget & Operating Forecast

2020 - 2028

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

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

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

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

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

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

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

The operating forecast includes the costs of servicing existing debt and new debt financing for anticipated capital projects. Debt financing has been primarily received through the Region of Halton to assist with partially financing the 50% municipal portion of dams and channels capital projects. The estimated debt financing charges included in the operating forecast related to municipal debt financing have been provided by Region of Halton staff.

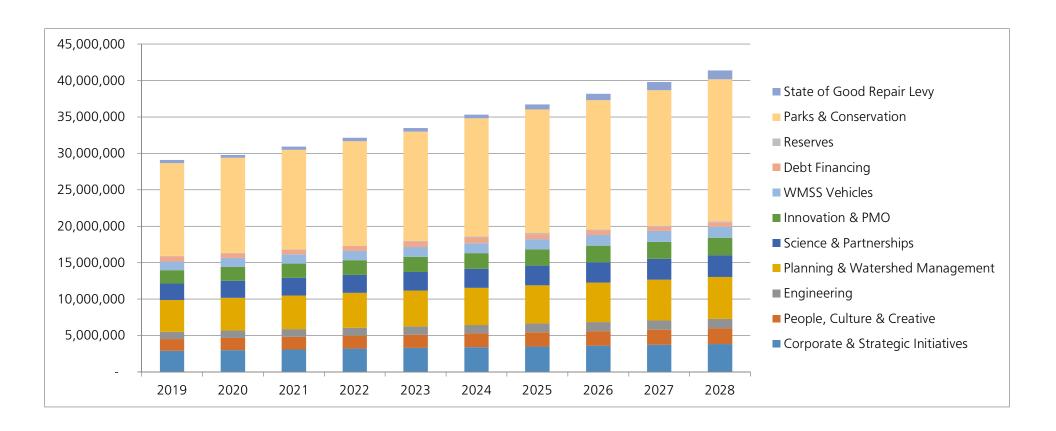
The operating forecast includes the operating impact of capital projects once the assets become operational, excluding the Conservation Area capital projects that are partly funded by developer contributions. The cost impacts related to the Developer Contribution works will be assessed through the work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

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

Poperating Expenditures - WMSS Poperating Expenditure - WMSS Poperating Expenditures - WMSS Poperating Expenditure - WMSS Po			2019 Budget & 2020-2028 Operating Expenditures and Funding Forecast - Watershed Management & Support Services (WMSS)							WMSS)		
Administration Office Facility	Operating Expenditures - WMSS		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Restoration 6,229,700 548,134 564,212 589,722 597,693 51,096 612,970 651,286 670,073 689,864 799,229 799,621 799,621 799,621 799,621 799,622 799,622 799,622 799,623 799,794 799,623 799,794	Innovation & PMO											
Project Management Construction	Administration Office Facility	2,873,121	257,382	263,618	270,008	276,551	283,247	290,104	297,114	304,284	311,625	319,189
Construction	Restoration	6,258,790	548,134	564,212	580,732	597,693	615,096	632,970	651,286	670,073	689,364	709,229
Partnership Projects 5,138,908 452,163 464,944 478,071 491,542 505,359 519,542 534,070 548,965 564,250 580,002	Project Management	3,438,200	295,103	305,131	315,452	326,067	336,976	348,201	359,720	371,556	383,735	396,258
Math	Construction	3,505,250	308,262	317,015	326,003	335,227	344,687	354,397	364,343	374,539	385,007	395,771
WMSS Operations Webide & Equipment Operations - WMSS 2,128,795 192,939 197,119 201,392 205,758 210,218 214,773 219,421 224,165 229,018 233,993 Property Management 3,225,846 276,297 285,821 295,625 305,709 316,074 336,742 337,690 348,942 260,520 372,427 Foresty Operations 5,573,001 479,138 495,234 511,797 528,827 546,330 564,337 582,811 601,797 621,325 641,405 Total Vehicle & Equipment Operations - SUBTOTAL WATERSHED MGMT & SUPPORT 1,187,274 1,221,823 1,257,311 1,293,740 1,331,115 1,369,494 1,408,812 1,449,141 1,490,554 1,533,141 SUB-TOTAL WATERSHED MGMT & SUPPORT 174,707,872 15,175,037 15,643,138 16,131,637 16,633,537 17,148,937 17,66,737 18,221,937 18,779,637 19,322,838 19,942,437 Debt Financing Charges 6,672,362 610,586 696,39 626,449 614,008	Partnership Projects	5,138,908	452,163	464,944	478,071	491,542	505,359	519,542	534,070	548,965	564,250	580,002
Vehicle & Equipment Operations - WMSS 21,87,95 192,939 197,19 201,939 201,786 210,218 214,773 219,421 224,165 229,018 233,939 270,000 236,649 238,347 233,446 258,840 264,849 236,427 237,000 243,649 248,497 253,446 258,649 236,427 237,600 248,947 237,427 279,650 276,247 276,	TOTAL INNOVATION & PMO	21,214,269	1,861,044	1,914,921	1,970,266	2,027,081	2,085,364	2,145,214	2,206,532	2,269,417	2,333,981	2,400,449
Property Management 2,614,763 238,900 243,649 248,649 253,446 258,494 263,642 268,890 274,237 279,692 285,5317 252,000 250,000	WMSS Operations											
Security Size Si	Vehicle & Equipment Operations - WMSS	2,128,795	192,939	197,119	201,392	205,758	210,218	214,773	219,421	224,165	229,018	233,993
Total Vehicle & Equipment Operations 13,542,405 1,187,274 1,221,823 1,257,311 1,293,740 1,331,115 1,369,494 1,408,812 1,449,141 1,490,554 1,533,141 1,240,141 1,490,554 1,533,141 1,240,141 1,490,554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,533,141 1,440,141 1,440,1554 1,440,141 1,440,1	Property Management	2,614,763	238,900	243,649	248,497	253,446	258,494	263,642	268,890	274,237	279,692	285,317
Total Vehicle & Equipment Operations	Security	3,225,846	276,297	285,821	295,625	305,709	316,074	326,742	337,690	348,942	360,520	372,427
Sub-Total Watershed MgMT & Support 174,707,872 15,175,037 15,643,138 16,131,637 16,633,537 17,148,937 17,678,737 18,221,937 18,779,637 19,352,838 19,942,437 18,2479 18,779,637 19,352,838 19,942,437 18,2479 18,779,637 19,352,838 19,942,437 18,2479 18,24	Forestry Operations	5,573,001	479,138	495,234	511,797	528,827	546,330	564,337	582,811	601,797	621,325	641,405
Page	Total Vehicle & Equipment Operations -	13,542,405	1,187,274	1,221,823	1,257,311	1,293,740	1,331,115	1,369,494	1,408,812	1,449,141	1,490,554	1,533,141
Page	SUB-TOTAL WATERSHED MGMT & SUPPORT											
Balance, beginning of year 6,672,362 610,586 696,639 626,449 614,008 670,281 736,031 783,358 709,794 627,900 597,316 Increase/(decrease) in debt financing charges (24,999) 86,053 (70,190) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441) 56,273 (73,644) (81,894) (30,584) (11,729) (12,441)		174,707,872	15,175,037	15,643,138	16,131,637	16,633,537	17,148,937	17,678,737	18,221,937	18,779,637	19,352,838	19,942,437
Balance, beginning of year 6,672,362 610,586 696,639 626,449 614,008 670,281 736,031 783,358 709,794 627,900 597,316 Increase/(decrease) in debt financing charges (24,999) 86,053 (70,190) (12,441) 56,273 65,750 47,327 (73,564) (81,894) (30,584) (11,729) (30,584) (11,729) (30,584) (11,729) (12,441) 56,273 65,750 47,327 (73,564) (81,894) (30,584) (11,729) (30,584) (11,729) (30,584) (11,729) (30,584) (11,729) (30,584	Debt Financing Charges											
Transfer to Reserves - State of Good Repair Levy Transfer to Reserves - State of Good Repair Levy Capture September 1, 192,500 (25,000) (2		6,672,362	610,586	696,639	626,449	614,008	670,281	736,031	783,358	709,794	627,900	597,316
Transfer to Reserves - State of Good Repair Levy	Increase/(decrease) in debt financing charges	(24,999)	86,053	(70,190)	(12,441)	56,273	65,750	47,327	(73,564)	(81,894)	(30,584)	(11,729)
Transfer to Reserves - Land Securement 700,000 25,0	Total Debt Financing Charges	6,647,363	696,639	626,449	614,008	670,281	736,031	783,358	709,794	627,900	597,316	585,587
Transfer to Reserves - Land Securement 700,000 25,0												
Transfers to Reserves - Motor Pool 700,000 25,000 25,000 25,000 25,000 75,000 100,000 100,000 100,000 100,000 125,000 125,000 TOTAL OPERATING EXPENDITURES - WATERSHED MGMT & SUPPORT SERVICES 188,772,618 16,335,876 16,697,974 17,250,157 17,809,930 18,454,512 19,082,789 19,725,584 20,384,537 21,160,732 21,870,524	Transfer to Reserves - State of Good Repair Levy	6,467,382	414,200	378,388		456,112		495,694	668,853	852,000	1,085,579	1,192,500
TOTAL OPERATING EXPENDITURES-WATERSHED MGMT & SUPPORT SERVICES 188,772,618 16,335,876 16,697,974 17,250,157 17,809,930 18,454,512 19,082,789 19,725,584 20,384,537 21,160,732 21,870,524 21,870,524 Eunding of Operating Expenditures Program Revenue 8,003,110 300,311 3	Transfer to Reserves - Land Securement	250,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
WATERSHED MGMT & SUPPORT SERVICES 188,772,618 16,335,876 16,697,974 17,250,157 17,809,930 18,454,512 19,082,789 19,725,584 20,384,537 21,160,732 21,870,524 Funding of Operating Expenditures Program Revenue 39,690,614 3,579,014 3,657,800 3,745,600 3,820,500 3,912,200 4,025,700 4,106,200 4,188,300 4,272,100 4,383,200 Ministry of Natural Resources & Forestry Grant 3,003,110 300,311		700,000	25,000	25,000	25,000	25,000	75,000	100,000	100,000	100,000	100,000	125,000
Program Revenue 39,690,614 3,579,014 3,657,800 3,745,600 3,820,500 3,912,200 4,025,700 4,106,200 4,188,300 4,272,100 4,383,200 Ministry of Natural Resources & Forestry Grant 3,003,110 300,311 4,188,300 4,188,300 4,1		188,772,618	16,335,876	16,697,974	17,250,157	17,809,930	18,454,512	19,082,789	19,725,584	20,384,537	21,160,732	21,870,524
Program Revenue 39,690,614 3,579,014 3,657,800 3,745,600 3,820,500 3,912,200 4,025,700 4,106,200 4,188,300 4,272,100 4,383,200 Ministry of Natural Resources & Forestry Grant 3,003,110 300,311 4,188,300 4,128,402 11,	Funding of Operating Expenditures											
Ministry of Natural Resources & Forestry Grant 3,003,110 300,311	· · · · · · · · · · · · · · · · · · ·	39,690.614	3,579.014	3,657.800	3,745.600	3,820.500	3,912.200	4.025.700	4,106.200	4,188.300	4,272,100	4.383.200
Municipal Funding 107,857,656 8,916,785 9,340,375 9,674,528 10,102,600 10,585,963 11,017,629 11,348,442 11,815,718 12,310,307 12,745,309 State of Good Repair Levy 6,467,382 414,200 378,388 454,512 456,112 469,544 495,694 668,853 852,000 1,085,579 1,192,500 Other Grants & Program Funding 20,758,238 1,906,638 1,942,300 1,978,600 2,015,700 2,053,500 2,092,000 2,131,400 2,171,500 2,254,200 Internal Chargebacks 10,958,498 1,181,808 1,078,800 1,096,606 1,114,708 1,151,455 1,170,379 1,056,708 980,035 995,005 Transfers from Reserves 37,120 37,120 - <td< td=""><td>3</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	3											
State of Good Repair Levy 6,467,382 414,200 378,388 454,512 456,112 469,544 495,694 668,853 852,000 1,085,579 1,192,500 Other Grants & Program Funding 20,758,238 1,906,638 1,942,300 1,978,600 2,015,700 2,053,500 2,092,000 2,131,400 2,171,500 2,212,400 2,254,200 Internal Chargebacks 10,958,498 1,181,808 1,078,800 1,096,606 1,114,708 1,132,994 1,151,455 1,170,379 1,056,708 980,035 995,005 TOTAL OPERATING FUNDING - WATERSHED	, , , , , , , , , , , , , , , , , , ,					•						•
Other Grants & Program Funding 20,758,238 1,906,638 1,942,300 1,978,600 2,015,700 2,053,500 2,092,000 2,131,400 2,171,500 2,212,400 2,254,200 Internal Chargebacks 10,958,498 1,181,808 1,078,800 1,096,606 1,114,708 1,132,994 1,151,455 1,170,379 1,056,708 980,035 995,005 Transfers from Reserves 37,120 37,120 -	, ,											
Internal Chargebacks 10,958,498 1,181,808 1,078,800 1,096,606 1,114,708 1,132,994 1,151,455 1,170,379 1,056,708 980,035 995,005 Transfers from Reserves 37,120 37,120												
Transfers from Reserves 37,120 37,120 -												
	<u> </u>										•	· ·
	TOTAL OPERATING FUNDING - WATERSHED											
	MANAGEMENT & SUPPORT SERVICES	188,772,618	16,335,876	16,697,974	17,250,157	17,809,930	18,454,512	19,082,789	19,725,584	20,384,537	21,160,732	21,870,524

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

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





2019 Budget & Capital Forecast

2020 - 2028

The services provided by Conservation Halton are essential to the safety and well-being of the residents in its watershed. These services rely on well-planned and maintained infrastructure. Through capital budgeting, Conservation Halton can plan for future priorities and the impact on operating programs and expenses. The 2019 capital budget, forecast for 2020-2028 and financing strategy has been developed by taking into account strategic initiatives in Conservation Halton's Strategic Plan 2020, Metamorphosis.

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

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

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

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

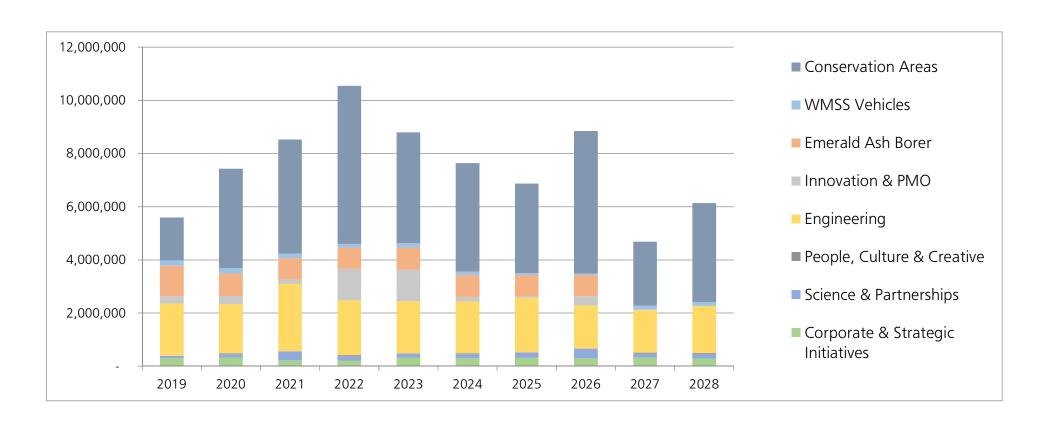
Initiatives included in the 2019 budget and 2020 – 2028 capital forecast include:

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

- Mitigating the impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship programs
- Revitalizing greenspaces through efforts including the proposed Giant's Rib GeoPark project
- Expanding the current Asset Management Plan for Dams and Channels to include Buildings in 2019 and in 2020 the remaining assets owned by Conservation Halton. The Asset Management Plans will identify the investment required to

- maintain infrastructure in a good state of repair and allow needs to be prioritized over wants
- Creating the capacity to offer sustainable outdoor recreation and eco-tourism experiences to over one million annual visitors to our network of parks that is increasing as a result of population growth
- Increasing self-generated revenue by 2–5% annually

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



e ble ib	Total 2019-					es and Fundir					
Capital Expenditures	2028	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Engineering, Flood Forecasting & Operations											
Scotch Block Major Maintenance	 2,537,763	_	502,688	1,862,222	73,930						98,92
Milton Channel Major Maintenance	2,557,765	- 255,927	502,000	1,002,222	75,950					_	30,32.
Hilton Falls Major Maintenance	1,259,071	981,680	84,430	_	130,105		62,856	_			
Morrison-Wedgewood berm major maintenance	848,328	361,060	106,121	52,996	689,211		02,630			_	
Kelso Dam Major Maintenance	298,014	_	136,387	52,990	-	161,627				_	
Mountsberg Major Maintenance	145,174		145,174	_	_	101,027		_	_	_	_
Dams and Channels Maintenance Projects	9,159,259	75,000	279,259	-	525,000	1,230,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000
Dam Public Safety Projects	248,724	74,909	213,233	-	525,000	1,230,000	1,290,000	87,768	86,047	1,470,000	1,330,000
Flood Forecasting	662,500	115,000	115,000	120,000	125,000	25,000	27,500	30,000	32,500	35,000	37,50
Flood Plain Mapping	3,976,626	466,626	475,000	500,000	525,000	550,000	575,000	600,000	90,000	95,000	100,000
1000 Hairi Mapping	19,391,386	1,969,142	1,844,059	2,535,218	2,068,246	1,966,627	1,955,356	2,067,768	1,618,547	1,600,000	1,766,423
	19,591,560	1,909,142	1,044,033	2,333,210	2,000,240	1,300,027	1,955,550	2,007,700	1,010,347	1,000,000	1,700,42.
Corporate & Strategic Initiatives											
Asset Management Plan Consulting	150,000	-	-	-	75,000	-	-	-	-	75,000	-
Program Rates & Fees Review	120,000	-	-	-	-	60,000	-	-	-	-	60,000
Strategic Plan Updates	120,000	-	60,000	-	-	-	60,000	-	-	-	-
Payroll System Upgrade	-	-	-	-	-	-	-	-	-	-	-
Ortho Imagry	310,000	60,000	-	60,000	-	60,000	-	65,000	-	65,000	-
TCA Program Implementation	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - Parks	-	-	-	-	-	-	-	-	-	-	-
IT Infrastructure - upgrades - WMSS	2,238,700	238,700	266,000	161,000	145,000	212,000	244,000	252,000	305,000	185,000	230,000
	2,938,700	298,700	326,000	221,000	220,000	332,000	304,000	317,000	305,000	325,000	290,000
People, Culture & Creative											
Engagement Survey	126,850	_	30,850	-	15,000	-	31,000	_	15,000	_	35,000
Compensation Review	65,000		-	-	30,000	-	-	-	-	35,000	
•	•									•	
	191,850	-	30,850	-	45,000	-	31,000	-	15,000	35,000	35,000
Planning & Watershed Management											
Shoreline Management Plan		-	-	-	-	-	-	-	-	-	_
-											
	-	-	-	-	-	-	-	-	-	-	-
Science & Partnerships											
Watershed Implementation Plan	715,000	-	-	100,000	40,000	50,000	50,000	100,000	250,000	50,000	75,000
Emerald Ash Borer (EAB) Management	6,862,000	1,154,000	844,000	804,000	804,000	834,000	834,000	794,000	794,000	, - 30	
Conservation Halton Foundation funded projects	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
projects	.,000,000	1,254,000	944,000	.00,000	.00,000	984,000	984,000	994,000	1,144,000	.00,000	175,000

