

MEETING NO: # 01 20 Finance & Audit Committee Meeting

DATE: June 04, 2020

TIME: 9.30 AM

PLACE: <https://us02web.zoom.us/j/85051182399?pwd=OEpnUWZGcnA5bTZkZmVOdnQ3b2k1Zz09>

AGENDA

PAGE

1. Acceptance of Agenda as distributed

2. Disclosure of Pecuniary Interest for Finance & Audit Committee Members

3. Consent Items

Roll Call & Mileage

4. Action Items

4.1 Election of Officers for 2020

4.1.1 Appointment of Election Scrutineers

4.1.2 Election of the position of Chair for the Finance & Audit Committee for 2020

4.1.3 Election of the position of Vice Chair for the Finance & Audit Committee for 2020

4.2 2021 Preliminary Budget

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5. Other Business

6. Adjournment

REPORT TO: Finance & Audit Committee

REPORT NO: # FA 01 20 01

FROM: Marnie Piggot, Director Finance
905-336-1158, ext. 2240; mpiggot@hrca.on.ca

DATE: June 4, 2020

SUBJECT: 2021 Preliminary Budget and Forecasts

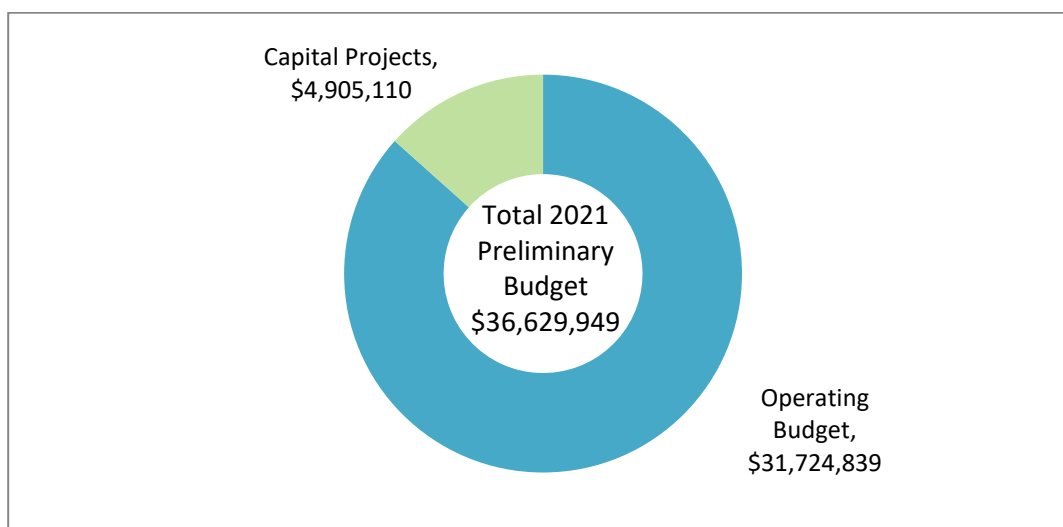
Recommendation

That the Finance and Audit Committee recommend to the Conservation Halton Board of Directors that **the attached 2021 preliminary budget be approved for budget discussion purposes with funding watershed municipalities that include the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch.**

Executive Summary

Preparation of the 2021 preliminary budget and forecast is based on thoughtful consideration to balance strategic priorities, inflationary and growth-related pressures and potential COVID related impacts on programs that are uncertain at this time.

The 2021 preliminary budget of \$36.6 million will allow Conservation Halton to continue to provide its core programs and services. The 2021 preliminary budget is made up of a \$31.7 million operating budget and \$4.9 million capital budget.



The 2021 preliminary budget has increased by \$1.4 million over the total 2020 budget of \$35.2 million. The budget increase has been accommodated through operating efficiencies achieved, increased

grants and other funding for partnership projects to minimize the impact on municipal funding. Most of the budget continues to be funded through self-generated revenues and municipal funding remains at less than 30% of the total funding sources.

Municipal funding in the 2021 preliminary budget totals \$10.4 million. The \$306,561 increase in municipal funding is 3% more than was requested in 2020. The proposed municipal funding increase considers the fiscal pressures faced by both Conservation Halton and its regional funding municipalities. The municipal funding increase includes an additional \$39,300 for State of Good Repair levies for dams, channels and facility assets to gradually meet target levels established in the Asset Management Plans for these assets. The municipal funding increase included in the 2020 budget forecast for 2021 was 4.1%.

Total Municipal Funding:	Budget 2021	Budget 2020	\$ Increase (Decrease)	% Increase
Operating	\$9,695,379	\$9,221,118	\$474,261	5.1%
Capital	257,000	464,000	(207,000)	-44.6%
	9,952,379	9,685,118	267,261	2.8%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	478,500	439,200	39,300	8.9%
Municipal Funding total	\$10,430,879	\$10,124,318	\$306,561	3.0%

The budget is segregated into Watershed Management & Support Services (WMSS) programs and the Conservation Areas consistent with past budgets. The Conservation Areas recreation programs do not receive municipal funding. The Conservation Areas operating surplus proposed in the 2021 preliminary budget is \$276,286 down significantly from the 2020 budget surplus of \$968,411. The operating and capital forecasts have been prepared with municipal funding increases ranging from 3% to 4.5% annually.

Major drivers of the budget increase, municipal funding increase and decrease in parks operating surplus are related to increased staffing costs of almost \$838,000 and projected lower total program revenues of \$464,000. Revenue estimates have been lowered for some programs based on average historical actuals for Planning and Permit fees by \$331,100 and for the Parks by \$145,000. These decreases also consider the potential impact that COVID may have on self generated revenues.

Staff salaries and benefits increases included in the 2021 preliminary budget are related to:

- Annualization of increases for the staff compensation review completed in 2019 and not included in the 2020 budget,
- 1% inflation adjustment
- Adjustment to 95% of the salary band approximating actual salary costs
- Overall increase of 4.1 full time equivalent (FTE) staff positions consisting of a decrease of (1.8) full time FTE staff and the addition of 5.9 part time/contract FTE's. The increase in part time/contract staff FTE's are for project and park seasonal staff funded by program revenues.

Conservation Halton staff have prepared the 2021 preliminary budget for review by the Finance & Audit Committee and the Conservation Halton Board of Directors prior to budget submissions and regional staff meetings that typically occur between July and September.

A preliminary 2021 Budget & Business Plan book will be developed for the final 2021 budget review and approval in October by the Finance & Audit Committee and the Board of Directors. There is the potential for further changes to the 2021 budget as COVID impacts become more quantifiable.