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

	Total 2019- 2019 Budget & 2020 - 2028 Capital Expenditures & Funding Forecast - Conservation Areas											
Capital Expenditures	2028	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
Capital Expenditures Conservation Areas												
Expenditures funds by Capital Reserve												
Vehicle and equipment replacement	1,038,118	108,500	108,372	100,620	104,137	107,711	93,998	74,120	123,788	108,500	108,372	
Facility and Infrastructure Major Maintenance	2,600,000	560,000	300,000	415,000	775 000	250,000	175,000	250,000	180,000	470,000		
Ski/Snowboarding Capital Expenditures	9,250,000	400,000	550,000	450,000	775,000	500,000	1,600,000	-	2,000,000	775,000	2,200,000	
Park Master Plans	-	-	-	-	-	-	-	-	-	-	-	
Information Technology Infrastructure	487,000	36,000	32,000	71,000	48,000	50,000	50,000	50,000	50,000	50,000	50,000	
Subtotal Capital Expenditures Conservation Areas	13,375,118	1,104,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372	
Conservation Area - Developer Contribution Works												
Projects funded by Development fees collected by Region o												
Kelso/Glen Eden Water Distribution and Collection	8,763,425	500,000	2,754,475	2,754,475	2,754,475							
Kelso Recreation and Trail Centre	7,179,700			500,000	2,259,900	3,259,900	1,159,900					
Crawford Lake Visitor Centre and Education Facility	9,367,050						1,000,000	3,000,000	3,000,000	1,000,000	1,367,050	
Subtotal Costs - Developer Contribution Works	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050	
Total Conservation Areas Capital Expenditures	38,685,293	1,604,500	3,744,847	4,291,095	5,941,512	4,167,611	4,078,898	3,374,120	5,353,788	2,403,500	3,725,422	
Funding - Developer Contribution Works	10 600 000	F00 000	2 175 275	2 744 075	4 502 575	2.005.100	1 000 600	2 004 100	727 475			
Developer Contributions - Region of Halton	18,600,000	500,000	2,175,275	2,744,875	4,592,575	2,985,100	1,980,600	2,884,100	737,475			
Interest on Developer Contributions - Region of Halton Conservation Halton Foundation & Other Funding	2,104,200 4,605,975		579,200	509,600	421,800	274,800	179,300	115,900	23,600 2,238,925	1,000,000	- 1,367,050	
Conservation Haiton Foundation & Other Funding	4,605,975							-	2,238,925	1,000,000	1,367,050	
Subtotal Funding - Developer Contribution Works	25,310,175	500,000	2,754,475	3,254,475	5,014,375	3,259,900	2,159,900	3,000,000	3,000,000	1,000,000	1,367,050	
Funding - Capital Expenditures Conservation Areas												
Conservation Halton Foundation & Other Grant Funding	100,000	100,000										
Transfer from Reserves	13,275,118	1,004,500	990,372	1,036,620	927,137	907,711	1,918,998	374,120	2,353,788	1,403,500	2,358,372	
Total Conservation Areas Capital Funding	38,685,293	1,604,500	3,744,847	4,291,095	5,941,512	4,167,611	4,078,898	3,374,120	5,353,788	2,403,500	3,725,422	



Municipal Apportionment

Apportionment refers to the proportion of funding allocated to municipalities within the Conservation Halton watershed as outlined in Ontario Regulation 670/00. The municipal apportionment percentages are provided annually to Conservation Authorities by the Ontario Ministry of Natural Resources and Forestry. Under the legislation, Conservation Authorities apportion costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality determined by calculating the ratio that each participating municipality's current value assessment modified for the area of the municipality that lies

within the watershed bears to the total modified current value assessment in the Conservation Authority's watershed.

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

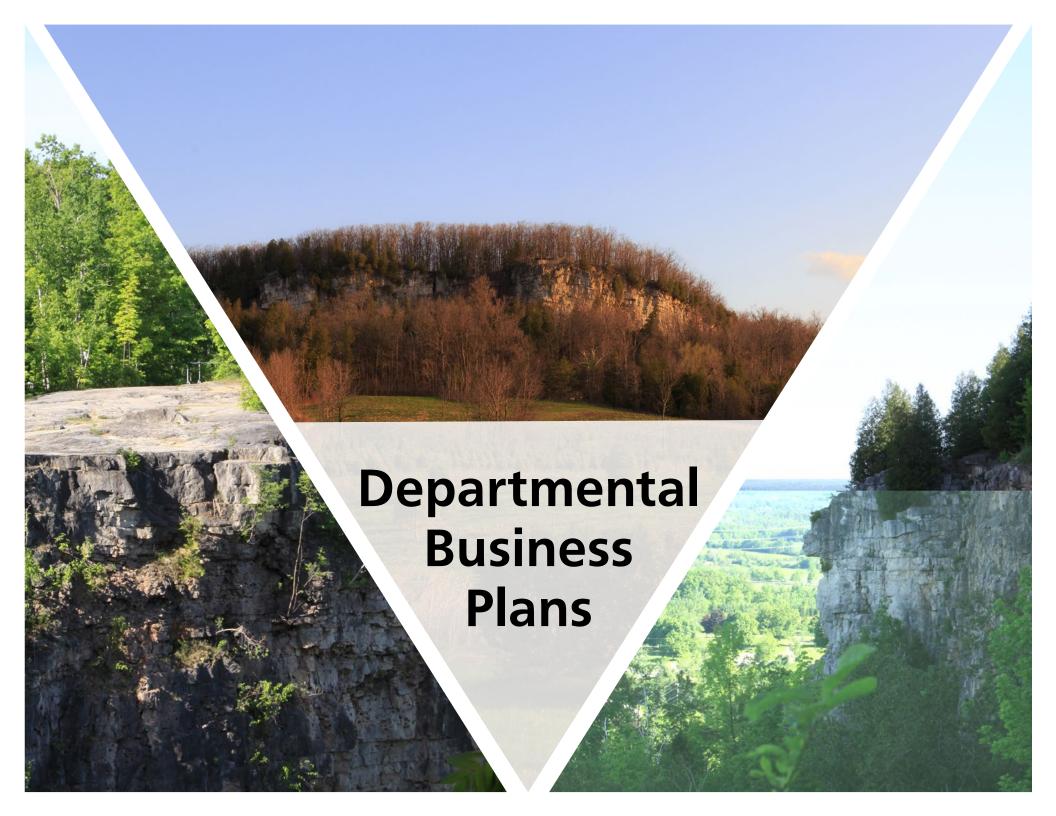
The Municipal 2019 Apportionment percentages are based on apportionment information received from the Ministry of Natural Resources and Forestry.

Apportion-

Municipal Apportionment

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

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



Corporate & Strategic Initiatives

Departmental Business Plans

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

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



Key Objectives 2019

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

• DIGITAL TRANSFORMATION:

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

• FOUNDATION GALA:

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

• ENTERPRISE RISK MANAGEMENT:

Risk is a key part of our everyday lives at Conservation Halton. From planning and regulatory staff, to the work of our monitoring ecology and stewardship teams, to the running of 7 major parks and operating over 10,000 acres of land, risk is engaged proactively by Conservation Halton. Engaging risk allows us to be successful, however, there are also potential negative impacts associated with risk. By adopting an ERM Framework, we will facilitate sound risk based decision making by Conservation Halton.

Office of the CAO

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

Finance

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

Information Technology

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

GIS

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

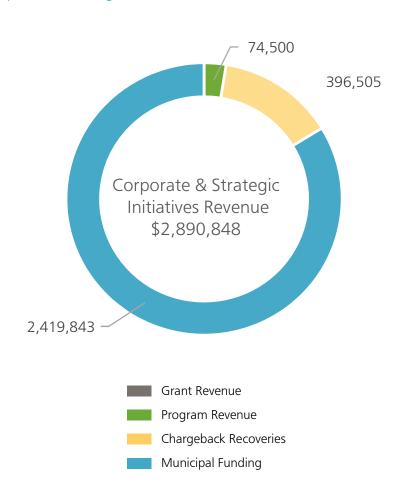
Foundation

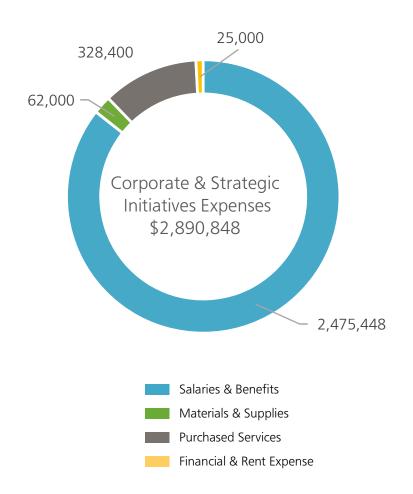
The Conservation Halton Foundation (Foundation) is a separate legally incorporated charitable organization. The mission of the Foundation is to raise funds and the profile for Conservation Halton projects and programs that protect and enhance the natural environment. Conservation Halton staff assist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

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

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

Revenue & Expenses





Office of CAO Staffing Overview

Corporate & Strategic Initiatives

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

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

Office of CAO Key Performance Indicators

Percentage of Total FTEs

Corporate & Strategic Initiatives

	2017	2016	2015
Total program FTEs / Total organization FTEs	1.30%	1.30%	1.30%
Objective: Assesses the capacity of the program by examining the proportion of staff e	xpertise again	st total FTE'	S.
Limit increases in annual tax-supported operating expenditures to regional bud	get guideline	es	
	2017	2016	2015
	Achieved	Achieved	Achieved
Objective: Work collaboratively with our municipal funding partners to limit increases in	n annual expe	nditures	
Annual increase self-generated revenue			
	2017	2016	2015
Increase in program revenue year over year	7.1%	6.0%	-0.3%
Objective: Ensures that users of programs and services are paying appropriate fees to	ecover costs a	and minimiz	es burden

Average customer satisfaction rate across all program areas			
	2017	2016	2015
	*note	*note	*note

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

on the levy. Target increase of 5% annually to be achieved.

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

Finance Staffing Overview

Corporate & Strategic Initiatives

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

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

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

Finance Key Performance Indicators

Corporate & Strategic Initiatives

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

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

Stabilization reserves as a percentage of own source revenues						
	2017	2016	2015			
Total stabilization reserves / total own source revenues	11.8%	9.7%	7.1%			

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

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

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

Net surplus/(deficit) as a percentage of annual approved operating but	dget					
	2017	2016	2015			
Net surplus/(deficit) / annual approved operating budget	8.6%	6.0%	1.7%			
Objective: A ratio closer to 0% indicates spending is in accordance with the approved operating budget.						

Information Technology (IT) Staffing Overview

Corporate & Strategic Initiatives

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

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

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

Information Technology (IT) Key Performance Indicators

Corporate & Strategic Initiatives

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.20%	1.20%	1.10%

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

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

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

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

Geographic Information System (GIS) Staffing Overview

Corporate & Strategic Initiatives

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

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

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

Geographic Information System (GIS) Key Performance Indicators

Corporate & Strategic Initiatives

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

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

Number of external GIS Website hits							
	2017	2016	2015				
Identify the number of visits to our external GIS interactive map websites.	*note	*note	*note				

Objective: Improve data sharing with external clients

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

Foundation Staffing Overview

Corporate & Strategic Initiatives

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

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

Foundation Key Performance Indicators

Corporate & Strategic Initiatives

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

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

Capital Projects Summary

		Capital Revenue						
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding		
EXPENDITURES								
Information Technology Infrastructure Ortho Imagery	238,700 60,000					238,700 60,000		
Total Capital Expenditures	298,700		-	-	-	298,700		

Capital Project IT Infrastructure

Corporate & Strategic Initiatives

Project Description/Rationale

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

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

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

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

Capital Project Ortho Imagery

Corporate & Strategic Initiatives

Project Description/Rationale

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

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

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

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

People, Culture & Creative

Departmental Business Plans

People, Culture and Creative is made up of human resources, safety, marketing and communications experts.

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



Key Objectives 2019

• HUMAN RESOURCES TALENT STRATEGY:

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

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Human Resources, Health, Safety & Wellness

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

Marketing

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

Communications

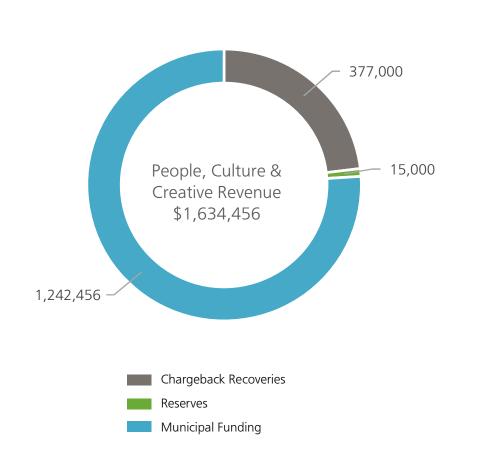
Communications manages the overall strategy for government and media relations and the effective promotion of Conservation Halton's parks and events. This function ensures appropriate messaging to the public about policies and procedures by partnering with each department in an effort to shape the brand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

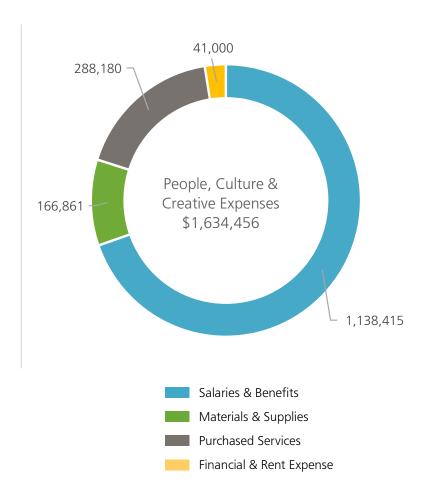
People, Culture & Creative

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

Revenue & Expenses

People, Culture & Creative





Human Resources Staffing Overview

People, Culture & Creative

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

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

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

Human Resources Key Performance Indicators

People, Culture & Creative

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

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

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

Marketing & Communications Staffing Overview

People, Culture & Creative

Marketing & Communications									
	2019 Ammunud	2010 Samiles	2019 Reallocation		Not Change 2010				
	2018 Approved FTE	2019 Service Adjustment	of Staff	2019 Total FTE	Net Change 2019 vs 2018				
Full-time	7.2			7.2	0.0				
Part-time/Contract	0.0	0.3		0.3	0.3				
Total	7.2	0.3	0.0	7.5	0.3				

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

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

Marketing & Communications Key Performance Indicators

People, Culture & Creative

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	2.30%	3.10%	2.80%

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

Number of followers on social media sites			
	2017	2016	2015
Total number of social media followers	51,090	42,029	35,336

Objective: Build awareness of our brand, programs, and services by increasing number of followers on social media sites to 55,000 annually.

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

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

Engineering

Departmental Business Plans

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



Key Objectives 2019

• CAPITAL PROJECTS:

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

EMERGENCY MANAGEMENT:

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

FLOOD FORECASTING & OPERATIONS:

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

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

FLOODPLAIN MAPPING:

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

Engineering

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

Flood Forecasting & Operations

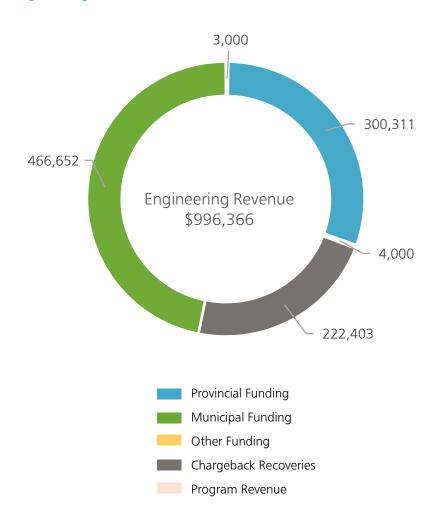
Flood forecasting and warning involves the collection, evaluation and prediction of precipitation and the associated response of Conservation Halton's watershed related to flooding and drought and the operation of Conservation Halton's four dams (Kelso, Hilton Falls, Mountsberg and Scotch Block). This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

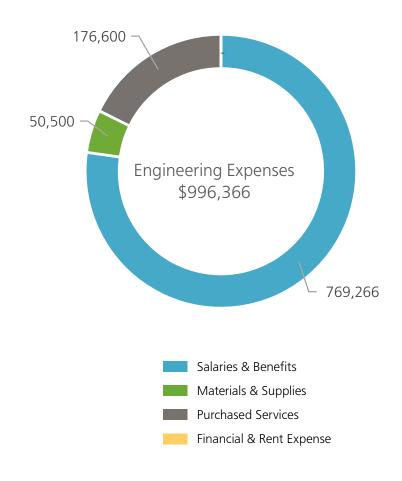
Engineering

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

Revenue & Expenses

Engineering





Engineering Staffing Overview

Engineering

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

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

Engineering Key Performance Indicators

Engineering

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

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

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

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

Accurately Defined Hazard Limits			
	2017	2016	2015
Completed area with modernized models that provide clearly defined and defendable			
floodplain hazard limits with information that is quickly accessible for faster decision			
making	*note	*note	*note
Objective is to update and maintain floodplain mapping throughout Conservation Halton	's watershed	b	

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

Flood Forecasting Operations Staffing Overview

Engineering

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

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

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

Flood Forecasting Operations Key Performance Indicators

Engineering

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

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

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

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

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

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

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

Capital Projects Summary

Engineering

			Capital I	Revenue		
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES						
Hilton Falls Diversion Construction	898,906	449,453			449,453	
Flood Plain Mapping Update	466,626		233,313			233,313
Milton Channel Repairs	255,927	127,964			127,964	
Hilton Falls Dam - Road Surface Upgrade	82,774	41,387			41,387	
Implementation of PSP	74,909	37,455			37,455	
Flood Forecasting & Warning Tools	65,000					65,000
Flood Forecasting & Warning Equipment	50,000					50,000
Channel Naturalization Study	50,000		25,000		25,000	
Freeman Pond Maintenance	25,000	12,500			12,500	
Total Capital Expenditures	1,969,142	- 668,758	258,313	-	693,758	348,313

Capital Project Hilton Falls Diversion Construction

Engineering

Project Description/Rationale

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

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

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

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

Capital Project Flood Plain Mapping Update

Engineering

Project Description/Rationale

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

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

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

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

Capital Project Milton Channel Repairs

Engineering

Project Description/Rationale

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

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

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

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

Capital Project Hilton Falls Dam – Road Surface Upgrade

Engineering

Project Description/Rationale

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

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

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

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

Capital Project Implementation of PSP

Engineering

Project Description/Rationale

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

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

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

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

Capital Project

Flood Forecasting Equipment & Tools

Engineering

Project Description/Rationale

This capital project involves continuous monitoring of weather and watershed conditions, forecasting potential flood threats within our local watercourses, issuing detailed Flood Messages to emergency responders and operating and maintaining existing flood management infrastructure. A key responsibility to support Conservation Halton's mandate is to prevent damage to life and property due to flooding. As part of this responsibility, Conservation Halton operates a network of real-time gauging stations to enable both the monitoring of current conditions and to use with available weather data for predictive flood forecasting and warning and to effectively operate our flood management infrastructure and issue timely flood messages to support municipal emergency management response. Capital costs for this project are for equipment (new, replacement & upgrades) and for development of watershed FF&W forecast models & tools.