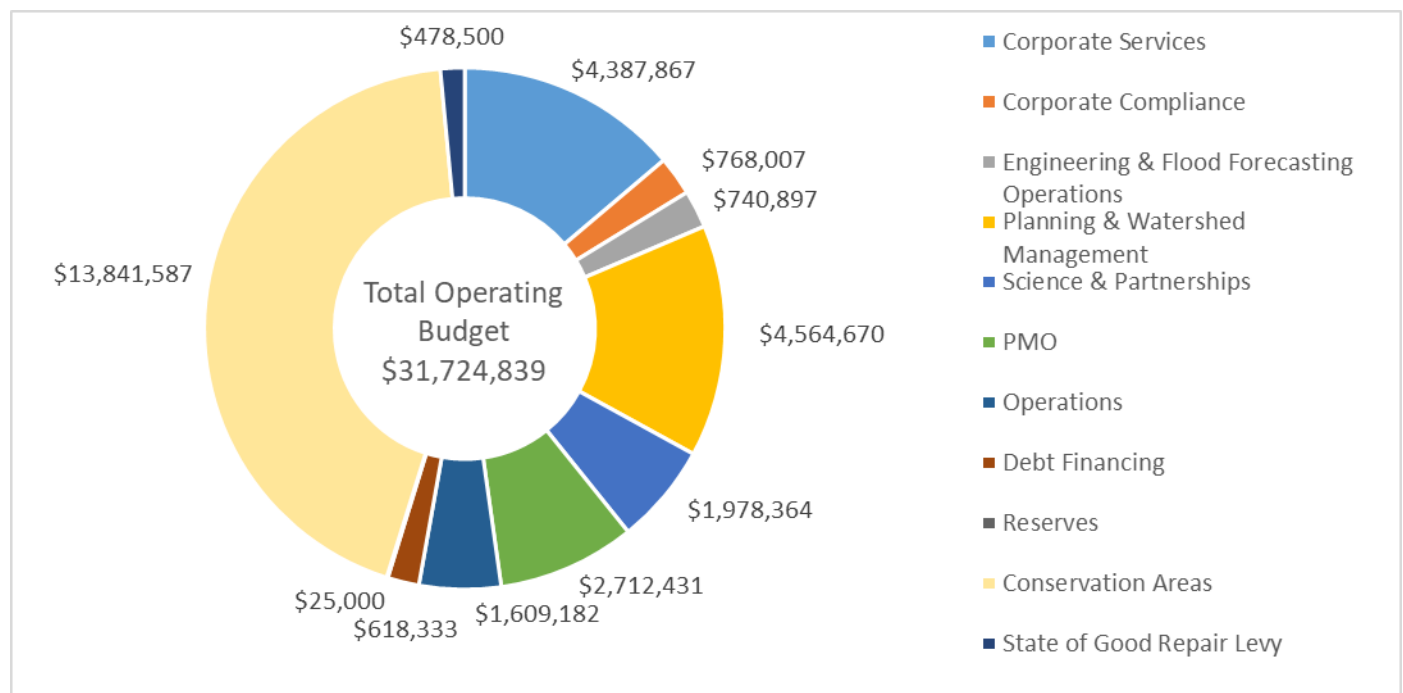
Financial attachments to this report include the 2021 preliminary budget summary, operating and capital forecasts and reserve continuity schedule.

A key service target in Conservation Halton's Strategic Plan is to limit operating and capital municipal funding increases to regional budget guidelines. Halton Region staff typically provide their Budget Directions report to Council in July including the guideline for boards and agencies. The Halton Region guideline, comprised of expected inflation and assessment growth, provided for 2020 was 3.7% and it is anticipated that the 2021 guideline will be lower. Peel Region staff recently advised that Council has not recommended a budget target at this time given the current economic uncertainty.

Report

2021 Preliminary Operating Budget

The operating budget of \$31.7 million provides for an investment of \$17.9 million in Watershed Management and Support Services programs and an investment of \$13.8 million into the Conservation Areas. The following chart shows the distribution of the operating budget by department.



Investing in Watershed Management & Support Services

The WMSS 2021 preliminary operating budget expenses total \$17.9 million. The budget and municipal funding increase is partially funded by program revenue, grants, reserves and chargebacks. Municipal

operating funding for WMSS programs is proposed to increase by \$474,261 for programs and services and by \$39,300 to fund increases to the State of Good Repair Levies for dams, channels and facilities.

Major drivers of the WMSS municipal funding increase include:

Staff salaries and benefits		\$ 475,473	-Compensation Review & staff reallocation \$146,750;
			-1% inflation increase \$106,075
			-95% of band level adjustment \$112,866;
			-Benefit increase \$109,782
Increase in FTE staff		102,398	-1.0 FTE Full time \$16,704;
			-1.2 FTE Part time contract \$85,694; funded by grants
Decrease in materials and supplies & purchased services		(45,587)	
Increase in Partnership Projects			Boyne 16 Mile Creek Restoration Agreement \$652,586
-Project staff support, materials & purchased serv.		774,041	
-Increase in Partnership Project funding		(774,041)	
Decrease in transfers to reserves		(17,773)	
Increase in program staff support chargeback expenses		18,670	
Municipal Debt Financing Charges decrease		(30,678)	
Planning & Watershed Management Revenue decrease		331,100	-Adjustment to historical actual
Other program revenue and grant funding increases		(256,643)	
Capital Staff Chargeback Recovery decrease		80,800	
Staff Support Chargeback Recovery to Parks increase		(183,500)	
Increase in WMSS municipal operating funding		\$474,261	
State of Good Repair Levy increase		39,300	
Total increase in WMSS municipal operating funding		\$513,561	

The cost for the increase in 1.0 FTE full time position on the Security Ranger team is offset by other position changes to arrive at a net cost of \$16,704.

Investing in our Parks

The Conservation Areas 2021 operating budget provides for an investment of \$13,841,587 into the Conservation Areas. Operating expenses have increased in the Conservation Areas 2021 operating budget by \$546,795. A large portion of the higher operating expenses are related to staffing costs which have increased by \$275,000. Part time/seasonal staff costs have also been adjusted in this budget to better reflect or match historical spending. The increase in expenses is funded entirely by park program revenue.

The chargeback to the Conservation Areas for support services has increased in the 2021 operating budget by \$183,500 to \$1,376,900. The increase is related to support service staffing changes and the estimated allocation of time spent on park programs.