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

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

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

Capital Project Channel Naturalization Study

Engineering

Project Description/Rationale

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

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

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

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

Capital Project Freeman Pond Maintenance

Engineering

Project Description/Rationale

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

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

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

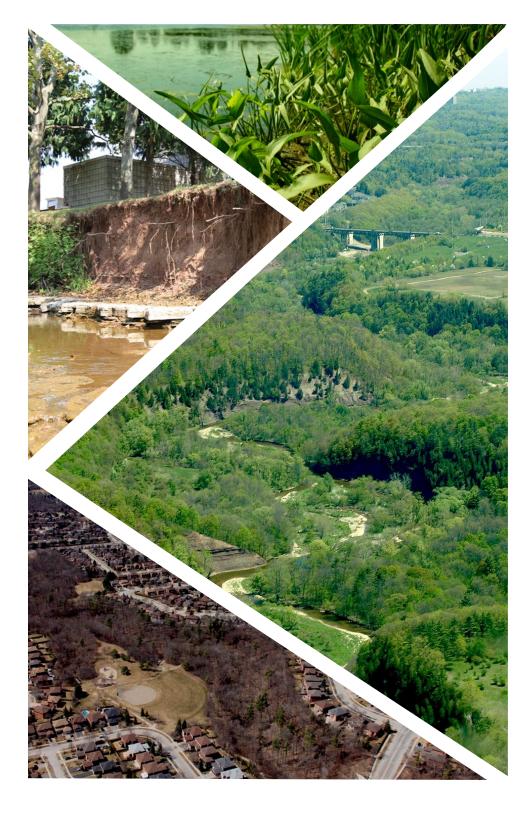
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Planning & Watershed Management

Departmental Business Plans

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

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



Key Objectives 2019

• CONSERVATION AUTHORITIES ACT CHANGES:

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

INTEGRATED WATERSHED MANAGEMENT (IWM):

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

UPDATED MEMORANDUM OF UNDERSTANDING:

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

out in the fall of 2018 and throughout 2019, with the goal of having a completed agreement by the end of 2019.

Planning

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

Regulations

The Regulatory Program is responsible for permitting, compliance and enforcement of Ontario Regulation 162/06. Over 450 permits are processed each year. Key initiatives around these services are to: 1) improve customer service by reducing response times and 2) provide timely, succinct, and easily understood information regarding Conservation Halton's regulatory requirements and advisory comments, and 3) improve relationships and understanding of our roles and responsibilities with municipalities, partner agencies, consultants, and others through a strategic three-year communications plan. This will be done by implementing the recommendations from the Process Re-engineering Report the three-year communications plan.

Policy Review & Development

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

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

Regional Infrastructure Team

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

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

Source Water Protection Program

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

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

Coastal Programs

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

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

Integrated Watershed Management (IWM)

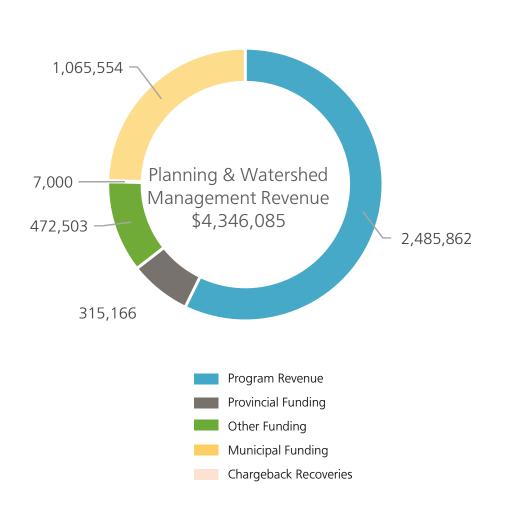
As a watershed management agency, Conservation Halton promotes collaborative IWM planning and management. This program is being revamped, revitalized, and modernized to create a new joint and integrated approach to watershed management.

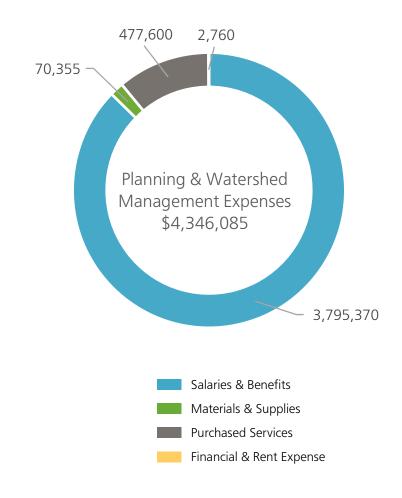
Conservation Halton will act as the "secretariat" for this collaborative initiative that brings municipalities, agencies and others together to promote watershed health and activities which support, restore and enhance the features and functions of natural systems within the watershed. The focus of this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

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

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Source Protection							
Source Protection Salaries & Benefits	-32.1%	238,951	_	_	_	(113,013)	351,964
Materials & Supplies	0.0%	49,855	-	_	-	(113,013)	49,855
Purchased Services	0.0%	30,600	-	-	-	-	30,600
Financial & Rent expense	0.0%	2,760	-	-	-	-	2,760
	-26.0%	322,166	_			(113,013)	435,179
	20.0 /0	322,100				(113,013)	133,173
TOTAL EXPENSES	0.3%	4,346,085	-	-	92,796	(80,636)	4,333,925
PROGRAM SURPLUS (MUNICIPAL FUNDING)	0.9%	(1,065,554)	-	-	(92,796)	83,246	(1,056,004)

Revenue & Expenses





Planning & Watershed Management Staffing Overview

Planning & Watershed Management

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

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

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

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

Planning & Watershed Management Key Performance Indicators

Percentage of Total FTEs			
Tercentage of Total TTES	2017	2016	2015
Total program FTEs / Total organization FTEs	11.40%	11.50%	10.80%
Objective: Assesses the capacity of the program by examining the proportion of sta	ff expertise agair	st total FTEs.	
Percentage of minor permit applications processed within 30 days	2017	2016	2015
Number of minor permit applications processed within 30 days / total number of minor permit applications	92%	80%	*note
Objective: 100% of minor permit applications approved in 30 days			
Percentage of major permit applications processed within 90 days	2017	2016	2015
Number of major permit applications processed within 90 days / total number of major permit applications	89%	*note	*note
Objective: 100% of major permit applications approved in 90 days			
Percentage of technical reviews completed on major permits and commente	d on within six y	weeks.	
restantage of teaminear reviews completed on major permits and commente	2017	2016	2015
Number of technical reviews completed on major permits and commented on within six weeks / total number of reviews completed on major permits and commented on	79%	70%	*note
Objective: 95% of technical reviews completed and commented on within six week			

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

RIT Staffing Overview

Planning & Watershed Management

Regional Infrastructi	ure Team				
	2018 Approved FTE	2019 Service Adjustment	2019 Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
	FIE	Aujustinent	OI Stall	2019 10tal FTE	VS 2016
Full-time	4.0			4.0	0.0
Part-time/Contract	0.0			0.0	0.0
Total	4.0	0.0	0.0	4.0	0.0

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

RIT

Key Performance Indicators

Planning & Watershed Management

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

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

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

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

Source Water Protection Staffing Overview

Planning & Watershed Management

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

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

Source Water Protection Key Performance Indicators

Planning & Watershed Management

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	1.2%	1.2%	1.3%
Objective: Assesses the capacity of the program by examining the proportion of staf	f expertise against	total FTEs.	
Amount of support for source protection plan implementation			
	2017	2016	2015
Number of meetings, telephone calls, and e-mails to support implementing bodies	214	50	50
Objective: Tracks customer support for source protection plan implementation			
Number of government and stakeholder briefings on source protection			
	2017	2016	2015
Number of meetings/presentations to stakeholders and the public	127	10	10
Objective: Tracks our attempts to transfer source protection knowledge and engage	communities		_

Science & Partnerships

Departmental Business Plans

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



Key Objectives 2019

 ENHANCED BRANDING AND REACH OF COMMUNITY OUTREACH AND STEWARDSHIP:

In 2019, we will enhance the branding and reach of our community outreach and stewardship programs with updated newsletters and factsheets, and expanded programming.

• REDSIDE DACE HABITAT RESTORATION:

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

• WATERSHED HEALTH:

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

SUSTAINABLE GREENSPACE OPERATIONS:

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

FORESTRY TECH. TEAM

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

Monitoring Ecology

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

Stewardship

Conservation Halton's Watershed Stewardship Program has been providing stewardship and restoration services to watershed residents for the past 23 years. Staff provide one-on-one on-site consultations for private landowners and assist them with implementing projects on their properties to protect and enhance water and habitat quality. The Watershed Stewardship Award program recognizes and provides resources for landowners acting as good environmental stewards of their properties. Staff collaborate with provincial, federal, NGO and other organizations to partner on large-scale restoration projects that bring in substantial financial contributions for these expensive undertakings. Stewardship staff work closely with Outreach staff to deliver the popular Healthy Neighboursheds program which focuses on rainwater management and other sustainable practices that can be adopted by urban dwellers.

Outreach

Conservation Halton provides community outreach and educational programs that have an annual reach of over 10,000 participants. Programs include: Halton Children's Water Festival, Stream of Dreams and Healthy Neighboursheds. Our goal is to enable watershed residents to become more environmentally aware, connect communities to nature through programming, as well as build relevant community connections to make Conservation Halton more valued and appreciated. We also work with the local school board to deliver affordable, innovative outdoor education programs.

Hamilton Harbour Remedial Action

Hamilton Harbour is one of 43 areas around the Great Lakes (internationally) that have been designated as Areas of Concern (AOC) because of the extent of environmental degradation. Areas of Concern were formally designated under the Great Lakes Water Quality Agreement in 1987, and Remedial Action Plans were established to guide the delisting of AOCs. The Hamilton Harbour RAP Office provides secretariat services to the Bay Area Implementation Team (BAIT) and 12+ committees. The HHRAP also prepares technical reports, facilitates and sponsors local training opportunities related to stormwater management and sediment control, and provides study support as key works are identified in committees. They also organize two research and monitoring workshops.

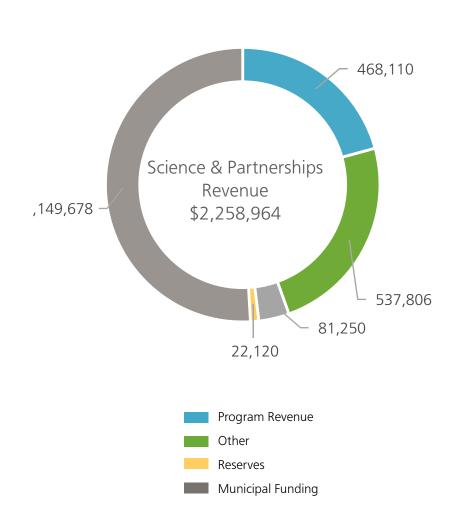
Forestry Tech. Team

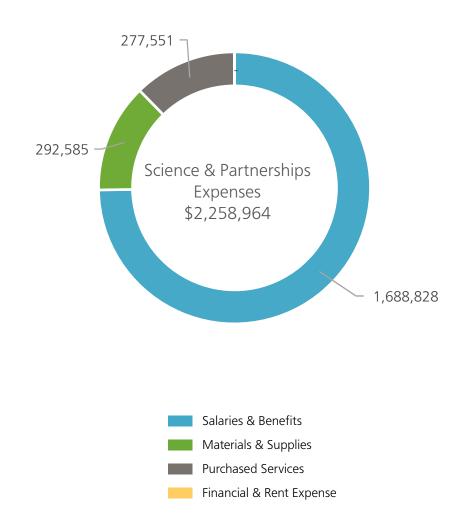
Delivers strategic forest management operations, tree planting services and supports technical management of forests to enhance our watershed forest cover. This team also delivers our Emerald Ash Borer program.

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

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

Revenue & Expenses





Stewardship & Outreach Staffing Overview

Science and Partnerships

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

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

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

The total 2019 staff complement is 2.4 FTE. The staff complement has increased by 1.0 FTE with the following change:

Part time staff – Staffing has been increased to 1.0 FTE to deliver outreach programs with costs funded by grants and sponsorships for the Outreach program.

Stewardship & Outreach Key Performance Indicators

Science and Partnerships

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

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

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

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

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

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

Amount of protected terrestrial and aquatic area								
	2017	2016	2015					
Hectares. Includes partner publicly owned, RBG and stewardship agreements	9,516 ha	9469 ha	*note					
Objective: Assesses progress toward protected areas targets for biodiversity.								

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

Stewardship & Outreach Key Performance Indicators

Number of stewardship and outreach public engagements			
	2017	2016	2015
Number of events	57	new	in 2017
Objective: Assesses reach of stewardship and community outreach.			
Ratio of partnership dollars leverageD for every dollar invested in steware	dship and restoration	on work by C	onservation
Halton (includes Greenspace figures)	·	•	
Datic of a subscribe dellars are control to CII and a subject investment	2017	201	6 2015
Ratio of partnership dollars generated to CH cash project investment	2017	201	0 2015
Ratio of partnership dollars generated to CH cash project investment		new in 2017	new in 2017
Objective: Assesses leveraging ratio for restoration/stewardship partnership proj	\$14.62		
	\$14.62		
	\$14.62		
Objective: Assesses leveraging ratio for restoration/stewardship partnership proj	\$14.62		
Objective: Assesses leveraging ratio for restoration/stewardship partnership proj	\$14.62 ects.	new in 2017 2016	new in 2017

Ecology Staffing Overview

Science and Partnerships

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

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

Ecology Key Performance Indicators

Science and Partnerships

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

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

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

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

Number of aquatic and terrestrial monitoring stations			
	2017	2016	2015
Number of LEMP monitoring stations	169	169	*note
Objective: Assesses the extent to which we understand the ecological conditions of con	our watershed.		

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

HHRAP Staffing Overview

Science and Partnerships

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

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

HHRAP Key Performance Indicators

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	0.70%	0.70%	0.80%
Objective: Assesses the capacity of the program by examining the proportion of staff	expertise against	total FTEs.	
Number of HHRAP Facilitated Meetings			
	2017	2016	2015
Number of HHRAP Committee Meetings	46	55 n,	/a
Objective: Assess the workload of the committees facilitated by the HHRAP Office.			
Number of Beneficial Uses undergoing Status Updates			
Number of Beneficial Uses undergoing Status Updates Objective: Assess how many of the 13 Beneficial Uses are progressing with a scientification.	ic Status Undata re	- nort	1

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

Forestry Tech. Team Staffing Overview

Science and Partnerships

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

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

Forestry Tech. Team Key Performance Indicators

Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	0.80%	0.80%	0.80%
Objective: Assesses the capacity of the program by examining the proportion of staff	f expertise against	total FTEs.	
Watershed Tree Planting			
	2017	2016	2015
Total number of trees planted	115,000	105,000	100,000
Objective: To increase forest cover in the watershed			
Emerald Ash Borer Response			
	2017	2016	2015
Number of ash trees removed through EAB program	7,500	n/a	n/a
Objective: To manage the risks posed by the Emerald Ash Borer on Conservation Hal	ton owned proper	ty	
Support Forest Health through Forest Management			
	2017	2016	2015
Number of forest management activities annually	1	New initiative	
Objective: To improve forest health of CH owned and managed forests through activ	ve forest managem	nent	

Partnership Project Summary

			Partnershi	p Revenue		
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES						
Fish Telemetry	102,250		102,250			
Hamilton Harbour LID	40,000		40,000			
MTO Redside Dace Overall Benefit	35,739		35,739			
Hamilton Harbour Stewardship	28,800		28,800			
Red Mulberry Halton	16,834		16,834			
Red Mulberry Hamilton	3,177		3,177			
T. 10	226 222		226 222			
Total Partnership Expenditures	226,800		226,800	-	-	-

Partnership Project Fish Telemetry

Science and Partnerships

Project Description/Rationale

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

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

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

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

Partnership Project Hamilton Harbour LID

Science and Partnerships

Project Description/Rationale

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

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

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

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

Partnership Project MTO Redside Dace Overall Benefit

Science and Partnerships

Project Description/Rationale

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

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

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

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

Partnership Project Hamilton Harbour Stewardship

Science and Partnerships

Project Description/Rationale

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

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

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

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

Partnership Project Red Mulberry Halton

Science and Partnerships

Project Description/Rationale

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

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

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

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

Partnership Project Red Mulberry Hamilton

Science and Partnerships

•			Projec	t Descripti	ion/Ration	ale					
Erin will be supporting HCA on the	e delivery of the	eir Red Mulk	perry Specie	es at Risk St	tewardship	Fund projec	t.				
11 3			, ,	Project B	<u> </u>	. ,					
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	3,177	3,177									
Materials & Supplies	-										
Purchased Services	-							-	-	-	-
Financial, Leases, Rentals	-										
Other								-	-	-	-
Contingency	-										
Total Costs	3,177	3,177	-	-	-	-	-	-	-	-	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Levy	-										
Debt Financing	-										
Other		3,177			-	-	-	-	-	-	-
Total Funding	-	3,177	-	-	-	-	-	-	-	-	-

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

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

Capital Project Summary

		Capital Revenue						
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding		
EXPENDITURES								
Emerald Ash Borer	1,154,000		1,154,000					
Total Capital Expenditures	1,154,000		1,154,000	-	-	-		

Capital Project **Emerald Ash Borer**

Science and Partnerships

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

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

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

Innovation & Project Management Office

Departmental Business Plans

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



Key Objectives 2019

• BOYNE SIXTEEN MILE CREEK RESTORATION:

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

SPACE NEEDS ASSESSMENT:

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

Current Facilities

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

Restoration

A function of the PMO with a specific area of focus on larger scale, watershed benefitting ecological restoration and enhancement projects. With a base (staff) budget supported by tax, major deliverables are funded through externally sourced funds.

Project Management

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

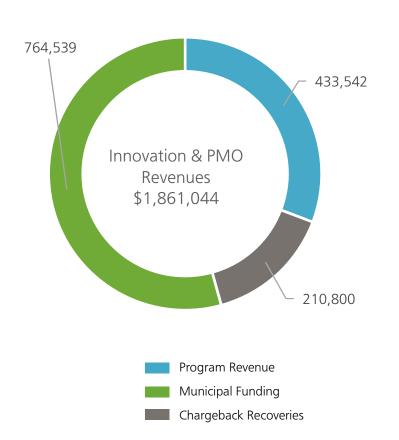
Construction

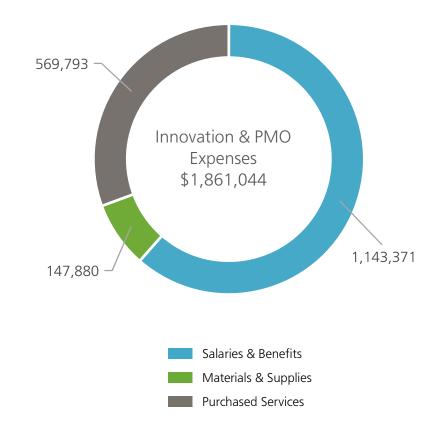
Increasing a function of the PMO, CH construction support services provide operational support for small scale infrastructure work, oversight on asset management programs, support to other teams delivering construction projects and helps implement infrastructure projects of the PMO.

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue	0.0%	433,542	-	-	433,542	(216,106)	216,106
Provincial Funding	#DIV/0!	-	-	-	452.462	- (222 546)	-
Other Funding	109.5% 1.1%	452,163	-	-	452,163	(232,516)	215,853
Chargeback Recoveries Reserves	1.170	210,800	-	-	-	2,314	208,486 16,663
TOTAL REVENUES	66.9%	1,096,505	-	_	885,705	(446,308)	657,108
EXPENSES Administration Office Facility Salaries & Benefits Materials & Supplies Purchased Services Financial & Rent expense	1.0% 17.5% -2.8% 0.0%	75,899 47,000 134,483	- - -	- - -	- - -	720 7,000 (3,817)	75,179 40,000 138,300 -
	1.5%	257,382	-	-	-	3,903	253,479
Restoration Salaries & Benefits Materials & Supplies Purchased Services Financial & Rent expense	39.5% -21.5% 463.1% 0.0%	351,189 23,980 172,965 -	- - - -	- - - -	255,176 23,980 170,765 -	(155,821) (30,560) (28,519)	251,834 30,560 30,719 -
	75.1%	548,134	-	-	449,921	(214,900)	313,113

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

Revenue & Expenses





Project Management Office Staffing Overview

Innovation & PMO

Project Management					
	2040 4	2010 5	2019		N . d
	2018 Approved FTE	2019 Service Adjustment	Reallocation of Staff	2019 Total FTE	Net Change 2019 vs 2018
Full-time	3.3	-0.3		3.0	-0.3
Part-time/Contract	0.0			0.0	0.0
Total	3.3	-0.3	0.0	3.0	-0.3

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

Project Management Office Key Performance Indicators

Innovation & PMO

Percentage of Total FTEs							
	2017	2016	2015				
Total program FTEs / Total organization FTEs	2.00%	2.40%	2.50%				

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

Restoration Staffing Overview

Innovation & PMO

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

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

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

Restoration

Key Performance Indicators

Innovation & PMO

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

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

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

Construction Staffing Overview

Innovation & PMO

Construction & Main	Construction & Maintenance								
	2018 Approved	2019 Service	2019 Reallocation		Net Change 2019				
	FTE	Adjustment		2019 Total FTE	_				
Full-time	2.0	-1.0		1.0	-1.0				
Part-time/Contract	1.0			1.0	0.0				
Total	3.0	-1.0	0.0	2.0	-1.0				

The total 2019 staff complement is 2.0 FTE. The staff complement has decreased by 1.0 FTE with the following change:

Full-time - As a result of a staff reorganization in 2018 one full-time position was not replaced and has been removed from the 2019 staff complement.

Construction Key Performance Indicators

Innovation & PMO

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

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

Facilities Staffing Overview

Innovation & PMO

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

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

Facilities

Key Performance Indicators

Innovation & PMO

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

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

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

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

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

Partnership Project Summary

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

Partnership Project **Boyne**

Innovation & PMO

Project Description/Rationale

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

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

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

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

Partnership Project Star Oaks, Drumquin & Tremaine Road

Innovation & PMO

Project Description/Rationale

The Restoration team within the PMO are undertaking a number of ongoing restoration projects, supported by external funding.

Star Oaks is a wetland and forest restoration in north Oakville being undertaken under a restoration agreement after these habitats were negatively impacted by a landowner.

Drumquin Park is a significant project over 2 phases being undertaken in partnership with the Town of Milton to restore a section of creek including the removal of a weir structure, ecological improvements to the function of the creek and floodplain and support an overall benefit program for Silver Shiner.

Tremaine Rd/James Snow Parkway Restoration is a compensation project being undertaken in respect to Regional Infrastructure projects associated with these road improvements

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

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

Funding source for Tremaine Rd and James Snow due to be signed summer 2018 Funding in Minutes of Settlement for Star Oaks

Funds for Drumquin to be received in 2018 and then reserves formed at the end of 2018 for 2019

Capital Projects Summary

Innovation & PMO

			Capital F	Revenue		
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES						
Administration Office Giant's Rib Geopark	150,000 100,000		100,000		150,000	
Glenorchy	15,151		12,700		2,451	
Total Capital Expenditures	265,151		112,700	-	152,451	-

Capital Project Administration Office

Innovation & PMO

Project Description/Rationale

During 2017/18 a Landscape Master Plan was developed to support infrastructure and landscape improvements to the exterior environment of the Administration Office on Britannia Road. This capital request is to implement these measures over 5 phases.

				Project Bu	dget						
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+
Costs											
Salaries & Benefits	-										
Materials & Supplies	-										
Purchased Services	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Financial, Leases, Rentals	-										
Other	-	-	-	-	_	-	-	-	-	-	-
Contingency	-										
Total Costs	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Funding Sources											
Municipal Funding	-										
Provincial Funding	-										
Federal Funding	-										
Reserves	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-
Capital Levy	-										
Debt Financing	-										
Other	-	-	-	_	-	-	-	-	-	-	_
Total Funding	766,513	150,000	99,789	20,136	29,276	37,479	112,851	7,403	295,341	14,237	-

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

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

Capital Project **Giants Rib Geopark**

Innovation & PMO

			Project	Description	on/Rationa	ıle						
Implementing the Strategic Priorit	ty of the Giants I	Rib GeoPark	system. Th	is project w	vill develop	the concept	to roll out					
Project Budget												
Description	Total	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028+	
<u>Costs</u>												
Salaries & Benefits	-											
Materials & Supplies	-											
Purchased Services	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	
Financial, Leases, Rentals	-											
Other	-	-	-	-	-	-	-	-	-	-	-	
Contingency	-											
Total Costs	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	
Funding Sources												
Municipal Funding	-											
Provincial Funding	-											
Federal Funding	-											
Reserves	-	-	-	-	-	-	-	-	-	-	-	
Capital Levy	-											
Debt Financing	-											
Other	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	
Total Funding	500,000	100,000	100,000	100,000	100,000	100,000	-	-	-	-	-	

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

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

Capital Project Glenorchy

Innovation & PMO

Project Description/Rationale

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

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

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

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

Watershed Management & Support Services Operations

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

Forestry Operations

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

Property Management

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

Security

A function within Property and Risk Management this team provides an operational security services (alarm, lock and securing premises as well as 24/7/365 on call) and risk (incident support and documentation, risk based inspection services) management focus. In addition, this team is empowered under Section 28 and 29 of the CA Act and the Trespass to Property Act as well as various municipal bylaws to support enforcement activities on behalf of CH.

WMSS Vehicle & Equipment Operations

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

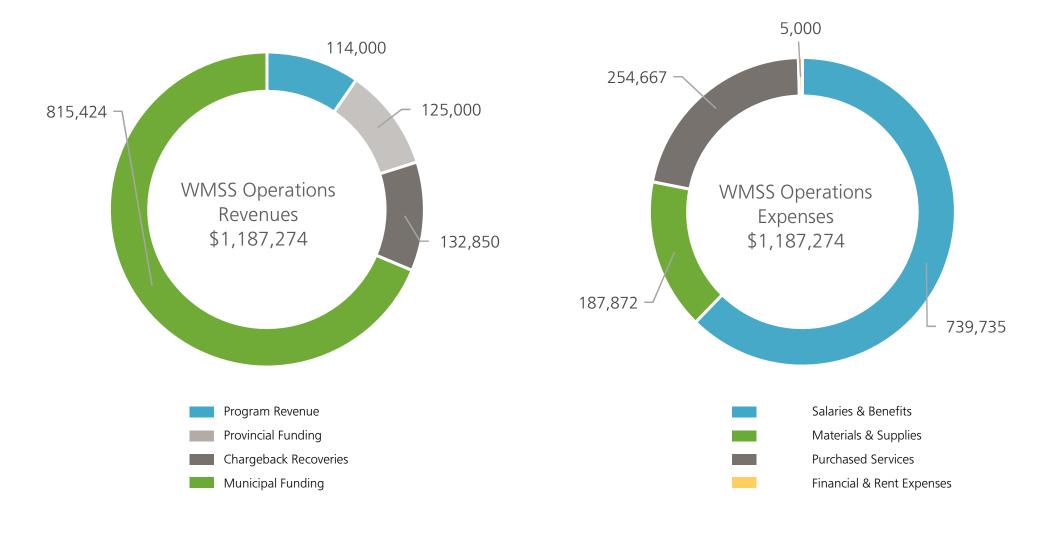


WMSS Operations

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
SUMMARY							
REVENUES							
Program Revenue Provincial Funding	0.0% 0.0%	114,000	-	-	-	-	114,000
Other Funding	#DIV/0!	125,000	-	-	-	-	125,000
Chargeback Recoveries Reserves	-28.4%	132,850	-	-	-	(52,750)	185,600
TOTAL REVENUES	-12.4%	371,850	-	-	-	(52,750)	424,600
EXPENSES Property Management						(11, 112)	** ***
Salaries & Benefits	-100.0%	- 72,000	-	-	-	(41,448)	41,448
Materials & Supplies Purchased Services	0.0% 6.4%	72,000 166,900	-	-	-	- 10,000	72,000
Financial & Rent expense	0.0%	166,900	-	-	- -	-	156,900 -
	-11.6%	238,900	-	-	-	(31,448)	270,348
<u>Forestry</u>							
Salaries & Benefits	-6.3%	444,538	-	-	-	(29,886)	474,424
Materials & Supplies	0.0%	7,000	-	-	-	-	7,000
Purchased Services	0.0%	22,600	-	-	-	-	22,600
Financial & Rent expense	0.0%	5,000	-	-	-	-	5,000
	-5.9%	479,138	-	-	-	(29,886)	509,024

WMSS Operations

Description	% Increase (decrease) over 2018 Budget	2019 Budget	Operational Impact of Capital/Partnership Projects	One Time Costs	New Programs and Services	General increases	2018 Budget
Security							
Salaries & Benefits	1.8%	272,797	_	_	_	4,713	268,084
Materials & Supplies	#DIV/0!	-	_	_	_	-	200,004
Purchased Services	0.0%	3,500	-	-	_	_	3,500
Financial & Rent expense	0.0%	-	-	-	-	-	-
	1.7%	276,297	-	-	-	4,713	271,584
WMSS Vehicles							
Salaries & Benefits	#DIV/0!	22,400	-	-	22,400	-	-
Materials & Supplies	1.4%	108,872	-	-	-	1,500	107,372
Purchased Services	24.2%	61,667	-	-	12,000	-	49,667
Financial & Rent expense	0.0%	-	-	-	-	-	-
	22.9%	192,939	-	-	34,400	1,500	157,039
TOTAL EXPENSES	-1.7%	1,187,274	-	-	34,400	(55,121)	1,207,995
PROGRAM SURPLUS (MUNICIPAL FUNDING)	4.1%	(815,424)	-	-	(34,400)	2,371	(783,395)



Forestry Operations Staffing Overview

WMSS

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

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

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

Forestry Operations Key Performance Indicators

WMSS

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

Security Staffing Overview

WMSS

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

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

Security Key Performance Indicators

WMSS

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

Parks & Recreation

Departmental Business Plans

The Parks and Recreation Team at Conservation Halton is responsible for the delivery of a wide variety of recreational and educational programs and services to over 1,000,000 annual visitors. Park Operations, Programming and Services are funded almost entirely through self generated revenue comprising of annual/seasonal pass sales, daily access fees, educational visit fees, and lesson/ camp registrations. Major themes addressed within the 2019 Operational and Capital budget proposals include: improved service delivery, addressing aging infrastructure, and accounting for recent legislative changes affecting seasonal wages. Long term planning focused on environmental and fiscal sustainability will remain a funded priority for senior Conservation Halton and Parks and Recreation staff. Gaining design and cost certainty for the Conservation Halton Board of Director endorsed Developer Contribution funded capital projects will be a key deliverable for 2019. These projects are Kelso/Glen Eden water/wastewater infrastructure, Kelso/Glen Eden Recreation Centre & Sport Arrival Centre, and Crawford Lake Interpretive and Education Centre and are crucial to the long term success of Conservation Halton's Park system.



Key Objectives 2019

• ESCARPMENT RIM TRAIL WORKS:

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

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

 Over recent years annual visitation at Mount Nemo has grown to over
 33,000 in 2017 from 15,000 in 2013. Halton Region residents enjoy the easy
 walking trails to Brock Harris lookout on the edge of the Niagara Escarpment.

 Over 200 climbing routes on the Niagara Escarpment face make Mount
 Nemo one of the premier climbing destinations in Ontario. Infrastructure
 at Mount Nemo has reached a reasonable life span and does not meet
 visitor needs or expectations. Parks and Recreation staff are planning the
 construction of a new gatehouse allowing for easier interactions with Park
 visitors and alleviating access issues. The addition of a four season accessible
 washroom will allow for a better visitor experience throughout the year.
 Staff are submitting a grant application to the Enabling Accessibility Fund in
 support of these works.
- DEVELOPER CONTRIBUTION CAPITAL PROJECT PLANNING:
 In support of the Conservation Halton Board of Director endorsed Developer Contribution projects (Kelso/GE Water/Waste Water Infrastructure, Kelso / GE Recreation Centre and Sport & Arrival Centre, and Crawford Lake Interpretive and Education Centre) funding for 2019 is required to engage a variety of project management needs including: design certainty, cost certainty, and regulatory needs. These works will help inform future 10

Year Capital Forecasts associated with these significant projects. Funding of these efforts are to be provided from the Developer Contribution Funds collected by Halton Region on behalf on Conservation Halton.

Kelso/Glen Eden

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

Crawford Lake/Mountsberg/Robert Edmondson

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Providing educational programs to approximately 55,000 school children annually with topics ranging from, life in a longhouse village, to maple syrup, and owl prowls. These parks offer education based family programs, Christmas Town, our Iroquoian village, a birds of prey compound, animal barn and Maple Town. 2017 total visitation exceeded 190.000.

Hilton Falls/Rattlesnake Point/Mount Nemo

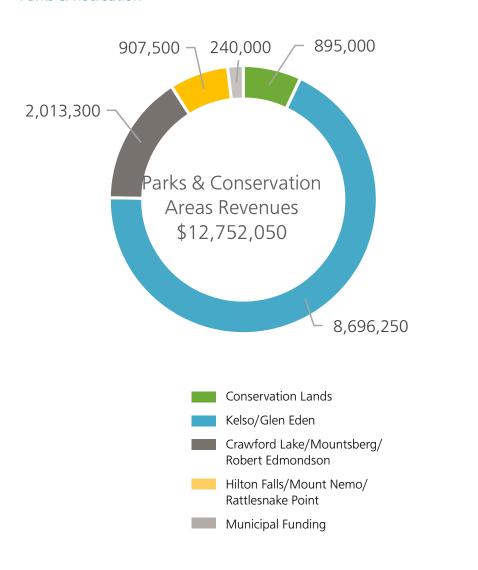
Hilton Falls, Rattlesnake Point and Mount Nemo staff are responsible for the overall management of the 3 Conservation Areas. This includes the maintenance of park infrastructure (including 55 km of trails), Annual Membership Program for the Conservation Lands, customer service program, any special events,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

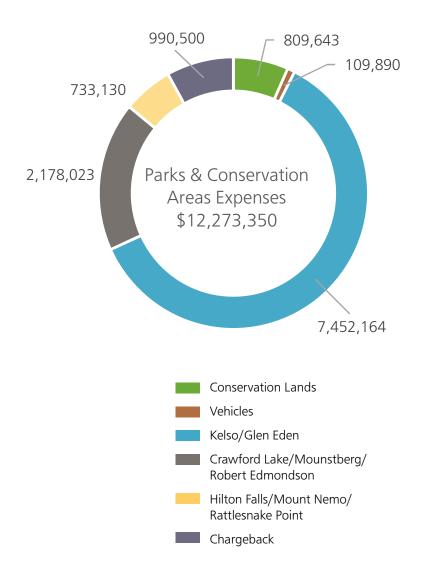
Parks & Conservation Areas

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

Revenue & Expenses

Parks & Recreation





Kelso/Glen Eden Staffing Overview

Parks & Recreation

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

The total 2019 staff complement is 96.8 FTE. The staff complement has increased by 2.2 FTE with the following changes:

Full time staff – Staffing has been increased by two full time positions to assist with increased Lift and Facilities Maintenance service delivery needs at the park.