Program and other funding revenue have decreased by \$145,330 to \$13,525,320 from the 2020 Budget amount of \$13,670,650. Program revenue includes adjustments based on the three-year average of historical actual amounts and partially considers COVID impacts. The proposed revenue amounts assume average fee increases to continue to transition to full cost recovery.

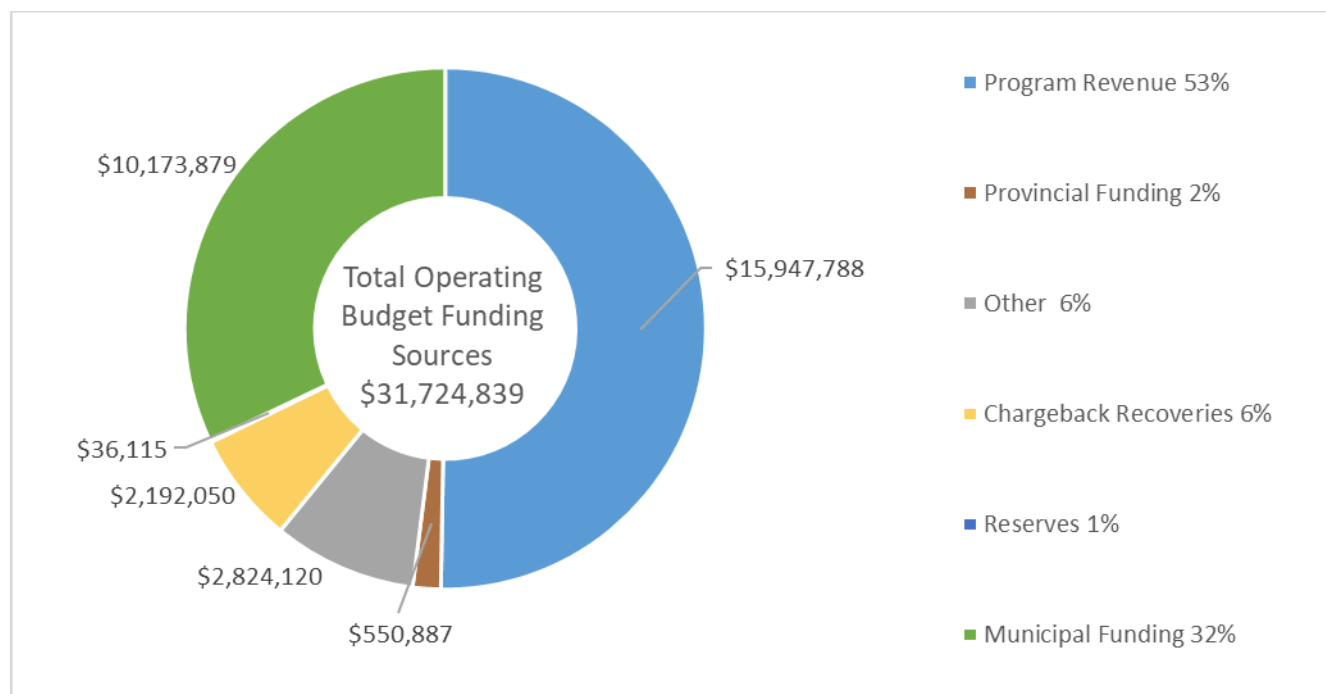
Staff Complement Changes

The 2021 operating budget provides for an increase of 4.1 FTE positions. A summary of the changes is provided below.

Staffing Overview Summary					
	2020 Approved FTE	Service Adjustment	Reallocation of Staff	2021 Total FTE	Net Change 2021 vs 2020
Watershed Management & Support Services (WMSS)					
Full-time	105.4	1.0	-1.0	105.4	0.0
Part-time/Contract	7.8	1.2	-1.2	7.8	0.0
Total WMSS	113.2	2.2	-2.2	113.2	0.0
Conservation Areas					
Full-time	37.0	-2.8	1.0	35.3	-1.8
Part-time/Contract	96.5	4.7	1.2	102.4	5.9
Total Conservation Areas	133.5	1.9	2.2	137.7	4.1
Total Full-time	142.4	-1.8	0.0	140.7	-1.8
Total Part-time/Contract	104.3	5.9	0.0	110.2	5.9
Total Staff FTE's	246.7	4.1	0.0	250.9	4.1

Sources of Budget Funding

Conservation Halton is proactive at generating funding through various sources including self-generated revenues to mitigate the financial impact to our funding municipalities. The 2021 operating budget funding sources are consistent with prior years with most of the funding being derived from self-generated revenues and less than one third of the operating budget funded by municipal operating funding of \$10.2 million.



Apportionment of Municipal Funding

Municipal funding for operating, capital and State of Good Repair levy totals \$10,430,879. Municipal funding is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch according to the area and proportional current value assessment (CVA) of the municipality falling within the Conservation Halton watershed.

Updated current value assessment data will be received from the Province in early September. For purposes of allocating the 2021 preliminary budget, the 2020 municipal apportionment percentages have been used as follows:

Municipality:	Apportionment % 2021 (2020 % assumed)	Municipal Funding 2021	Apportionment % 2020	Municipal Funding 2020	% Increase
Region of Halton	87.7576%	\$9,153,890	87.7576%	\$8,884,859	3.0%
Region of Peel	4.8142%	502,163	4.8142%	487,405	3.0%
City of Hamilton	7.2109%	752,160	7.2109%	730,054	3.0%
Township of Puslinch	0.2173%	22,666	0.2173%	22,000	3.0%
	100.0000%	\$10,430,879	100.0000%	\$10,124,318	

State of Good Repair Levy

The operating budget includes a request for a State of Good Repair (SOGR) Levy of \$478,500, an increase of \$39,300 over the 2020 budget amount. This increase is consistent with the 2021 forecast amount included in the 2020 budget. The 2021 State of Good Repair Levy consists of \$376,500 for dams and channels assets and \$102,000 for buildings and facility assets. The State of Good Repair

Levy amounts will be transferred to the Watershed Management Capital and Building SOGR Reserve to fund 2021 and future capital works.

Asset Management (AM) Plans have been completed for Dams and Channels and Facilities. The Asset Management Plan for the remaining capital assets is expected to be completed by June 2020. The Asset Management Plans identified the annual investment required to maintain these assets in a state of good repair. Based on the phase in of the State of Good Repair levy amounts, some municipal debt financing is still required over the ten-year forecast period until the SOGR levy reaches target levels established in the AM Plans.

Debt Financing, Debt Financing Charges and Debt Capacity

Municipal debt financing included in the 2021 preliminary budget of \$526,500 is comprised of 50% of the Morrison-Wedgewood Channel spill prevention design estimated costs of \$53,000 and low impact development (LID) system improvements at the Administration Office of \$500,000. Dams and channel repair costs are assumed to be funded 50% municipally and 50% through provincial Ministry of Natural Resource and Forestry (MNRF) Water and Erosion Control Infrastructure (WECI) funding. The LID system improvements were recommended in the Administration Office landscape master plan.

The Debt Financing Charges in the 2021 preliminary operating budget of \$618,333 includes \$568,333 municipal debt financing charges and \$50,000 for principal and interest payments on the land acquisition loan of \$858,000 received in 2015 from the Hamilton Community Foundation. The loan balance at December 31, 2019 was \$409,636. The loan matures in December 2020 and it has been assumed for budget purposes this loan will be renewed at similar terms.

Municipal debt financing charges are based on the amount included in the 2020 budget forecast for 2021 that was provided by Halton Region staff. Debt financing charges are subject to change when updated by Halton Region staff after the preliminary budget amounts are submitted in July. Debt financing charges are currently calculated based on Halton Region's investment earning rate and range between 3.0%-3.2%, with repayment over thirty years for the Kelso Dam Capital Project and twenty years for other projects. Projects that have been debt financed to date include significant dams and channels capital projects and Administration Office major renovations.

The total long-term debt balance is currently \$5,671,453. This amount includes 50% Kelso Dam capital project financing for costs incurred to December 31, 2019. The estimated remaining debt financing for 50% of the Kelso Dam capital project 2020 costs is approximately \$250,000. The increase in debt charges related to the Kelso Dam debt financing was included in the 2020 budget and forecast amounts so the increased long-term debt should not impact the debt capacity ratio estimated for 2021 of 4.8%. Conservation Halton has approved a debt capacity ratio of 10% in its Budget Principles though 25% is permitted under Ontario Regulations for municipalities.

Reserve Funding

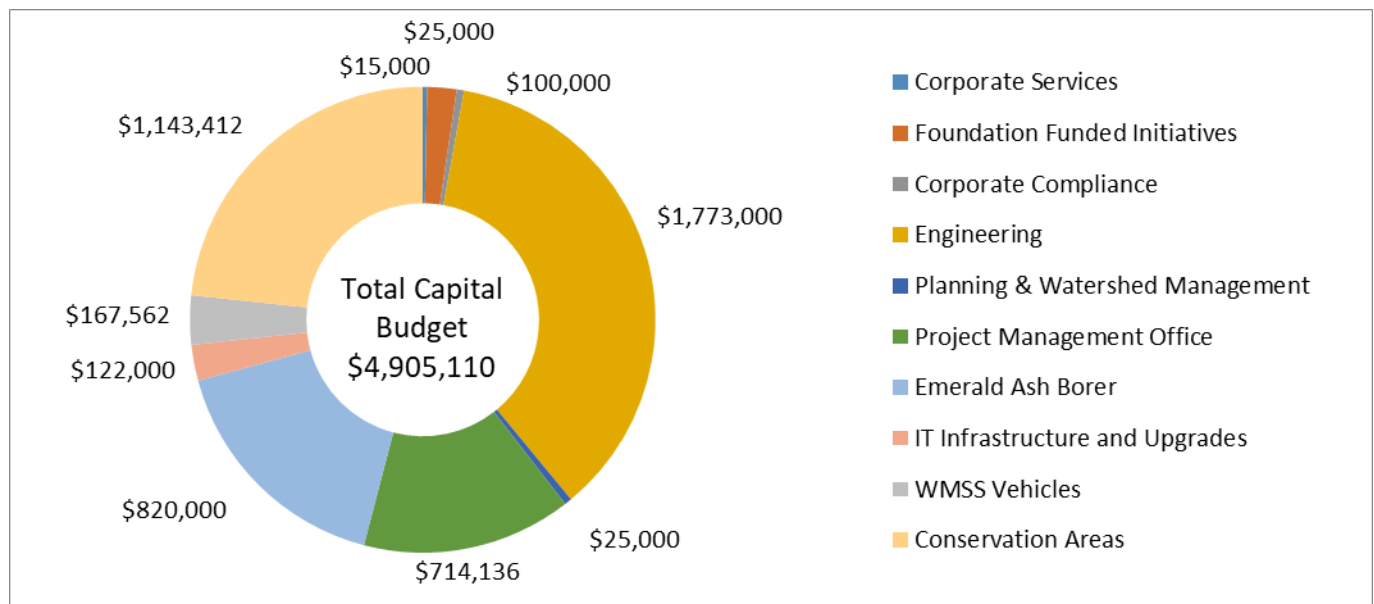
The reserve summary below lists the projected reserve balances at December 31, 2021 and the proposed transfers to and from reserves in the 2021 budget. A reserve continuity schedule with reserve balances to 2030 is also provided in the attachments.

Conservation Halton Reserves	Reserves Projected Balance Dec. 31, 2020	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2021
Watershed Management & Support Services							
Vehicle and Equipment	720,083				(167,562)		552,521
Building	230,128			102,000	(70,136)		261,992
Building - State of Good Repair	262,293						262,293
Watershed Management Capital - Municipal Funds and Self Generated Funds	1,006,442			376,500	(575,000)		807,942
Watershed Management & Support Services Stabilization	793,193						793,193
Capital Projects - Debt Financing Charges	472,670						472,670
Digital Transformation	250,000						250,000
Legal - Planning & Watershed Management	258,891						258,891
Legal - Corporate	200,000						200,000
Water Festival	158,911				-	(18,615)	140,296
Land Securement	59,537	25,000					84,537
Property Management	80,040						80,040
Stewardship and Restoration	342,399				(144,000)	(17,500)	180,899
Conservation Areas							
Capital	2,963,738		276,286		(1,143,412)		2,096,612
Stabilization	1,000,568						1,000,568
Total Reserves	8,798,893	25,000	276,286	478,500	(2,100,110)	(36,115)	7,442,454

2021 Capital Budget Summary

The 2021 capital budget represents an investment of \$4.9 million into infrastructure and studies to provide programs and services in the watershed of \$3.8 million and conservation areas of \$1.1 million.