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

Crawford Lake/Mountsberg/Robert Edmondson Staffing Overview

Parks & Recreation

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

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

Rattlesnake Point/Hilton Falls/Mount Nemo Staffing Overview

Parks & Recreation

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

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

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

Key Performance Indicators

Parks & Recreation

Demonstrate of Testal ETF.			
Percentage of Total FTEs			
	2017	2016	2015
Total program FTEs / Total organization FTEs	54.30%	53.60%	55.70%
Objective: Assesses the capacity of the program by examining the proportion of staff ex	xpertise against total	FTEs.	
Glen Eden revenue per skier/snowboarder visit			
	17/18 season	16/17 season	15/16 season
Glen Eden revenue / number of skiers/snowboarders	\$23.91	\$22.76	\$18.90
Objective: Increase revenue per skier/snowboarder by 10% annually.	•		
Park visitor satisfaction rate			
	2017	2016	2015
Total Park visitor satisfaction rate.	*note	*note	*note
Objective: Reach an average customer satisfaction rate of 90 percent.	•		
Participation in all Conservation Halton recreation programs and events			
	17/18 season	16/17 season	15/16 season
Total number of participants / total capacity of programs and events	93%	92%	92%
Objective: Achieve participation rate of 80% in recreation programs and events.	1		

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

Capital Projects Summary

Parks & Recreation

		Capital Revenue						
Description	2019 Capital Expenditures	Program Revenue Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding		
EXPENDITURES								
CH Parks Infrastructure Projects Water/Wastewater Servicing	996,000 500,000		100,000 500,000		896,000			
Vehicle & Equipment Replacement - Conservation Areas	108,500		300,000		108,500			
Total Capital Expenditures	1,604,500		600,000	-	1,004,500	-		

Capital Project CH Parks Infrastructure Projects

Parks & Recreation

Project Description/Rationale

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

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

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

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

Capital Project

Parks Developer Contribution Works

Parks & Recreation

Project Description/Rationale

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

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

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

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



Reserves

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

Reserves

Continuity

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





REPORT TO: Board of Directors

REPORT NO: # 08 18 06

FROM: Hassaan Basit, CAO/Secretary - Treasurer

905.36.1158 x 2270

DATE: November 22, 2018

SUBJECT: Revised Conservation Halton By-law (draft 4)

Recommendation

THAT the Conservation Halton Board of Directors approve the Halton Region Conservation Authority General Membership By-law No. 2018-01 and that the HRCA's existing MEETING PROCEDURE BY-LAW (approved in November 2008; revised in November 2016) be repealed, as of November 22, 2018.

Report

The Conservation Authorities Act, as amended by the Building Better Communities and Conserving Watersheds Act, 2017 provides direction for Conservation Authorities to make a By-law as required for its proper administration. All Conservation Authorities are required to update their By-law to the extent necessary by December 12, 2018. The updated By-law must meet the requirements set out in Section 19.1 of the Act.

Conservation Halton's new draft By-law has undergone 3 reviews as follows: 1st draft was read at the Governance Committee meeting on June 26, 2018, followed by a 2nd draft review on October 10, 2018 and a 3rd draft was presented to the Board of Directors at the October 25th meeting. Based on the recommendations and discussions at the October 25 Board meeting, and following a second legal review, a 4th draft is being brought to the Board of Directors for approval.

A summary of the changes to Section C.1. h) from the 3rd draft of the By-law are presented below.

Section C.1.h) Member Attendance to be deleted completely from the By-law.

"Should a Member be absent for three consecutive regularly scheduled General Membership meetings in a Board cycle of which the Member has been duly appointed, the following shall occur:

- The Chair of the General Membership shall contact the Member to determine the reason(s) for absences.
- The Chair of the General Membership shall inform the appointing municipality, in writing, of the absences and, where appropriate, the reason(s) meetings were missed."
 - Members Attendance to be reflected in Meeting Procedures Section D.9 only.

In addition to the section on members attendance found in the Governance Section C there is a second section on members attendance contained in the Meetings Procedures Section D.





Given that both sections address the absence of a member for 3 consecutive meetings, the desire to avoid duplication and potential inconsistency within a By-law, and address members concerns with the reporting requirements contained in Governance Section C of the 3rd draft of the By-law, the legal recommendation is to delete the entire provision dealing with member attendance from the Governance Section C of the draft By-law and address the matter in Section D.9. Members Attendance which now states:

"The General Membership shall provide a listing of Members' attendance at scheduled Meetings of the General Membership to the Participating Municipalities at least annually.

Upon a Member's vacancy due to death, incapacity or resignation occurring in any office of the General Membership, the General Membership shall request the municipality that was represented by that Member to appoint a Member replacement.

Each Member shall attend at least 60% of the Meetings in a calendar year/12 months.

If a Member is unable to attend any Meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the General Membership, the Member shall address in writing or email to the Chair or CAO/Secretary-Treasurer such correspondence prior to the start of the Meeting. The correspondence shall be read aloud by the CAO/Secretary-Treasurer without comment or explanations."

Resolution

The CAO recommends that the Board of Directors:

 Approve the revised Halton Region Conservation Authority General Membership By-law No. 2018-01 as included in Attachment 1 (The Halton Region Conservation Authority General Membership).

Signed & respectfully submitted:

Hassaan Basit

CAO/Secretary-Treasurer

Approved for circulation:

Hassaan Basit

CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Has

Hassaan Basit, CAO/Secretary-Treasurer



The Halton Region Conservation Authority General Membership

By-law No. 2018-01

Adopted: October 25, 2018

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THE HALTON REGION CONSERVATION AUTORITY GENERAL MEMBERSHIP

By-law No. 2018-01

A. Definitions

- "General Membership" means the Halton Region Conservation Authority General Membership as established by Order-in-Council 3988-63 under Section 3.1 of the Conservation Authorities Act, R.S.O. 1990, Chapter C.27;
- "Act" means the Conservation Authorities Act, R.S.O. 1990, Chapter C.27
- "Business Day(s)" means a day other than a Saturday or a Sunday or a civic or public holiday which is a declared holiday in Ontario.
- "CAO/Secretary-Treasurer" means the CAO/Secretary-Treasurer of the General Membership and which may, by resolution of the General Membership, include the responsibilities of the Secretary-Treasurer, if so designated by resolution of the General Membership.
- "Chair" means the Chairperson as referenced in the Act as elected by the Members of the General Membership.
- "Civic or Public Holiday" means those listed as holidays in the Employment Standards Act, 2000, Part 1.1, Public Holiday as amended from time to time, with the exception of Easter Monday and Remembrance Day.
- "Committee(s)" means any Committee and/or Advisory Board of the General Membership, including but not limited to the CAO Review Committee, the Finance and Audit Committee and the Governance Committee.
- **"Delegation"** means a person or a group of persons who address the General Membership on behalf of an individual or a group for the purpose of making a presentation to the General Members.
- "Fiscal Year" means the period from January 1 through December 31 in each year.
- "General Membership" means all of the Members, collectively.
- "In Camera" means any regular or special Meeting of the General Membership or any one of its Committees sitting in closed session not open to the public.
- **"Levy"** means the amount of costs apportioned to participating municipalities in accordance with the Act and Regulations under the Act.
- "Majority" means half of the votes plus one.
- "Member(s)" shall mean the member(s) appointed to the General Membership by the participating municipalities in the General Membership's area of jurisdiction.
- "Meeting" means any regular or special meeting of the General Membership, or any Committee of the General Membership.

- "MFIPPA" means the Municipal Freedom of Information and Protection of Privacy Act.
- "Minister" means the minister responsible for the administration of the Act or specific activity of the Authority.
- "Non-matching Levy" means the portion of an Authority's levy that meets the definition of non-matching levy as found in Ontario Regulation 139/96.
- "Officer" means an officer of the General Membership empowered to sign contracts, agreements and other documents on behalf of the General Membership in accordance with section 19.1 of the Act, which shall include the Chair, Vice-Chair(s) and the CAO/Secretary-Treasurer.
- "Participating Municipality" means a municipality that is designated by or under the Act as a participating municipality in a Conservation Authority.
- "Pecuniary Interest" includes the financial or material interests of a Member and the financial or material interests of a member of the Member's immediate family.
- "Recorded Vote" means the recording of the name and vote of every Member on a motion during a meeting.
- "Staff" means employees of the General Membership as provided for under Section 18(1) of the Act.
- "Vice-Chair" means the Vice-Chairperson as elected by the Members of the General Membership. If a first and second Vice-Chair are elected, they shall be called First Vice-Chair and Second Vice-Chair.
- **"Weighted Majority"** means the votes of 51 per cent of those represented after the votes are weighted by the percentage that applies under Ontario Regulation 139/96 for Municipal Levies.

B. General Applications

- 1. The rules of procedure contained in this By-law shall be observed in all proceedings of the General Membership and its Committees and shall be the rules for the order and dispatch of business at the General Membership.
- 2. Except as provided elsewhere in this By-law and the rules as set out by legislation any one or more of the rules contained in this paragraph may be temporarily suspended by the General Membership with consent of the majority of the Members present:
 - a. Rules with respect to a change in agenda order of proceedings and content
 - b. Rules respecting notice of delegation status
 - c. Rules with respect to the increase of delegation and debate limitations
 - d. Rules to introduce a motion without standard notice
- 3. This By-law shall not be amended or repealed except by a two-third majority vote of the Members of the General Membership.

C. Governance

1. Members

a) Appointments

Participating Municipalities within the jurisdiction of the General Membership may appoint Members in accordance with Section 14 of the Act.

Appointed Members must reside in a Participating Municipality within the General Membership's area of jurisdiction and may include citizens as well as elected members of municipal councils.

Collectively, the appointed Members comprise the General Membership, and for the purposes of this By-law are also referred to as the General Membership.

b) Term of Member Appointments

In accordance with Section 14 of the Act, a Member shall be appointed for a term of up to four years at the discretion of the appointing municipal council. The term begins with the first meeting of the General Membership following his or her appointment, and ends immediately before the first meeting of the General Membership following the appointment of his or her replacement. The CAO/Secretary-Treasurer shall notify the appropriate municipality in advance of the expiration date of any Member's term, unless notified by the municipality of the Member's reappointment or the appointment of his or her replacement. A Member is eligible for reappointment. A Member can be replaced by a Participating Municipality at the municipality's discretion prior to the end of their term.

c) Powers of the General Membership

Subject to the Act and other applicable legislation, the General Membership is empowered without restriction to exercise all of the powers prescribed to the General Membership under the Act. In addition to the power of a General Membership under s.21 of the Act for the purposes of accomplishing its objects the powers of the General Membership include but are not limited to:

- i. Approving by resolution the creation of committees, advisory boards, members thereof and the terms of reference for the committee and advisory boards;
- ii. Appointing a CAO/Secretary-Treasurer, a CAO, and a Secretary-Treasurer;
- iii. Terminating the services of the CAO/Secretary-Treasurer, CAO and Secretary-Treasurer;
- iv. Approving, establishing, and implementing regulations, policies and programs;
- v. Awarding contracts or agreements where the approval of the General Membership is required under the Authority's purchasing policy;
- vi. Appointing an Executive Committee and delegate to an Executive Committee any of its powers except:
 - i. The termination of the services of the CAO/Secretary-Treasurer.
 - ii. The power to raise money, and
 - iii. The power to enter into contracts or agreements other than those contracts or agreements as are necessarily incidental to the works approved by the General Membership;
- vii. Approving by resolution, any new capital project of the Authority;
- viii. Approving by resolution, the method of financing any new capital projects;
- ix. Approving details on budget allocations on any new or existing capital projects;

- x. Approving of the total budget for the ensuing year, and approving the levies to be paid by the Participating Municipalities;
- xi. Receiving and approving the Financial Statements and Report of the Auditor for the preceding year;
- xii. Authorizing the borrowing of funds on the promissory note of the Authority in accordance with subsection 3(5) of the Act;
- xiii. Approving by resolution, any proposed expropriation of land or disposition of land, subject to the requirements under the Act;
- xiv. Approving permits or refusing permission as may be required under any regulations made under Section 28 of the Act; and
- xv. Holding hearings required for the purpose of reviewing permit applications, and advising every applicant of their right to appeal the decision to the Minister through the Mining and Lands Tribunal.

d) Member Accountability

Participating Municipalities appoint Members to the General Membership as their representatives. Members have the responsibilities of Directors of the corporation that is the General Membership. While the administration is responsible for the day-to-day operations, the General Membership is responsible for matters of governance, ensuring compliance with applicable legislation, and ensuring appropriate policies are in place and for financial soundness of the Authority.

All Members have the responsibility to be guided by and adhere to the Code of Conduct (Appendix 1) and Conflict of Interest Policy (Appendix 2), as adopted by the General Membership.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties. Every Member will abide by the legislative requirements of the position and this By-law.

Members' responsibilities include:

- i. Attending all meetings of the General Membership;
- ii. Understanding the purpose, function and responsibilities of the General Membership;
- iii. Being familiar with the Authority's statutory and other legal obligations:
- iv. With the administration, setting strategic direction for the Authority;
- v. Adhering to the Code of Conduct;
- vi. Advancing the Strategic Plan;
- vii. Advancing the Mission of the Authority:
- viii. Supporting the fundraising efforts of Conservation Halton Foundation;
- ix. Ensuring fiscal stability of the Authority; and
- x. Recruiting, interviewing and hiring a CAO/Secretary-Treasurer and performance managing the work of the CAO/Secretary-Treasurer.

e) Applicable Legislation

In addition to the Act, the Members are subject to other legislation including, but not limited to:

- Municipal Conflict of Interest Act;
- Municipal Freedom of Information and Protection of Privacy Act;
- Accessibility for Ontarians with Disability Act; and
- Ontario Occupational Health and Safety Act

If any part of the By-law conflicts with any provision of the Municipal Conflict of Interest Act or the Municipal Freedom of Information and Protection of Privacy Act or a provision of a regulation made under one of those Acts, the provision of that Act or regulation prevails.

f) Relationship between Members and Staff

The General Membership relies on the CAO/Secretary-Treasurer to manage the operations of the organization, including all employees of the Authority. The CAO/Secretary-Treasurer is accountable to the General Membership, working cooperatively to achieve the goals established by the General Membership.

The General Membership will ensure that a process exists for regular performance evaluations of the CAO/Secretary-Treasurer.

g) Practicing Effective Human Resources Practices

The Members must act as a team. A strong partnership must be forged between the Members and the CAO/Secretary-Treasurer. The CAO/Secretary-Treasurer manages the organization and its staff. The following guidelines should be followed to ensure a common voice is heard throughout the organization and by the public at large.

- If a Member has questions on a project or report, such questions should be referred through the CAO/Secretary-Treasurer for him/her to invite the appropriate staff to explain the project and answer questions.
- If a Member would like to volunteer to assist in a project, such action should be taken in consultation with the General Membership to organize the process if appropriate.
- If a Member receives a complaint about a staff member or would like to acknowledge a staff member, such information should go through the CAO/Secretary-Treasurer in writing.
- If a Member receives a complaint from a staff member, the Member must refer the staff member to the CAO/Secretary-Treasurer or if the complaint is against the CAO/Secretary-Treasurer to the head of Human Resources Department of the Authority. The head of the Human Resources Department will report directly to the General Membership if the complaint relates to the CAO/Secretary-Treasurer.

With respect to staffing issues, the following outlines the responsibilities of the General Membership and the CAO/Secretary-Treasurer.

- The General Membership is solely responsible for the following:
 - Recruiting, hiring, evaluating, and dismissing the CAO/Secretary-Treasurer;
 - Determining the annual salary and pay for performance of the CAO/Secretary-Treasurer
- The General Membership and the CAO/Secretary-Treasurer share the following responsibilities in that the recommendation will come from the CAO/Secretary-Treasurer and the approval will come from the General Membership;
 - Setting goals for the CAO/Secretary-Treasurer;
 - Setting human resource and personnel policies which will have a monetary impact upon the budget; and
 - Setting staff salary schedules and plans as part of the annual budget review process
- The CAO/Secretary-Treasurer is responsible for the following:
 - Assessing and approving staffing requirements;
 - o Recruiting, hiring, evaluating, promoting, disciplining and dismissing staff;
 - Providing staff direction;
 - Approving staff evaluations;

- o Implementing and administering approved salary schedule and plan;
- Designing and implementing changes to the organizational structure; and
- Setting human resource and personnel policies, which have no monetary impact on the budget

h) Members Focusing on Team

The following suggestions regarding focusing on "team results" include:

- a) Concentrate on governing, not micro-managing;
- b) Focus on the big picture;
- c) Practice listening;
- d) Maintain a relationship with the community for which you serve;
- e) Recognize staff as partners; treat them as you expect to be treated;
- f) Don't refer matters to staff for a further report unless you can cite good reasons to do so, otherwise, vote the matter may not get any easier;
- g) Use a policy approach;
- h) Respect democracy; and
- i) Be prepared for meetings

i) Employee Appointed to General Membership

In the event that a municipality appoints an employee of the Authority to the General Membership of the Authority, the following process will take place:

- The CAO/Secretary-Treasurer shall advise the appointing municipality immediately
- To alleviate any conflict of interest, the employee must either reject the proposed appointment to the General Membership of the Authority or resign from his/her position and employment with the Authority

In the event that a Member of the General Membership of the Authority is interested in applying for any position of employment at the Authority, the Member must first resign his/her position on the Authority's General Membership and such resignation must be made in writing to the appointing municipality with a copy attached to the Authority's application for employment.

2. Officers

The Officers of the General Membership, and their respective responsibilities, shall be:

Chair

- Is a Member of the General Membership:
- Presides at all meetings of the General Membership (and Executive Committee if applicable);
- Calls special meetings if necessary;
- Supports the CAO/Secretary-Treasurer to ensure Board resolutions are carried out;
- Assists CAO/Secretary-Treasurer in preparing agenda for board meetings where required;
- Periodically consults with General Membership on their roles;
- Represents the General Membership at Conservation Ontario Council meetings;
- Serves as ex-officio Member of Conservation Halton Foundation Board:
- Serves as ex-officio Member of the Committees of the General Membership;
- Acts as a public spokesperson on behalf of the General Membership;
- Serves as signing officer for the Authority;

- Ensures relevant information and policies are brought to the General Membership's attention;
- Keeps the General Membership apprised of significant issues in a timely fashion; and
- Performs other duties when directed to do so by resolution of the General Membership.

With respect to any meetings over which he/she presides, to:

- Preserve order and decide all questions of order, subject to appeal; and without argument or comment state the rule applicable to any point of order if called upon to do so:
- Receive and submit to a vote all motions presented by the Members which do not contravene the rules and regulations of the General Membership;
- Announce the results of the vote on any motions so presented;
- Decline to put to a vote motions which infringe upon the rules and regulations, or which are beyond the jurisdiction of the General Membership;
- Enforce on all occasions the observance of order and decorum among the Members:
- Adjourn the meeting when business is concluded;
- Adjourn the sitting without any questions being asked or suspend or recess the sitting for a time to be named if considered necessary;
- Represent and support the General Membership, declaring its will and implicitly obeying its decisions in all things; and
- Perform other duties when directed to do so by resolution of the General Membership.