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 municipal capital funding required for WMSS capital projects of \$257,000 has decreased by \$207,000. The decreased municipal capital funding is primarily related to funding decreases in Information Technology and Flood Forecasting capital projects proposed for 2021.

The WMSS 2021 preliminary capital budget consists of the following department project costs:

Capital - Watershed Management & Support Services (WMSS)	2020 Budget Expenses	2021 Preliminary Budget Expenses
<u>Corporate Services</u>		
Lidar Imagery	40,000	-
Ortho Imagery	-	15,000
IT Infrastructure & Digital Transformation	224,000	122,000
Website Upgrade	100,000	-
<u>Corporate Compliance</u>		
Giant's Rib Geopark	100,000	-
Clappison & Waterdown Woods	25,000	25,000
<u>Engineering</u>		
Dams & Channels Maintenance Projects	1,312,373	1,203,000
Flood Forecasting & Warning Program	115,000	70,000
Floodplain Mapping Update	330,000	500,000
<u>Planning & Watershed Management</u>		
Watershed Planning	25,000	25,000
<u>Project Management Office</u>		
Administration Office Renovations	150,000	500,000
Facility Major Maintenance	102,000	70,136
Operations Centre - Capacity Study/Design	100,000	-
Speyside Weir Removal	32,000	144,000
<u>Emerald Ash Borer</u>	862,243	820,000
<u>Vehicle and Equipment Replacement</u>	194,339	167,562
<u>Other Foundation Funded Projects</u>	100,000	100,000
TOTAL CAPITAL WMSS	3,811,955	3,761,698

Investing in our Parks

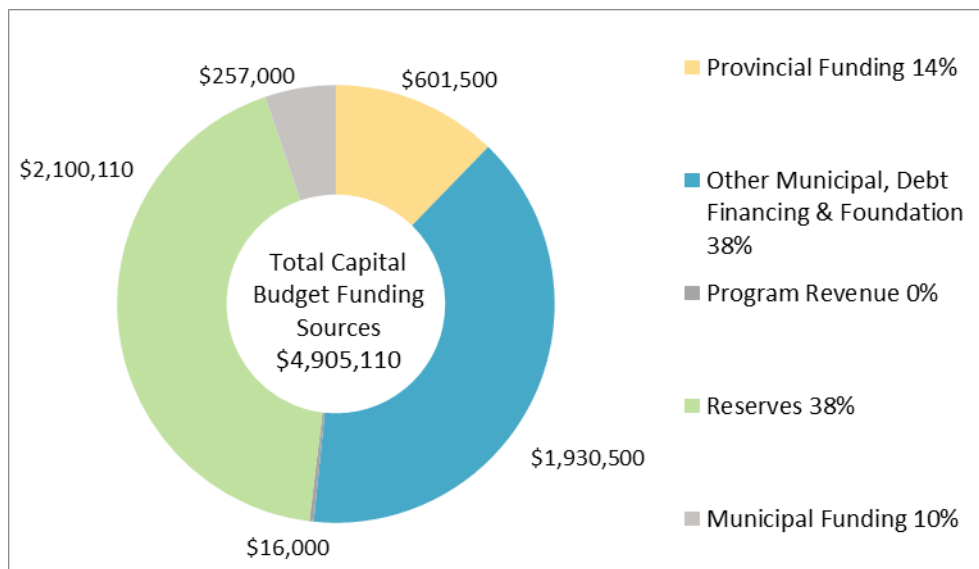
The proposed capital budget provides for an investment of \$1.1 million into the Conservation Areas. Capital project expenditures are funded by the Conservation Areas Capital Reserve.

The Conservation Area 2021 preliminary capital budget includes:

	2020 Budget Expenses	2021 Preliminary Budget Expenses
Capital - Conservation Areas		
Skihill Improvements	100,000	500,000
Facility Major Maintenance & IT Infrastructure	405,000	495,000
Vehicle and Equipment Replacement	165,556	148,412
Developer Contribution Works	250,000	-
TOTAL CAPITAL CONSERVATION AREAS	920,556	1,143,412

Sources of Capital Budget Funding

A summary of the 2021 proposed capital funding sources is provided in the chart below:



Other municipal funding from Halton Region for 2021 is for the Emerald Ash Borer tree removal project for \$804,000 and Flood Plain Mapping project for \$500,000. The amounts are consistent with the business plans submitted to Halton Region Council for these projects. Debt financing totals \$526,500 for the channel repairs and Administration Office improvements projects in the 2021 capital budget.

2021 Budget and Operating Forecast 2022-2030

Key assumptions and drivers included in the budget and 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.

- Inflation for 2021 has been assumed at 1%. 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.

The operating forecast includes the estimated costs of servicing existing debt and new debt financing for anticipated capital projects for the 50% municipal portion of dams and channels capital projects and for major facility projects proposed at the Administration Office and Operations Centre. 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 cost impacts related to the Developer Contribution works will be included later once these costs are assessed through the work being completed in 2020-2021 for design, cost certainty and regulatory needs.

2021 Budget and Capital Forecast 2022-2030

The development of the 2021 capital budget, the 2022-2030 forecast and overall financing strategy took into consideration the following: 1) strategic initiatives in Conservation Halton's Strategic Plan; 2) capital priorities identified in the Asset Management Plans; 3) the Emerald Ash Borer and Flood Plain Mapping Business Plans; and 4) Park Master Plans. The capital budget as proposed will ensure assets are maintained in a state of good repair and address the impact of growth in the region on Conservation Halton's infrastructure. The capital forecast incorporates the previous initiatives while ensuring long-term fiscal sustainability.

The largest portion of the Watershed Management and Support Services capital budget 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 generally assumed to be funded 50% municipally through the State of Good Repair Levy reserve funding and debt financing for channel and Scotch Block Dam repairs and the remaining 50% provincially which is expected to be approved as part of a grant application process.

Conservation Areas capital projects in the forecast include three projects totalling \$24.3 million based on business cases previously provided to the Board. These capital projects are 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 project preliminary designs and costs are currently being refined to provide better cost certainty to determine overall funding requirements.

The Strategic Plan initiatives included in the capital forecast will enable Conservation Halton to invest in innovation and technology to continue to modernize operations, streamline service delivery and improve resource management. Initiatives included in the 2021 capital budget and 2022 – 2030 forecast include the continuation of:

- Modernizing our flood forecasting and operations
- Improving flood plain mapping across the watershed
- Investing in digital transformation across our systems
- Mitigating the impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship programs
- Creating the capacity to offer sustainable outdoor recreation and eco-tourism experiences

Municipal funding forecast

Based on the attached operating and capital forecasts, the proposed municipal funding for 2021 to 2025 is as follows:

	BUDGET	FORECAST			
Municipal Funding	2021	2022	2023	2024	2025
Operating	\$ 9,695,379	\$ 10,038,235	\$ 10,428,357	\$ 10,909,779	\$ 11,269,348
Capital	\$ 257,000	\$ 378,000	\$ 450,500	\$ 447,000	\$ 392,000
State of Good Repair (SOGR) Levy	\$ 478,500	\$ 480,500	\$ 494,400	\$ 521,200	\$ 695,800
Municipal Funding - Total including SOGR Levy	\$ 10,430,879	\$ 10,896,735	\$ 11,373,257	\$ 11,877,979	\$ 12,357,148
% Change	3.0%	4.5%	4.4%	4.4%	4.0%

The State of Good Repair long-term financing strategy developed in the 2019 budget proposed a municipal funding increase in the budget and operating forecast between 4 – 4.5% annually. The annual increases will ensure funds are available to meet both current and future programming and organizational needs.

Impact on Strategic Goals

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

Financial Impact

Conservation Halton staff have developed a fiscally conservative preliminary budget for 2021. The modest increase of 3.0% for operating expenses and State of Good Repair Levy that is proposed:

- considers the potential fiscal impacts of COVID;
- recognizes our regional funding municipalities fiscal pressures;
- continues to provide core services in a growing watershed;
- ensures the needs of the increasing number of visitors at our Conservation Areas are met and
- reflects program and service enhancements to address service delivery objectives outlined in Conservation Halton's Strategic Plan Metamorphosis.

The 2021 preliminary budget as proposed addresses increased staff costs and estimated revenue shortfalls primarily through operational efficiencies. Additionally, the proposed preliminary 2021 budget continues to provide for investments in our programs to enhance service delivery, supports digital

transformation initiatives, watershed planning work, greenspace revitalization, floodplain mapping, flood forecasting, and enhances user experiences at our parks.

Signed & respectfully submitted:



Marnie Piggot
Director, Finance

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer



Lawrence Wagner
Senior Director, Corporate Services

FOR QUESTIONS ON CONTENT:

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Conservation Halton 2021 Preliminary Budget Summary

Conservation Halton 2021 Preliminary Budget Summary				2021 Preliminary Budget Funding Sources					
Description	% Increase (decrease) over 2020 Budget	2020 Budget Expenses	2021 Preliminary 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 (WMSS) PROGRAMS									
1 CORPORATE SERVICES									
Office of the CAO		607,430	657,459				20,100		637,359
Conservation Halton Foundation Administration		142,847	146,814				15,000		131,814
Finance		787,642	800,934	72,500			239,649		488,785
Information Technology		692,397	497,066				58,600		438,466
Geographical Information Systems (GIS)		640,335	491,449	6,500					484,949
Digital Transformation		119,546	351,303				134,800		216,503
Human Resources		658,490	672,709				184,300		488,409
Marketing & Communications		771,450	770,133				288,800	10,000	471,333
	(0.7%)	4,420,137	4,387,867	79,000	-	-	941,249	10,000	3,357,618
2 CORPORATE COMPLIANCE									
Corporate Compliance		296,073	298,426				100,500		197,926
Risk & Lands		408,542	469,581				84,900		384,681
	9.0%	704,615	768,007	-	-	-	185,400	-	582,607
3 ENGINEERING									
Engineering		330,163	236,706	3,000			37,440		196,266
Flood Forecasting		536,797	504,191		155,034	-	30,950		318,207
	(14.5%)	866,960	740,897	3,000	155,034	-	68,390	-	514,473
4 PLANNING & WATERSHED MANAGEMENT									
Planning & Regulations		3,773,501	3,804,238	2,181,300			38,700		1,584,238
Regional Infrastructure Team		474,130	489,579			501,818			(12,239)
Source Protection		255,545	270,853		270,853		-		-
	1.4%	4,503,176	4,564,670	2,181,300	270,853	501,818	38,700	-	1,571,999

Conservation Halton 2021 Preliminary Budget Summary				2021 Preliminary Budget Funding Sources					
Description	% Increase (decrease) over 2020 Budget	2020 Budget Expenses	2021 Preliminary 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		573,476	629,493	21,978			45,268		562,247
Stewardship		558,450	571,464	68,180			148,720	17,500	337,064
HHRAP		272,922	335,273			343,655			(8,382)
Partnership Projects		328,940	442,134			442,134			-
	14.1%	1,733,788	1,978,364	90,158	-	785,789	193,988	17,500	890,929
6 PROJECT MANAGEMENT OFFICE									
Administration Office Facility		193,794	196,396						196,396
Project Management		220,659	451,155			75,000	94,110		282,045
Restoration		320,328	355,263	-			263,443		91,820
Construction		233,020	248,104				49,200		198,904
Partnership Projects		718,102	1,461,513			1,461,513			-
	60.9%	1,685,903	2,712,431	-	-	1,536,513	406,753	-	769,165
7 OPERATIONS									
Vehicles and Equipment		157,589	160,589						160,589
Property Management		90,300	91,590	36,000	125,000				(69,410)
Security		317,397	439,976				170,000		269,976
Forestry Operations		513,684	543,202	42,000			15,000		486,202
Forestry Tech Team		366,126	373,825	100,000			110,000		163,825
	11.4%	1,445,096	1,609,182	178,000	125,000	-	295,000	-	1,011,182
8 DEBT FINANCING CHARGES	(4.7%)	649,011	618,333						618,333
TRANSFER TO RESERVES - STATE OF GOOD									
9 REPAIR (SOGR) LEVY	8.9%	439,200	478,500						478,500
TRANSFER TO RESERVE - LAND									
10 SECUREMENT	0.0%	25,000	25,000						25,000
TOTAL OPERATING WATERSHED MGMT & SUPPORT SERVICES (WMSS)	8.6%	16,472,886	17,883,252	2,531,458	550,887	2,824,120	2,129,480	27,500	9,819,807