Vice-Chair(s)

- Is/are a Member(s) of the General Membership;
- Attends all meetings of the General Membership (and Executive Committee if applicable);
- Carries out assignments as requested by the Chair;
- Understands the responsibilities of the Chair and acts as Chair immediately upon the death, incapacity to act, absence or resignation of the Chair until such time as a new Chair is appointed or until the Chair resumes his/her duties;
- Serves as a member of Conservation Halton Foundation Board; and
- Serves as a signing officer for the Authority.

CAO/Secretary-Treasurer

Responsibilities of the CAO/Secretary-Treasurer as assigned by the General Membership include, but are not limited to the following:

- Is an employee of the Authority;
- Attends all meetings of the General Membership (and Executive Committee if applicable) or designates an acting CAO if not available;
- Works in close collaboration with the Chair and Vice-Chair(s) and keeps them apprised of relevant information and significant issues in a timely fashion;
- Develops a strategic plan for approval by the General Membership and implements short and long-range goals and objectives;
- Is responsible for the management of the operations of the Authority, including all staff and programs of the Authority;
- Ensures resolutions of the General Membership are implemented in a timely fashion;

- Develops and maintains effective relationships and ensures good communications with Participating Municipalities, federal and provincial government ministries/agencies, Indigenous communities, other conservation authorities, Conservation Ontario, stakeholders, community groups and associations;
- Makes recommendations as applicable to the General Membership regarding suggested policy changes;
- Acts as public spokesperson on behalf of the Authority;
- Represents the Authority at Conservation Ontario Council, ad hoc and Task Force meetings;
- Negotiates and enters into contracts with external agencies/partners to carry out the goals of the organization in accordance with the Purchasing of Goods and Services Policy;
- Fulfills the requirements of the Secretary-Treasurer as defined in the Act;
- Is the custodian of the Corporate Seal
- Serves as a member of Conservation Halton Foundation Board:
- · Serves as a signing officer for the Authority, and
- Ensures the practices, activities, and decisions of the organization consider the provisions of the CAO/Secretary-Treasurer Management Authority Limits Policy (Appendix 4)

3. Absence of Chair and Vice-Chair(s)

In the event of the absence of the Chair and Vice-Chair(s) from any meeting, the Members shall appoint an acting Chair who, for the purposes of that meeting has all the powers and shall perform all the duties of the Chair.

4. Representatives to Conservation Ontario Council

The General Membership may appoint up to three Representatives to Conservation Ontario Council ("Council"), designated as Voting Delegate and Alternate(s). Council will consist of the Voting Delegates appointed by each Member Conservation General Membership. The Voting Delegate and Alternates shall be registered with Conservation Ontario annually.

5. Election of Chair and Vice-Chairs

The election of the Chair and one or more Vice-Chairs shall be held in accordance with the Act: at the Annual/Inaugural meeting of the General Membership held prior to May 31 of each year in accordance with the General Membership's Procedures for Election of Officers (Appendix 3).

6. Appointment of Auditor

The General Membership shall appoint an auditor for the coming year at the Annual Meeting in accordance with Section 38 of the Act.

7. Financial Statements and Report of the Auditor

The General Membership shall receive and approve the Audited Financial Statements and Report of the Auditor annually for the previous year at the meeting of the General Membership held prior to the first day of May each year.

The General Membership shall forward copies of the Audited Financial Statements and Report of the Auditor to Participating Municipalities and the Minister in accordance with Section 38 of the Act and will make the Audited Financial Statements available to the public. The Audited Financial Statements will be included in the Authority's Annual Report and on the Authority's website.

8. Borrowing Resolution

If required, the General Membership shall establish a borrowing resolution by March 31 of each year and such resolution shall be in force until it is superseded by another borrowing resolution.

9. Signing Officers

All deeds, transfers, assignments, contracts, and obligations entered into by the Authority shall be signed by the signing officers of the Authority. Signing Officers of the Authority are as follows:

Chair; Vice Chair; CAO/Secretary-Treasurer; Senior Director, Corporate and Strategic Initiatives; Director, Parks and Recreation; and Director, Finance as the Signing Officers for the Authority;

Any two of the named Signing Officer positions shall be required for signing bank documents and agreements that bind the Authority and any other document or agreement that requires two signatures. In all other circumstances where the contract or agreements are necessarily incidental to the works approved by the Authority, a single signature of the CAO/Secretary-Treasurer, or his/her delegate, will be sufficient to bind the Authority.

Signing authority that was authorized by any previous Administration Regulation or By-law is superseded by this By-law.

10. Levies and Audit Reports

The levy due to the Authority from Participating Municipalities shall be communicated to those municipalities in accordance with the Act and any applicable Regulations.

Each watershed municipality will be advised of a scheduled discussion of the budget and levy of the Authority 30 days prior to the General Membership's Board meeting conducting such discussion.

Within 30 days following the adoption of the General Membership's budget in each year and, if so required by the municipal By-law, no later than April 1, in each year, the CAO/Secretary-Treasurer or the head of the Financial and Administrative Services Department shall send to the Clerk of each watershed municipality, a notice indicating the monies due to the Authority from each watershed municipality, and the apportionment of those monies due shall be as required by the Act and as approved by the General Membership. A copy of the Auditor's report for the preceding year shall be sent to the Clerk of each watershed municipality and to the Ministry.

11. Executive Committee

The General Membership may appoint an executive committee at the first meeting of the General Membership each year in accordance with the Section 19 of the Act and Section 1(c) of this By-law.

12. Advisory Boards and Other Committees

In accordance with Section 18(2) of the Act, the General Membership shall establish such advisory boards as required by regulation and may establish such other advisory boards or committees as it considers appropriate to study and report on specific matters.

The General Membership shall approve the terms of reference for all such advisory boards and committees, which shall include the role, the frequency of meetings and the number of members required.

Resolutions and policies governing the operation of the General Membership shall be observed in all advisory board and committee meetings.

Each advisory board or committee shall report to the General Membership, presenting any recommendations made by the advisory board or committee.

The dates of all advisory board and committee meetings shall be made available to all Members of the General Membership.

Committees of the General Membership include but are not limited to:

- CAO/Secretary-Treasurer Review Committee (Comp)
- Finance and Audit Committee (F&A)
- Governance Committee (Gov)

13. Remuneration of Members

Members who are present for the full duration of a duly called Meeting(s) and who are officially appointed to the Board(s) or Committee(s) holding such Meeting shall be entitled to payment of a per diem. No Member may collect more than one per diem per day. Per diem rates shall be set and approved by the General Membership from time to time Where a Member is duly authorized to attend to General Membership's business other than at a Meeting, the Member shall be entitled to a per diem for attending at such business.

Members who take on additional roles as Chair/Vice- Chair of the General Membership may be entitled to the payment of additional per diems/compensations as provided in the CAO Departmental budget allocation for elected officials.

Duly authorized Members who attend meetings of the General Membership, Committees/ad-hoc meetings, shall be entitled to a return travel allowance between the Member's principal residence and the meeting place.

Where a Member is duly authorized to attend to General Membership's business other than a Meeting, the Member shall be eligible for a travel allowance from his principal place of residence to the location of the business and return.

14. Records Retention

The General Membership shall keep full and accurate records including, but not limited to:

- Minutes of all meetings of the General Membership, including registries of statements of interests in accordance with the *Municipal Conflict of Interest Act*;
- ii. Assets, liabilities, receipts and disbursements of the General Membership and Financial Statements and Reports of the Auditors;
- iii. Human Resources Files for all employees and Members as applicable;
- iv. Workplace Health and Safety documents including workplace inspections, workplace accidents, investigations, etc.;
- v. Electronic Communications including emails;
- vi. Contracts and Agreements entered into by the Authority:
- vii. Strategic Plans and other documents providing organizational direction;
- viii. Projects of the Authority;
- ix. Technical Studies and data gathered in support of Programs of the Authority;
- x. Legal Proceedings involving the General Membership; and
- xi. Incidents of personal injury or property damage involving the General Membership and members of the public.

Such records shall be retained and protected in accordance with all applicable laws and the Records Retention Policy of the Authority as approved by the General Membership from time-to-time.

15. Records Available to Public

Records of the General Membership shall be made available to the public, subject to requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).

The General Membership shall designate the Chair to act as head of the Authority for the purposes of MFIPPA.

The Chair shall delegate the powers and duties vested in the head to the member of Staff or their designate who is the FOI Coordinator.

16. By-law Review

In accordance with the Act, this By-law shall be reviewed by the General Membership to ensure the By-law is in compliance with the Act and any other relevant law. The General Membership shall review the By-law every four years to ensure best management practices in governance are being followed.

17. By-law Available to Public

In accordance with the Act, the General Membership shall make its By-law available to the public on the General Membership's website. The By-law shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

18. Enforcement of By-law and Policies

The Members shall respect and adhere to all applicable By-law and policies (for example, the Code of Conduct and Conflict of Interest). The General Membership may take reasonable measures to enforce its By-law and policies, including the enforcement mechanisms under the Municipal Conflict of Interest Act. The procedure for enforcement shall be as follows:

- 1. Complainants (which includes any Member, Staff, or any member of the general public) may use two different complaint procedures to indicate concerns regarding a breach of the By-law, policies and Code of Conduct (collectively in this section the "Policies"):
 - a) Informal Complaint Procedure
 - b) Formal Complaint Procedure
- 2. The Informal Complaint Procedure will provide an opportunity to immediately identify and address behaviours and activities which are considered to be in contravention of the Policies.
- a) The Complainant shall:
 - i. Advise the Member that his/her behaviour or activity contravenes the Policies. This may or may not be in writing;
 - ii. Request that the Member immediately discontinue the prohibited behaviour or activity;

- iii. Keep a written record of the incident including date, time, location, other persons present and any other relevant information;
- iv. If applicable, advise the Member of his/her satisfaction or dissatisfaction with the response;
- v. In the event of a dissatisfactory or no response, consider the need to pursue the matter in accordance with the formal complaint procedure.
- 3. Members are encouraged to initially pursue the informal complaint procedure as a means of stopping and remedying a behaviour or activity contrary to the Policies. However, it is not a precondition or a prerequisite that the informal complaint procedure be initiated or completed prior to pursuing the formal complaint procedure as described in the Formal Complaint Procedure option.
- 4. The Formal Complaint Procedure shall be as follows:
- a) A dated, signed and written complaint detailing the relevant particulars shall be submitted to the Chair.
- b) Upon receipt of the complaint, the Chair or designate shall prepare an information package that shall include the following:
 - i. The Complaint;
 - ii. A copy of the Policies that are relevant;
 - iii. Such other information or documentation that the Chair deems relevant.
- c) The Governance Committee not directly involved in the complaint shall address the complaint. In the case where the Chair is involved in the complaint, the Vice-Chair will receive the complaint.
- d) The information package referred to above shall be provided to the Member alleged to be in contravention forthwith and to the Governance Committee.
- e) The Chair shall submit a brief report to the General Membership in closed session at a regularly scheduled General Membership Meeting advising that a complaint was received, providing the following information:
 - i. Name of Alleged Offender;
 - ii. Name of Complainant;
 - iii. The provision of the Policies allegedly contravened;
 - iv. A summary of the facts constituting the alleged contravention;
 - v. The date of request.
- f) The Governance Committee, where appropriate, shall complete an investigation of the complaint (which shall include an opportunity to the affected Member to respond to the allegation) within 30 days of receipt of the information package or such longer period as it may require not to exceed 60 days, and provide a report to the Chair of the General Membership (or Vice-Chair as the case may be) on the matter as to the validity of the complaint and its written recommendations as to the appropriate measures, if any, to be taken by the General Membership.

The report shall be tabled in closed session at the next regularly scheduled Meeting.

g) The General Membership shall receive the report and recommendations from the Governance Committee and may determine the appropriate action(s) to be taken, if any.

Following such determination by the General Membership the appointing municipality shall be notified of such determination.

19. Indemnification of Members, Officers and Employees

The General Membership undertakes and agrees to indemnify and save harmless its Members, Officers and Employees and their heirs and legal representatives, respectively, from and against all costs, charges and expenses, including all amounts paid to settle an action or satisfy any judgement, reasonably incurred by any such Member, Officer or Employee in respect of any civil, criminal or administrative action or proceeding to which any such Member, Officer or Employee is made a party by reason of being a Member, Officer or Employee of the General Membership (except in respect of an action by or on behalf of the General Membership to procure a judgment in its favour) if;

- Such Member, Officer or Employee acted honestly, in good faith with a view to the best interests of the General Membership and within the scope of such Member's, Officer's or Employee's duties and responsibilities, and
- In the case of a criminal or administrative action or proceeding that is enforced by a
 monetary penalty that such Member, Officer or Employee had reasonable grounds for
 believing that the conduct was lawful.

D. Meeting Procedures

The meeting procedures below governing the procedure of the General Membership shall be observed in all Meetings of the General Membership including its Committees and Advisory Board Meetings, as far as they are applicable, and references to Committees or Advisory Board may be substituted for the word General Membership as applicable.

1. Rules of Procedure

All matters of procedure not specifically dealt with under the Act and this By-law and its Appendices, shall be decided by the Chair in accordance, as far as is reasonably practicable, with Robert's Rule of Order or generally accepted rules or procedure.

2. Notice of Meeting

The General Membership shall approve a schedule for regular Meetings in advance. The CAO/Secretary-Treasurer shall send Notice of regular Meetings to all Members at least seven calendar days in advance of a Meeting. Notice of all regular or special Meetings of the General Membership or its Committees shall be made available to the public as soon as possible after its delivery to General Membership.

The Annual/Inaugural Meeting of the General Membership shall be held prior to May 31 each year. The regular Meetings of the General Membership shall be held according to the meeting schedule adopted by the General Membership. The Authority may alter the schedule of meetings from time to time. The Chair of the General Membership may call additional Meetings on any vacant/available day.

Notice of any Meeting shall indicate the type, meeting number, time and place of that meeting and the agenda for the Meeting.

Notice(s) of each Authority General Membership, and any other Committee Meetings shall be given to each Member of the General Membership, the CAO/Secretary-Treasurer and posted on the Authority's website.

All material and correspondence to be dealt with by the General Membership at a Meeting will be submitted to the CAO/Secretary-Treasurer, at least ten calendar days, if it is to be included in the published agenda, or at least five Business Days, if it is to be introduced at the meeting, in advance of the Meeting where it is to be dealt with.

The Chair may, at his/her pleasure, call a special Meeting of the General Membership as necessary on one calendar day notice in writing or email. That notice shall state the business of the special Meeting and only that business shall be considered at that special Meeting. Any Member, with 50% support of the other Members, may also request the Chair to call a Meeting of the General Membership and the Chair will not refuse.

The Chair or the CAO/Secretary-Treasurer may, by notice in writing or email delivered to the Members so as to be received by them at least 24 hours before the hour appointed for the Meeting, postpone or cancel any Meeting of a Committee or Advisory Board until the next scheduled date for the specific Committee or Advisory Board affected.

The Chair or the CAO/Secretary-Treasurer may, if it appears that a storm or like occurrence will prevent the Members from attending a Meeting, postpone that Meeting by advising as many Members as can be reached. Postponement shall not be for any longer period than the next regularly scheduled meeting date.

Notwithstanding any other provision of this By-law, an emergency Meeting may be held, without notice, to deal with an emergency situation, provided that an attempt has been made to reach the Members by telephone or email at their respective residences or places of business as appropriate and applicable. No business except business dealing directly with the emergency situation shall be transacted at such emergency Meeting.

A Meeting which has been interrupted through the loss of a quorum may be reconvened without notice, provided that the Meeting is reconvened on the same day.

3. Meetings Open to Public

All Meetings of the General Membership and other Committees shall be open to the public.

A Meeting or part of a Meeting may be closed to the public if the subject matter being considered is identified in the closed meeting section of the Agenda and the subject matter meets the criteria for a closed meeting as defined in this By-law.

4. Agenda for Meetings

Authority staff, under the supervision of the CAO/Secretary-Treasurer, shall prepare an agenda for all regular Meetings of the General Membership that shall include, but not necessarily be limited to, the following headings:

Agenda Items:

- 1. Roll Call and Mileage
- 2. Acceptance of Agenda Items as listed or identification of additional topics Members and Staff wish to have listed on the agenda
- 3. Approval of Minutes of Previous Meeting
- 4. Disclosure of Pecuniary Interest
- 5. Delegations/Presentations, if applicable
- 6. Consent Items
- 7. Action Items
- 8. In Camera Items, if applicable

- 9. Other Business Items
- 10. Adjournment

The agenda for special Meetings of the General Membership shall be prepared as directed by the Chair.

At the Annual/Inaugural Meeting (s) of the General Membership in each year, Authority Staff, under the supervision of the CAO/Secretary-Treasurer shall prepare an agenda for the use of the Members that includes but is not necessarily limited to the following items of business:

Annual/Inaugural Meeting(s) Agenda Items:

- 1. Roll Call and Mileage
- 2. Acceptance of Agenda Items as listed or identification of additional topics Members and Staff wish to have listed on the agenda
- 3. Disclosure of Pecuniary Interest
- 4. Delegations/Presentations, if applicable
- 5. Action Items, to include:
 - a. Election of Officers of the General Membership
 - b. Borrowing By-law
 - c. Signing Officers
 - d. Appointment of the Auditor for the Upcoming Year
 - e. Approval of Financial Statements and Report of the Auditor for the prior year
 - f. Election of Officers
 - g. Approval of Budgets and Levies
- 6. Other Business Items
- 7. Adjournment

Agendas for Meetings shall be forwarded to all Members at least five Business Days in advance of the Meeting. Such agendas shall be made available to the public on the General Membership's website at the same time, unless the Meeting is closed to the public in accordance with this By-law. Such agendas shall also be available in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

The agenda shall be accompanied by any relevant material to be brought before such Meeting. The agenda page shall list at the top of the page the following:

- Name of Committee
- Meeting number
- Date of meeting
- Time of meeting
- Place of meeting

All matters requiring the General Membership's attention shall be submitted in writing to the CAO/Secretary-Treasurer or designate for placement on the agenda for the General Membership. The deadline for receiving items for consideration at the next regularly scheduled meeting will be seven Business Days prior to the said meeting, provided that no report is required.

Any items received after that time will be placed on the agenda for the next Meeting. If any item that is received requires a report from a particular Department, it will be the responsibility of that Department Director to advise the CAO/Secretary-Treasurer when the

report will be available for inclusion in the agenda. The Department Director shall advise the individual or group as to when the matter will be considered.

Requests from Members for Staff to prepare additional information related to an agenda item of a General Membership Meeting agenda should be made to the CAO/Secretary-Treasurer prior to the Meeting.