Conservation Halton 2021 Preliminary Budget Summary

Conservation Halton 2021 Preliminary Budget Summary				2021 Preliminary Budget Funding Sources					
Description	% Increase (decrease) over 2020 Budget	2020 Budget Expenses	2021 Preliminary 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									
11 Conservation Areas									
Conservation Areas Administration		668,451	978,680	935,000			62,570		
Vehicle and Equipment Operations - Parks		104,390	105,090						
Kelso/Glen Eden		7,832,408	7,949,736	9,294,250					
Crawford Lake/Mountsberg/Robert Edmondson		2,168,959	2,065,628	1,923,000		-			240,000
Rattlesnake Point/Hilton Falls/Mount Nemo		734,631	773,000	1,070,500					
Outreach		321,839	316,267	193,580				8,615	114,072
Transfer Surplus to Conservation Area reserves		968,411	276,286						
SUBTOTAL CONSERVATION AREAS - OPERATING BEFORE SUPPORT SERVICES CHARGEBACK	(2.6%)	12,799,089	12,464,687	13,416,330	-	-	62,570	8,615	354,072
Support Services Chargeback	15.4%	1,193,400	1,376,900						
TOTAL OPERATING CONSERVATION AREAS	(1.1%)	13,992,489	13,841,587	13,416,330	-	-	62,570	8,615	354,072
TOTAL OPERATING PROGRAMS	4.1%	30,465,375	31,724,839	15,947,788	550,887	2,824,120	2,192,050	36,115	10,173,879

Conservation Halton 2021 Preliminary Budget Summary
2021 Preliminary Budget Funding Sources

Description	% Increase (decrease) over 2020 Budget	2020 Budget Expenses	2021 Preliminary 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									
Capital - Watershed Management & Support									
12a Services (WMSS)									
<u>Corporate Services</u>									
Lidar Imagery		40,000	-						-
Ortho Imagery		-	15,000						15,000
IT Infrastructure & Digital Transformation		224,000	122,000						122,000
Website Upgrade		100,000	-					-	-
<u>Corporate Compliance</u>									
Giant's Rib Geopark		100,000	-			-			-
Clappison & Waterdown Woods		25,000	25,000						25,000
<u>Engineering</u>									
Dams & Channels Maintenance Projects		1,312,373	1,203,000		601,500	26,500		575,000	-
Flood Forecasting & Warning Program		115,000	70,000						70,000
Flood Plain Mapping Update		330,000	500,000			500,000			-
<u>Planning & Watershed Management</u>									
Watershed Planning		25,000	25,000						25,000
<u>Project Management Office</u>									
Administration Office Renovations		150,000	500,000			500,000		-	-
Facility Major Maintenance		102,000	70,136					70,136	-
Operations Centre - Capacity Study/Design		100,000	-					-	-
Speyside Weir Removal		32,000	144,000					144,000	-
<u>Emerald Ash Borer</u>		862,243	820,000	16,000		804,000			-
<u>Vehicle and Equipment Replacement</u>		194,339	167,562					167,562	-
<u>Other Foundation Funded Projects</u>		100,000	100,000			100,000			-
TOTAL CAPITAL WMSS	(1.3%)	3,811,955	3,761,698	16,000	601,500	1,930,500	-	956,698	257,000
12b Capital - Conservation Areas									
Skihill Improvements		100,000	500,000					500,000	-
Facility Major Maintenance & IT Infrastructure		405,000	495,000					495,000	-
Vehicle and Equipment Replacement		165,556	148,412					148,412	-
Developer Contribution Works		250,000	-			-			-
TOTAL CAPITAL CONSERVATION AREAS	24.2%	920,556	1,143,412	-	-	-	-	1,143,412	-
TOTAL CAPITAL PROJECTS	3.6%	4,732,511	4,905,110	16,000	601,500	1,930,500	-	2,100,110	257,000
TOTAL OPERATING PROGRAMS		30,465,375	31,724,839						
TOTAL CAPITAL PROJECTS		4,732,511	4,905,110						
TOTAL	4.1%	35,197,886	36,629,949	15,963,788	1,152,387	4,754,620	2,192,050	2,136,225	10,430,879

Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Operating WMSS Expenditures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Salaries & Benefits										
Balance, beginning of year in 2020 budget	11,896,024									
Less: Retatement of Outreach to Conservation Areas	(169,589)									
Balance, beginning of year	11,726,435	12,296,799	12,714,799	13,144,799	13,586,799	14,041,799	14,508,799	14,989,799	15,483,799	15,990,799
Staffing increase (2021 1.0 FTE decrease; 2 FTE 2022-2030)	16,704	153,000	156,000	159,000	162,000	165,000	168,000	171,000	174,000	177,000
Increase in part time staffing due to increase in Partnership Projects	74,545	-	-	-	-	-	-	-	-	-
Compensation Review adjustments	150,391	-	-	-	-	-	-	-	-	-
Compensation Increases (2021 1%, 2022-30 2% inflation; 95% of range)	218,941	195,000	201,000	208,000	215,000	222,000	230,000	237,000	245,000	253,000
Increase in benefits (2021-2030 2% inflation)	109,782	70,000	73,000	75,000	78,000	80,000	83,000	86,000	88,000	91,000
Balance, end of year	12,296,799	12,714,799	13,144,799	13,586,799	14,041,799	14,508,799	14,989,799	15,483,799	15,990,799	16,511,799
Materials & Supplies										
Balance, beginning of year in 2020 budget	753,560									
Less: Restatement of Outreach to Conservation Areas	(71,300)									
Balance, beginning of year restated	682,260	713,842	730,642	745,242	760,142	775,342	790,842	806,642	822,742	839,242
HR program cost decrease	(12,000)									
Information Technology program supplies decrease	25,000									
Science & Partnerships program supplies decrease	8,285									
Project Management Office (PMO) program costs decrease	(2,703)									
General Increases (Assumed 2021-2030 2% inflation)	13,000	16,800	14,600	14,900	15,200	15,500	15,800	16,100	16,500	16,800
Balance, end of year	713,842	730,642	745,242	760,142	775,342	790,842	806,642	822,742	839,242	856,042
Purchased Services										
Balance, beginning of year in 2020 budget	2,372,791									
Less: Restatement of Outreach to Conservation Areas	80,950									
Balance, beginning of year restated	2,414,529	3,124,481	3,171,481	3,219,481	3,267,481	3,316,481	3,366,481	3,416,481	3,450,481	3,485,481
Corporate Services Payroll processing system service cost increase	(6,500)									
IT improvements and centralization of IT budget from other departments	(63,010)									
Science & Partnerships - Partnership Projects cost increase	69,039									
Science & Partnerships - HHRAP cost increase	48,567									
Project Management Office (PMO) - Partnership Projects cost increase	692,320									
General Increases/(decreases) (Assumed 2021-2030 2% inflation)	(30,464)	47,000	48,000	48,000	49,000	50,000	50,000	34,000	35,000	52,000
Balance, end of year	3,124,481	3,171,481	3,219,481	3,267,481	3,316,481	3,366,481	3,416,481	3,450,481	3,485,481	3,537,481
Financial and Rent Expense										
Balance, beginning of year (restated)	72,545	74,045	75,545	77,045	78,545	80,145	81,745	83,345	85,045	86,745
General Increases (2020-2029 Assumed 2.0% inflation)	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,700	1,700	1,700
Balance, end of year	74,045	75,545	77,045	78,545	80,145	81,745	83,345	85,045	86,745	88,445
Chargeback Expense										
Beginning of year	452,518	552,252	560,385	573,220	585,095	598,012	610,871	622,873	635,919	649,010
General Increases and decrease	99,734	8,133	12,835	11,875	12,917	12,859	12,002	13,046	13,091	13,237
Balance, end of year	552,252	560,385	573,220	585,095	598,012	610,871	622,873	635,919	649,010	662,247
Debt Financing Charges (Hamilton Community Fdn & Halton Region)										
Balance, beginning of year	649,011	618,333	673,464	708,626	796,903	731,140	649,304	618,777	607,106	599,912
Increase/(decrease) in debt financing charges - Ham. Comm. Foundation	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	(30,678)	55,131	35,162	88,277	(65,763)	(81,837)	(30,527)	(11,671)	(7,194)	-
Total Debt Financing Charges	618,333	673,464	708,626	796,903	731,140	649,304	618,777	607,106	599,912	599,912