Requests from Members for Staff to prepare information about non-agenda items should be made at the General Membership's Meeting and voted upon. Included in the request for information would be a target date for the information to come back to the General Membership.

All reports classified as "Action Items" from Departments to the General Membership must be approved by the CAO/Secretary-Treasurer or designate for inclusion and circulation on all agendas.

All reports classified as "Consent Items" from Departments to the General Membership must be approved for inclusion and circulation by the appropriate Department Director as designated by the CAO/Secretary-Treasurer.

An item of business not listed on the General Membership agenda cannot be introduced at a General Membership Meeting without the approval of the Members expressed by motion. Items of an emergent or congratulatory nature may be introduced under the "Other Business Items" of the agenda.

There shall only be an addendum to the agenda for a meeting when an item(s) arises after the closing of the deadline for items for the agenda and prior to the meeting, which item(s) the Chair or the CAO/Secretary-Treasurer believe are of an urgent nature requiring immediate consideration of the body concerned.

Members will receive, by email, a copy of the agenda. For those Members who have requested a hard copy, it shall be couriered to their residence or place of business, as far as possible, five Business Days preceding the meeting.

5. Quorum

At any Meeting of the General Membership, a quorum consists of one-half of the Members appointed by the Participating Municipalities, except where there are fewer than six such Members, in which case three such Members constitute a quorum. At any Committee (if applicable) or Advisory board Meeting, a quorum consists of one-half of the Members of the Committee (if applicable) or Advisory board.

If there is no quorum within one half-hour after the time appointed for the Meeting, the Chair for the Meeting shall declare the Meeting adjourned due to a lack of a quorum, or shall recess until quorum arrives, and the recording secretary shall record the names of the Members present and absent.

If during a General Membership or Committee Meeting a quorum is lost, the Chair shall declare that the Meeting shall stand recessed or adjourned, until the date of the next regular meeting or other meeting called in accordance with the provisions of this By-law. Agenda items including delegations present may be covered and presented and issues discussed, but no formal decisions may be taken by the remaining Members who do not constitute a quorum.

Notwithstanding the provisions of this section, where the number of Members who are disabled from participating in a Meeting due to the declaration of a conflict of interest is such that at that Meeting the remaining Members are not of sufficient number to constitute a quorum, the remaining number of Members shall be deemed to constitute a quorum, provided such number is not less than five.

6. Order of Business

The business of the General Membership shall be taken up in the order in which it stands on the agenda unless otherwise decided by a majority of those Members present.

No Member shall present any matter to the General Membership for its consideration unless the matter appears on the agenda for the Meeting of the General Membership or leave is granted to present the matter by the affirmative vote of a majority of the Members present.

7. Debate

The General Membership shall observe the following procedures for discussion/debate on any matter coming before it:

- a) A Member shall be recognized by the Chair prior to speaking;
- Every Member, before speaking to any question or motion at a General Membership Meeting, shall first receive recognition from the Chair and respectfully address the Chair;
- Where two or more Members rise to speak, the Chair shall designate the Member who has the floor, who shall be the Member who in the opinion of the Chair was first recognized;
- d) All questions and points of discussion shall be directed through the Chair;
- e) Where a motion is presented, it shall be moved and seconded before debate:
- f) No Member shall speak more than once to the same question without leave from the Chair, except in explanation of a material part of the speech;
- g) Any Member may ask a question of the previous speaker through the Chair;
- h) The Member who has presented a motion, other than a motion to amend or dispose of a motion, may speak again to the motion immediately before the Chair puts the motion to a vote:
- i) When a motion is under debate, no motion shall be received other than a motion to amend, to defer action, to refer the question, to take a vote, to adjourn, or to extend the hour of closing the proceedings;
- j) When a motion is under consideration, only one amendment is permitted at a time; and
- k) If a Member considers that a ruling made by the Chair is not in order, an appeal may be made. When challenged, the Chair may give a brief explanation of the ruling and ask the Members "Is the ruling of the Chair/Committee Chair upheld?" In the event of a tie vote, the ruling is upheld. The decision of the Chair under this section is final.

8. Matters of Precedence

The following matters shall have precedence over the usual order of business:

- a) a point of order;
- b) matter of privilege;
- c) a matter of clarification;

- d) a motion to suspend a rule of procedure or to request compliance with the rules of procedure;
- e) a motion that the question be put to a vote; and
- f) a motion to adjourn.

9. Members' Attendance

The General Membership shall provide a listing of Members' attendance at scheduled Meetings of the General Membership to the Participating Municipalities at least annually.

Upon a Member's vacancy due to death, incapacity or resignation occurring in any office of the General Membership, the General Membership shall request the municipality that was represented by that Member to appoint a Member replacement.

Each Member shall attend at least 60% of the Meetings in a calendar year/12 months.

If a Member is unable to attend any Meeting and wishes to bring any additional information or opinion pertaining to an agenda item to the General Membership, the Member shall address in writing or email to the Chair or CAO/Secretary-Treasurer such correspondence prior to the start of the Meeting. The correspondence shall be read aloud by the CAO/Secretary-Treasurer without comment or explanations.

10. Electronic Participation

Members may participate in a Meeting that is open to the public by telephone or other electronic means that permits all participants to communicate adequately with each other during the Meeting. A Member participating in a Meeting by electronic means shall not be counted in determining quorum and can vote provided that they have all relevant information available to them.

A Member shall not participate by electronic means in a Meeting that is closed to the public.

11. Delegations

Any person or organization who wishes to address the General Membership may make a request in writing or email to the CAO/Secretary-Treasurer. The request should include an accurate and thorough summary or statement of the issue or matter involved and indicate the name of the proposed speaker(s). If such request is received ten calendar days in advance of a scheduled Meeting, the delegation shall be listed on the published agenda.

Any person or organization requesting an opportunity to address the General Membership, but not having made a written request to do so in the timelines specified above, may appear before the Meeting if approved by two thirds of Members present, or shall be listed on the published agenda for the following Meeting.

Upon receipt of the written notice requesting delegation status, the CAO/Secretary-Treasurer shall list the delegation on the next agenda for a General Membership Meeting only if:

- The matter is one which is to be dealt with by the General Membership at the next Meeting, or
- The request for delegation to the General Membership is approved by the Chair.

Special consideration may be given to any person, group of persons, firm or organization not being a Member of the General Membership, or an appointed official of the General Membership, requesting delegation status at a General Membership Meeting up to 24

hours prior to the meeting date concerned. The status of the request to speak to the General Membership may be granted upon the majority vote of the Members present at the General Membership meeting. The request should include accurate and thorough summary or statement of the issue or matter involved and indicate the name of the proposed speaker(s).

Except by leave of the Chair or appeal by the leave of the General Membership, delegations shall be limited to one (1) speaker for not more than 5 minutes.

Upon the completion of a presentation to the General Membership by a delegation, any discourse between Members of the General Membership and the delegation shall be limited to Members, through the Chair, asking questions for clarification and obtaining additional, relevant information only. Members shall not enter into debate with the delegation respecting the presentation.

No delegation shall:

- Speak disrespectfully of any person;
- Use offensive words or unparliamentarily language;
- Speak on any subject other than the subject for which they have received approval to address the General Membership; and
- Disobey the rules of procedure or a decision of the Chair or of the General Membership.

Speakers will be requested not to repeat what has been said by previous speakers at the meeting. A returning delegation will only be allowed to speak again if new, relevant information has become available since their previous presentation. The Chair may choose to end a returning delegation's presentation if, in the opinion of the Chair, the new information being presented is not relevant to a decision facing the General Membership.

The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this By-law and, if the Chair rules that the delegation is concluded, the person or persons appearing shall immediately withdraw.

12. Meetings with Closed "In Camera" Sessions

Every Meeting of the General Membership and Committees shall be open to the public as per Section 15(3) of the Act, subject to the exceptions set out below.

Meetings may be closed to the public if the subject matter being considered relates to:

- a) The security of the property of the Authority;
- b) Personal matters about an identifiable individual, including employees of the Authority;
- c) A proposed or pending acquisition or disposition of land by the Authority:
- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals (e.g. Local Planning Appeal Tribunal), affecting the Authority;
- f) Advice that is subject to solicitor-client privilege;
- g) A matter in respect of which the General Membership or committee or other body may hold a closed meeting under another Act;
- h) Information explicitly supplied in confidence to the General Membership by Canada, a province or territory or a Crown agency of any of them;
- i) A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the General Membership, which, if disclosed,

- could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) A trade secret or scientific, technical, commercial or financial information that belongs to the Authority and has monetary value or potential monetary value; or
- k) A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the General Membership.

The General Membership shall close a Meeting if the subject matter relates to the consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act, and the General Membership is the head of an institution for the purposes of the Municipal Freedom of Information and Protection of Privacy Act.

A Meeting of the General Membership or Committee may also be closed to the public if:

- a) The Meeting is held for the purpose of educating or training the Members, and
- b) At the Meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the General Membership or other Committee.

Before holding a Meeting or part of a Meeting that is to be closed to the public, the Members shall state by resolution during the open session of the Meeting that there will be a Meeting closed to the public and the general nature of the matter to be considered at the closed Meeting. Once matters have been dealt with in a closed Meeting, the General Membership shall reconvene in an open session.

The General Membership shall not vote during a Meeting that is closed to the public, unless:

- a) The Meeting meets the criteria outlined in this By-law to be closed to the public; and
- b) The vote is for a procedural matter or for giving directions or instructions to Officers, employees or agents of Authority.

Any materials presented to the General Membership prior to and during a closed Meeting in respect to a confidential Agenda item shall be returned to the CAO/Secretary-Treasurer prior to departing from the Meeting and shall be treated in accordance with the Authority's policies and procedures and any applicable legislation for handling confidential material. Members not attending the closed meeting shall be required to return the confidential materials related to the closed session to the CAO/Secretary-Treasurer at or prior to the next scheduled meeting.

13. Voting

In accordance with Section 16 of the Act:

- a) Each Member is entitled to one vote, including the Chair and
- b) A majority vote of the Members present at any Meeting is required upon all matters coming before the Meeting.

Every Member who is present when a question is put, shall vote thereon, unless prohibited in law or by this By-law.

If any Member who is qualified to vote abstains from voting, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a majority.

On a tie vote, the motion is lost.

Except as provided elsewhere in this By-law, a motion shall be deemed to have been carried when a majority of the Members present and voting have expressed agreement with the question.

Interrelated motions shall be voted on in the order specified in Robert's Rules of Order.

Unless a Member requests a Recorded Vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any Meeting, unless a Recorded Vote is requested.

Any Member at a General Membership Meeting before or immediately after a vote is taken, may require a Recorded Vote to be taken on the question concerned. In such circumstances, the Chair shall have the right to speak to the question and indicate how the Chair intends to vote on the question, prior to the commencement of the Recorded Vote.

Where Recorded Vote is required, the Chair shall call for those Members in favour to all rise, at which time the recording secretary shall record the name of each Member standing and their vote in favour and upon completion of the recording then the Chair shall call for those Members opposed to all rise, at which time the recording secretary shall record the name of each Member standing and their vote in opposition.

After a non-Recorded Vote is held and after the Chair declares the result, any Member may rise and declare his disagreement with the declaration, and thereafter another vote must be held or the Member may request a Recorded Vote and a Recorded Vote must be taken as mentioned above.

At the Meeting of the General Membership at which the Non-Matching Levy is to be approved, the CAO/Secretary-Treasurer shall conduct the vote to approve of Non-Matching Levy by a Weighted Majority of the Members present and eligible to vote, in accordance with Ontario Regulation 139/96.

Where a question under consideration contains more than one item, upon the request of any Member, a vote upon each item shall be taken separately.

Except as provided in this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

14. Motions

In General Membership and Committee Meetings, the following matters and motions with respect thereto, may be introduced orally, without notice and with leave of the Chair, except as otherwise provided by this By-law:

- A point of order or personal privilege
- To close debate and
- To adjourn.

In General Membership and Committee meetings, the following motions may be introduced without notice and with leave of the General Membership except as otherwise provided by this By-law:

- To suspend the rules of procedure
- To table
- To postpone definitely

- To refer
- To amend
- To censure
- To postpone indefinitely (defer) and
- Any other procedural motion

In voting, all motions may be supported or opposed by the mover and/or seconder. The mover and seconder may withdraw a motion or a notice of motion at any time prior to it being called by the Chair. After a motion has been called or stated by the Chair, it shall be deemed to be in the possession of the General Membership, but may be withdrawn by the originator at any time before a decision or amendment, provided the General Membership does not object.

15. Notice of Motion

Written notice of motion to be made at a General Membership or Committee Meeting may be given to the CAO/Secretary-Treasurer by any Member of the General Membership not less than ten calendar days prior to the date and time of the Meeting and shall be forthwith placed on the agenda of the next meeting. The CAO/Secretary-Treasurer shall include such notice of motion in full in the agenda for the Meeting concerned.

Recommendations included in reports of Committees that have been included in an agenda for a Meeting of the General Membership shall constitute notice of motion for that Meeting.

Recommendations included in Staff reports that have been included in an agenda for a Meeting of the General Membership shall constitute notice of motion for that Meeting.

Notwithstanding the foregoing, any motion or other business may be introduced for consideration of the General Membership provided that it is made clear that to delay such motion or other business for the consideration of an appropriate Committee would not be in the best interest of the Authority and that the introduction of the motion or other business shall be upon an affirmative vote of majority of the Members of the General Membership present.

16. Motion to Reconsider

No motion to reconsider a decided matter of the General Membership shall be in order when the original motion has been implemented resulting in a legally binding commitment that is in place on the date that a motion to reconsider is to be debated.

A motion to reconsider a decided matter of the General Membership at the same meeting at which the original motion was decided shall be introduced under "Other Business Items" of the General Membership agenda unless the Chair determines there was a clear misunderstanding of the question that was put, in which case a motion for reconsideration shall be introduced immediately after the original vote was taken.

A motion to reconsider a decided matter of the General Membership at a meeting subsequent to the meeting at which the original motion was decided shall require a notice of motion submitted in accordance with this By-law, unless the motion to reconsider comes forward to the General Membership through a report of a Committee.

A motion to reconsider a decided matter of the General Membership must be made by a Member who voted with the majority on the original motion.

No motion to reconsider a decided matter of the General Membership shall be made more than once in the twelve month period from the date the matter was decided, unless a regular election has occurred following the decision.

A motion to reconsider a decided matter of the General Membership shall require the approval of at least two thirds of the whole General Membership.

If a motion to reconsider is decided in the affirmative at a meeting, then consideration of the original matter shall become the next order of business.

17. Duties of the Meeting Chair

It shall be the duty of the Chair, with respect to any Meetings over which he/she presides, to:

- a) Preserve order and decide all questions of order, subject to appeal; and without argument or comment, state the rule applicable to any point of order if called upon to do so;
- b) Ensure that the public in attendance does not in any way interfere or disrupt the proceedings of the Members;
- c) Receive and submit to a vote all motions presented by the Members, which do not contravene the rules of order or regulations of the General Membership;
- d) Announce the results of the vote on any motions so presented; and
- e) Adjourn the Meeting when business is concluded.

18. Conduct of Members

Members shall maintain a high standard of for conduct and at all times comply with applicable laws and the General Membership's Code of Conduct (Appendix 1).

No Member at any Meeting of the General Membership shall:

- a) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender identity, gender expression, sex, sexual orientation, age, colour, marital status, family status, ethnic origin or disability:
- b) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared;
- c) Interrupt a Member while speaking, except to raise a point of order or a question of privilege;
- d) Speak disrespectfully or use offensive words against the General Membership, the Members, Staff, or any member of the public;
- e) Speak beyond the question(s) under debate:
- f) Resist the rules of order or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the By-law.

19. Minutes of Meetings

The CAO/Secretary-Treasurer shall undertake to have a recording secretary in attendance at Meetings of the General Membership and each Committee. The recording secretary shall make a record in the form of minutes of the meeting proceedings and in particular shall record all motions considered at the Meeting.

If a recording secretary is not present in an In Camera session, the CAO/Secretary-Treasurer shall take notes of any direction provided, for endorsement by the Chair and Vice-Chair. Minutes of all Meetings shall include the time and place of the Meeting and a list of those present and shall state all motions presented together with the mover and seconder and voting results.

The CAO/Secretary-Treasurer or designate shall include draft minutes of the previous Meeting available to each Member of the General Membership at the same time as agendas for the next Meeting are distributed.

After the minutes have been approved by resolution, original copies shall be signed by the CAO/Secretary-Treasurer and copies of all non-confidential minutes shall be posted on the Authority's website. Such minutes shall also be available for review by any member of the public at the Authority's administration centre or provided in alternative formats, in accordance with the *Accessibility for Ontarians with Disabilities Act*, if requested by interested parties.

E . <i>A</i>	Approval	l of By-lay	w and Revo	ocation of l	Previous By	v-law(S

-	CAO/Secretary-Treasurer
_	Chair
Signed:	
Read a Third and Finally Passed	d Date
Read a First and Second Time	Date October 25, 2018
By-law number 2018-01 shall co	ome into force on the day of , 2018.
By-law number 2016-01 is herek	by repealed;

F. Appendices to the Administrative By-law

Appendix 1 - Code of Conduct

1. Background

Since its inception in 1963, The Halton Region Conservation Authority has demanded a high level of integrity and ethical conduct from its General Membership. The General Membership's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority's resolutions, regulations, or policies and procedures.

2. General

All Members, whether municipal councillors or appointed representatives of a municipality, are expected to conduct themselves in a manner that reflects positively on the General Membership.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a code of conduct that:

- i. Upholds the mandate, vision and mission of the General Membership;
- ii. Considers the General Membership's jurisdiction in its entirety, including their appointing municipality;
- iii. Respects confidentiality;
- iv. Approaches all General Membership issues with an open mind, with consideration for the organization as a whole;
- v. Exercises the powers of a Member when acting in a meeting of the General Membership;
- vi. Respects the democratic process and respects decisions of the General Membership and Committees;
- vii. Declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- viii. Conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the General Membership or against any Member or any Authority Staff.

3. Gifts and Benefits

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of their duties, except compensation authorized by law.

This section does not apply to tokens, mementos, souvenirs or such gifts or benefits that are received as an incident of protocol or social obligations that normally accompany the responsibilities of office.

4. Confidentiality

The Members shall be governed at all times by the provisions of the *Municipal Freedom* and *Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in an In Camera Meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- Human Resources matters;
- ii. Information about suppliers provided for evaluation that might be useful to other suppliers;
- iii. Matters relating to the legal affairs of the Authority;
- iv. Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- v. Sources of complaints where the identity of the complainant is given in confidence;
- vi. Items under negotiation;
- vii. Schedules of prices in tenders or requests for proposals;
- viii. Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions; and
- ix. Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

5. Use of General Membership Property

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of General Membership duties or associated community activities of which the General Membership has been advised.

No Member shall obtain financial gain from the use or sale of Authority developed intellectual property, computer programs, technological innovations, or other patentable items, while a Member or thereafter. All such property remains the exclusive property of the Authority.

6. Work of a Political Nature

No Member shall use Authority facilities, services or property for his/her election or reelection campaign to any position or office within the Authority or otherwise.

7. Conduct at General Membership Meetings

During meetings of the General Membership, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the General Membership during presentations and when others have the floor.

8. Influence on Staff

Members shall be respectful of the fact that Staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

9. Business Relations

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the General Membership or Committee, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

10. Encouragement of Respect for the General Membership and its Regulations

Members shall represent the General Membership in a respectful way and encourage public respect for the Authority and its Regulations.

11. Harassment

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, Staff or any member of the public is misconduct. Members shall follow the Authorities' Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, ethnic origin, citizenship, creed, gender identity, gender expression, record of offences, marital status, source of income, family status, or sexual orientation. The General Membership will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

12. Breach of Code of Conduct

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-law and Policies procedure outlined in Section 18 of the Halton Region Conservation General Membership Administrative By-law.

Appendix 2 - Conflict of Interest

1. Municipal Conflict of Interest Act

The General Membership commit themselves to ethical, businesslike, and lawful conduct when acting as the General Membership. The General Membership is bound by the *Municipal Conflict of Interest Act*. This appendix to the By-law is intended to assist Members in understanding their obligations. Members are required to review the *Municipal Conflict of Interest Act* on a regular basis.

2. Disclosure of Pecuniary Interest

Where a Member, either on his or her own behalf or while acting for, by, with or through another, has any pecuniary interest, direct or indirect, in any matter and is present at a meeting of the General Membership or Committee at which the matter is the subject of consideration, the Member:

- a) Shall, prior to any consideration of the matter at the meeting, disclose the pecuniary interest and the general nature thereof;
- b) Shall not take part in the discussion of, or vote on any question in respect of the matter; and
- c) Shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

3. Chair's Conflict of Interest or Pecuniary Interest

Where the Chair of a meeting discloses a conflict of interest with respect to a matter under consideration at a meeting, another Member shall be appointed to chair that portion of the meeting by Resolution.

4. In Camera Meetings

Where a meeting is not open to the public, a Member who has declared a conflict of interest shall leave the meeting for the part of the meeting during which the matter is under consideration.

5. Member Absent

Where the interest of a Member has not been disclosed by reason of their absence from the particular meeting, the Member shall disclose their interest and otherwise comply at the first meeting of the General Membership or Committee, as the case may be, attended by them after the particular meeting.

6. Disclosure Recorded in Minutes

The recording secretary shall record in reasonable detail the particulars of any disclosure of conflict of interest or pecuniary interest made by Members and whether the Member withdrew from the discussion of the matter. Such record shall appear in the minutes/notes of that particular meeting of the General Membership or Committee, as the case may be.

7. Breach of Conflict of Interest Policy

Should a Member breach the Conflict of Interest Policy, they shall advise the Chair and Vice-Chair, in writing, with a copy to the CAO/Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Conflict of Interest Policy, the said breach shall be communicated to the Chair, in writing, with a copy to the

CAO/Secretary-Treasurer. In the absence of the Chair, or if a Member alleges that the Chair has breached the Conflict of Interest Policy, the said breach shall be communicated the Vice-Chair, in writing, with a copy to the CAO/Secretary-Treasurer.

Should a member of the public or a municipality allege that a Member has breached the Conflict of Interest Policy, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Conflict of Interest Policy shall be investigated in accordance with the Enforcement of By-law and Policies procedure outlined or referred to in the Authority's Administrative By-law.

Appendix 3 - Procedure for Election of Officers

1. Voting

Voting shall be by secret ballot and no Members may vote by proxy.

2. Chair for Election of Officers

The CAO/Secretary-Treasurer, or designate, will assume the position of Chair for the purpose of Election of Officers.

3. Scrutineer(s)

The appointment of one or more scrutineers is required for the purpose of counting ballots, should an election be required. All ballots shall be destroyed by the scrutineers afterwards. The Acting Chair shall call a motion for the appointment of one or more persons, who are not Members of the General Membership, to act as scrutineers. A Member, who will not stand for election, may be appointed as an additional scrutineer if requested.

4. Election Procedures

The Acting Chair shall advise the Members that the election will be conducted in accordance with the Act as follows:

- a) The elections shall be conducted in the following order:
 - i. Election of the Chair, who shall be a Member of the General Membership
 - ii. Election of one or more Vice-Chairs, who shall be Members of the General Membership.
- b) The Acting Chair shall ask for nominations to each position;
- c) Only current Members of the General Membership who are present may vote;
- d) Nominations shall be called three (3) times and will only require a mover;
- e) The closing of nominations shall require both a mover and a seconder; and
- f) Each Member nominated shall be asked to accept the nomination. The Member must be present to accept the nomination unless the Member has advised the CAO/Secretary-Treasurer in writing or by email in advance of the election of their willingness to accept the nomination.

If one Nominee:

g) If only one nominee the individual shall be declared into the position by acclamation.

If More than One Nominee:

- h) In the event of an election, each nominee shall be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing by surnames.
- i) Upon the acceptance by nominees to stand for election to the position of office, ballots shall be distributed to the Members by the scrutineers for the purpose of election and the Acting Chair shall ask the Members to write the name of one individual only on the ballot.

j) The scrutineers shall collect the ballots, leave the meeting to count the ballots, return and advise the Acting Chair who was elected with more than 50% of the vote.

A majority vote shall be required for election. If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes shall be removed from further consideration for the office and new ballots shall be distributed. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, new ballots shall be distributed and a second vote held. Should there still be a tie after the second ballot a third vote shall be held. Should there be a tie after the third vote, the election of the office shall be decided by lot drawn by the Acting Chair or designate.

Appendix 4 - CAO/SECRETARY-TREASURER MANAGEMENT AUTHORITY LIMITS POLICY

The CAO/ SECRETARY – TREASURER shall act within the purpose of all executive limitations as outlined herein. To the extent that there is any inconsistency between the executive limitations as set-out in this policy and the By-law and other policies of the Authority this policy will prevail.

1. EXECUTIVE LIMITATIONS

The CAO/Secretary–Treasurer shall not cause or permit any practice, organizational circumstance, activity, or decision that is either imprudent or in violation of commonly accepted business practices or professional ethics.

- 1. Budgeting in any fiscal year shall not deviate materially from the Authority policies, risk financial jeopardy, or fail to be derived from a multi-year business plan.
- 2. Staff compensation and benefits shall not deviate materially from current market conditions.
- 3. Information presented to the General Membership will have no significant gaps in timeliness, accuracy or completeness.
- 4. Financial performance shall not incur jeopardy or compromise the Authority's Strategic Plan priorities policies.
- The scope of business activities shall recognize General Membership directions or regulatory restrictions and deviations from same shall require General Membership approval.
- 6. Risk management procedures shall be explicit and updated to protect the organization, Members, officers and Staff from exposed liabilities.

2. GENERAL MEMBERSHIP- CAO/SECRETARY-TREASURER RELATIONSHIP

The General Membership will link governance and management functions and performance through the CAO/Secretary–Treasurer.

- Subject to the By-law of the Authority all authority to the operational organization is delegated through the CAO/Secretary—Treasurer, so that all authority and accountability for the operational organization is considered to belong to the CAO/Secretary—Treasurer
- 2. The CAO/Secretary—Treasurer is accountable to the General Membership for achieving the Corporate Objectives and achieving provisions of the Strategic Plan policies within the CAO/SECRETARY—TREASURER Management Authority Limits Policy.
- The General Membership limits the latitude the CAO/Secretary—Treasurer may exercise in practices, methods, conduct and other "means" by establishing the CAO/SECRETARY —TREASURER Management Authority Limits Policy.
- 4. As long as the CAO/Secretary—Treasurer uses any reasonable interpretation of By-law and Management Authority Limits Policy, the CAO/Secretary—Treasurer is automatically authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

- Monitoring data that disclose the degree of organizational performance, compliance with Strategic Plan priorities will be systematically gathered by the General Membership and considered part of the evaluation of CAO/Secretary—Treasurer Performance.
- 6. Members can never carry the instructive authority of the General Membership, nor can they waive requirements set out by the General Membership.

3. MATTERS REQUIRING GENERAL MEMBERSHIP REVIEW AND APPROVAL

A) MATTERS REQUIRING GENERAL MEMBERSHIP CONSENT

B) BUDGET AND BUSINESS PLAN DOCUMENTATION

- annual corporate and business objectives, financial and non-financial;
- annual strategic plan;
- financial plans including proposed corporate financing and investments;
- annual operating and capital budget; or
- any other items as outlined in the Conservation Halton Budget Principles, approved by the General Membership.

C) RISK MANAGMENT

- general risk management policies,
- purchase (or sale) of any real property interest of Conservation Halton, except as outlined in the Land Acquisition Strategy approved by the General Membership.

D) COMPENSATION AND HUMAN RESOURCES

compensation for the CAO/Secretary—Treasurer.

E) FINANCIAL REPORTING REQUIREMENTS

 The General Membership should be presented with financial statements (in conjunction with the General Membership's meeting schedule), complete with an analysis of variances between actual and budget, by major classification.

Conservation Halton Purchasing Policy Approval and Reporting Requirements

■ The following summary outlines the purchasing process and reporting procurement values, excluding taxes and shipping and has been approved by the General Membership on March 22, 2018, Report # 02 18 06, Resolution CHBD 02 06:

Procedure	Procurement Value	Process, Approvals and Reporting Requirements		
No quotation required	< \$10,000	Open procurement by authorized buyer.		
Informal quotation \$10,000 - <\$25,000		Three written quotes solicited. Approval by Program Director & Director, Finance.		
Informal Request for Proposals	\$25,000 - <\$50,000	Informal proposals with at least three bids solicited. Approval by CAO or Senior Director, Corporate & Strategic Initiatives.		
Formal Quotation	\$25,000 - <\$50,000	Three written quotes solicited using formal quotation process administered by Finance. Approval by CAO or Senior Director, Corporate & Strategic Initiatives.		
Formal Request for Proposal	\$50,000 - <\$100,000	Formal proposal process administered by Finance and Purchasing Consultant. Approval by CAO or Senior Director, Corporate & Strategic Initiatives.		
	\$100,000 & over	Approval by General Membership.		
Formal Tender	\$50,000 - < \$350,000	Formal tender process, administered by Finance and Purchasing Consultant. Approval by CAO or Senior Director, Corporate & Strategic Initiatives.		
	\$350,000 & over	Report >\$100,000 to General Membership. Approval by General Membership.		
Other than lowest compliant bid or exceeds budget	>\$25,000	Approval by General Membership.		

Non-competitive or negotiated bid – Sole, Single Source	>\$25,000- <\$100,000	Approval by Program Director, Director, Finance, and CAO or Senior Director, Corporate & Strategic Initiatives. Information report provided to the General Membership.
Emergency Purchases	>\$25,000	Approval by Program Director, Director, Finance, and CAO or Senior Director, Corporate & Strategic Initiatives. Information report to General Membership after resolution of the emergency situation.

- It is acknowledged that the CAO/Secretary—Treasurer or acting CAO may need to act promptly in emergency situations, including but not limited to
 - major storm or catastrophic damage,
 - public and health & safety issues,
 - o expiring deadline, or
 - o any other emergent matter adversely affecting the Authority.

In these circumstances, the CAO/Secretary—Treasurer and Acting CAO may exceed the Authority Limits but will immediately inform the Chair of the General Membership, or if unavailable, the Vice-Chair of the General Membership, or if unavailable, the Chair of the Finance and Audit Committee, or if unavailable, the Chair of the Governance Committee of the situation and reasons why the limits were exceeded. Thereafter provide a written report at the next scheduled meeting of the General Membership or later date as appropriate.



REPORT TO: Board of Directors

REPORT NO: # 08 18 07

FROM: Gene Matthews, Director Parks & Recreation

gmatthews@hrca.on.ca; 905 878 5011 ext. 1243

DATE: November 22, 2018

SUBJECT: 2018/19 Glen Eden Daily Lift Ticket and Rental Fees

Recommendation

THAT the Conservation Halton Board of Directors approve the 2018/19 Glen Eden Daily Lift Ticket and Rental Fee Schedule.

Report

The purpose of this report is to outline recommended fee changes to Glen Eden daily lift ticket and rental products for the 2018/19 ski and snowboard season. Increases in these fees, as identified in Appendix A, reflect the ongoing ability of Glen Eden to meet the demands of increased operating costs, improved visitor services, and risk management needs. Proposed fee changes also reflect a simplification of the Glen Eden daily fee schedule that will alleviate visitor confusion and better align daily fee strategies with season pass and lesson program strategies.

Despite the recommended fee increases, Glen Eden will still remain one of the two most financially accessible ski and snowboard operators, of over 40, in the province of Ontario.

Rationale for the proposed 2018/19 Daily Lift Ticket and Rental Fee Schedule include:

- A need to address increased operation costs which include Living Wage adjustments, facility repairs/improvements directly associated with increased visitation and aging infrastructure, variable utility costs due to ongoing climate change impacts, etc.
- Continued service delivery improvements which include value added special event programs, free
 provision of beginner lessons with the purchase of a 'Learning Centre' lift ticket, expanded retail
 area and offerings, electronic waiver processing system, modernization of rental equipment
 transaction requirements, etc.
- Strategic focus on the growth and continued value towards season pass holders and 8-week lesson participants.
- A simplification of product offerings from approximately 38 price points on daily lift tickets to 4 and approximately 20 price points to 3 for daily rentals.
- The addition of incentivized lift ticket pricing at specific time periods (daily and/or weekly) to capture
 new interest in the sport, celebrate special occasions, and offer value opportunities to daily lift ticket
 and rental visitors. This may include discounted tickets during college/university reading weeks,
 partnership opportunities with aligned businesses to provide discounted lift tickets for specific period
 of times, end of season specials, etc. These offerings will be approved by the Chief Administration
 Office and Director, Parks and Recreation.



Increased flexibility for times of the day that visitors can access the ski and snowboard area. For
example, removal of the half day ticket will allow families greater flexibility in planning evening visits
while allowing Glen Eden staff to avoid 'bottle necks' in-service delivery associated with hard half
day ending and evening pricing start times.

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

As the Board of Directors is aware, Conservation Halton staff are completing an organizational wide rates and fees review with Watson & Associates Economists LTD. This review has included Glen Eden programs, operations, and services. Glen Eden staff have worked closely with Finance and the Watson team in this review. Rates and Fees proposed for the 2018/19 season align, and do not exceed, preliminary findings provided by this review. Final findings of this review will be presented to the Board of Directors in February 2019.

Financial Impact

The financial impact created by the proposed fee changes will largely reflect an adjustment in rates that better recover the current costs of service delivery while remaining highly competitive in the local and provincial market. The proposed fee increases have the potential to add a total of \$650,000 in gross Glen Eden revenue when applied to 2017/18 sales. The overall weighted average increase in fees proposed is 12%. Of note the previously approved 2018/19 Glen Eden Season Pass and Lesson Program Fee Schedule (Report no 11 17 02) recognized a 10% average increase in season pass prices and an 8% average increase in lesson prices. Season pass sales to date for the coming season are showing growth of 33% in gross revenue and 894 additional pass holders. Lesson sales to date for the coming season are showing growth of 16% in gross revenue. Extremely limited, if any, negative feedback has been received to date regarding season pass and lesson pricing increases.

Signed & respectfully submitted:

Gene Matthews

Director, Parks and Recreation

Approved for circulation:

Hassaan Basit

CAO/Secretary-Treasurer

Attachments: Appendix A – 2018/19 Glen Eden Daily Lift Ticket and Rental Fee Schedule

FOR QUESTIONS ON CONTENT: AJ Leeming, Manager Programs & Services – Kelso/Glen Eden

ajleeming@hrca.on.ca; 905 878 5011 ext. 1243



Appendix A:

Glen Eden 2017/18 Pricing Schedule

LIFT TICKET DATES	2017 / 2018 Quantities	2017 / 2018 Rates excl. HST	2018 / 2019 Proposed Rate	Weighted Avg % Increase
LIFT TICKET RATES	Quantities		Теросси нисс	
Under 5				
Full Day	1202	\$10.00		0%
Night	566	\$10.00	\$10.00	0%
1/2 day	1050	\$10.00		0%
Totals (weighted)	2818	\$10.00	\$10.00	0%
Junior				
Full Day	3213	\$35.00		3%
Night	2799	\$33.00	\$36.00	9%
1/2 day	5173	\$32.00		13%
Totals (weighted)	11185	\$33.11	\$36.00	9%
Teen				
Full Day	2888	\$35.00		3%
Night	3010	\$31.00	\$36.00	16%
1/2 day	3471	\$24.00		50%
Totals (weighted)	9369	\$29.64	\$36.00	21%
Adult				
Full Day	11449	\$40.00		3%
Night	13699	\$35.00	\$41.00	17%
1/2 day	15536	\$38.00		8%
Totals (weighted)	40684	\$37.55	\$41.00	9%
Senior				
Full Day	54	\$35.00		3%
Night	89	\$24.00	\$36.00	50%
1/2 day	485	\$24.00		50%
Totals (weighted)	628	\$24.95	\$36.00	44%
Beginner Center				
Full Day	7083	\$24.00	\$30.00	25%
Totals	7083	\$24.00	\$30.00	25%
All Tickets (Weighted)	71767	\$33.30	\$37.22	12%



Appendix A – Cont.

RENTAL RATES	2017 / 2018 Quantities	2017 / 2018 Rates excl. HST	2018 / 2019 Proposed Rate	Weighted Avg % Increase
Ski				
Under 5 days	506	22.00	22.00	0%
Under 5 evening	119	20.00	22.00	10%
Jr day	3705	32.00	32.00	0%
Jr evening	1053	28.00	32.00	14%
Adult day	5598	35.00	35.00	0%
Adult evening	2241	30.00	35.00	17%
Sr day	15	32.00	32.00	0%
Sr evening	8	28.00	32.00	14%
Totals (weighted)	13245	32.12	33.30	4%
Board				
Under 5 days	81	22.00	22.00	0%
Under 5 evenings	16	18.00	22.00	22%
Jr day	1190	30.00	32.00	7%
Jr evening	460	28.00	32.00	14%
Adult day	2537	35.00	35.00	0%
Adult evening	1359	28.00	35.00	25%
Sr day	0	28.00	32.00	14%
Sr evening	4	26.00	32.00	23%
Totals (weighted)	5647	31.45	33.90	8%
All Equipment	18892.00	31.92	33.48	5%