Operating WMSS Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Transfer to Reserves - State of Good Repair Levy (Dams and Channels)	376,500	376,500	388,300	413,000	585,400	765,800	997,700	1,017,700	1,124,900	1,124,900
Transfer to Reserves - State of Good Repair Levy (Buildings)	102,000	104,000	106,100	108,200	110,400	112,600	114,900	117,200	119,500	121,900
Transfer to Reserves - Land Securement	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfers to Reserves - Motor Pool	-	-	-	-	50,000	50,000	100,000	100,000	100,000	100,000
TOTAL OPERATING EXPENDITURES - WATERSHED MGMT & SUPPORT SERVICES	17,883,252	18,431,816	18,987,813	19,621,165	20,313,719	20,961,441	21,775,517	22,344,992	23,020,589	23,627,726
Funding of Operating Expenditures										
Program Revenue	2,531,458	2,658,000	2,711,200	2,765,400	2,820,700	2,877,100	2,934,600	2,993,300	3,053,200	3,114,300
Ministry of Natural Resources & Forestry Grant	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034
Municipal Funding - Operating (Total incl. Education)	9,695,379	10,038,235	10,428,357	10,909,779	11,269,348	11,572,732	11,987,616	12,508,147	12,906,250	13,339,443
Municipal State of Good Repair Levy	478,500	480,500	494,400	521,200	695,800	878,400	1,112,600	1,134,900	1,244,400	1,246,800
Other Grants & Program Funding	3,219,973	3,281,900	3,344,900	3,409,200	3,474,900	3,542,000	3,610,300	3,680,000	3,751,000	3,823,500
Internal Chargebacks	1,775,408	1,788,147	1,823,921	1,860,552	1,897,937	1,936,176	1,975,367	1,873,611	1,910,705	1,948,649
Transfers from Reserves - Water Festival, Stewardship & Outreach	27,500	30,000	30,000	-	-	-	-	-	-	-
TOTAL OPERATING FUNDING - WATERSHED MANAGEMENT & SUPPORT SERVICES	17,883,252	18,431,816	18,987,813	19,621,165	20,313,719	20,961,441	21,775,517	22,344,992	23,020,589	23,627,726

Conservation Halton Conservation Areas Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Salaries & Benefits	8,093,579	8,255,451	8,420,560	8,588,971	8,760,750	9,067,376	9,384,735	9,713,200	10,053,162	10,405,023
Materials & Supplies	1,844,639	1,881,532	1,919,162	1,957,546	1,996,697	2,066,581	2,138,911	2,213,773	2,291,255	2,371,449
Purchased Services	1,953,983	1,993,063	2,032,924	2,073,582	2,115,054	2,189,081	2,265,699	2,344,998	2,427,073	2,512,021
Financial & Rent Expense	296,200	302,124	308,166	314,330	320,616	331,838	343,452	355,473	367,915	380,792
Internal Chargebacks	1,376,900	1,404,400	1,432,500	1,461,200	1,490,400	1,520,200	1,550,600	1,581,600	1,613,200	1,645,500
Transfer to Reserve - Operating Surplus	276,286	569,391	959,646	1,375,904	1,819,693	2,687,620	3,011,720	3,359,122	3,730,162	4,126,151
TOTAL OPERATING EXPENDITURES	13,841,587	14,405,960	15,072,959	15,771,533	16,503,210	17,862,696	18,695,117	19,568,167	20,482,767	21,440,935
REVENUES										
Program Fees	13,416,330	13,980,885	14,639,382	15,329,385	16,052,420	17,403,189	18,226,820	19,090,004	19,994,661	20,942,807
Transfer from Reserve	8,615	-	-	-	-	-	-	-	-	-
Municipal Funding - Conservation Areas Education	354,072	361,253	368,479	375,748	383,063	390,424	397,833	406,289	414,795	423,351
Chargeback Revenue	62,570	63,821	65,098	66,400	67,728	69,082	70,464	71,873	73,311	74,777
TOTAL FUNDING - CONSERVATION AREAS	13,841,587	14,405,960	15,072,959	15,771,533	16,503,210	17,862,696	18,695,117	19,568,167	20,482,767	21,440,935

Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services										
Conservation Halton WMSS Capital Expenditures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Engineering, Flood Forecasting & Operations										
Scotch Block Major Maintenance	-	-	20,000	160,000	90,000	350,000	-	100,000	-	-
Hilton Falls Major Maintenance	755,000	130,000	365,000	-	-	-	-	-	112,000	-
Morrison-Wedgewood major maintenance	53,000	690,000	-	-	-	-	-	-	-	-
Kelso Dam Major Maintenance	-	-	-	-	-	-	-	-	-	112,000
Mountsberg Major Maintenance	155,000	-	-	-	-	-	-	-	-	-
Dams and Channels Maintenance Projects	-	450,000	1,030,000	1,290,000	1,350,000	1,410,000	1,470,000	1,530,000	1,590,000	1,590,000
Dam Public Safety Projects	240,000	-	-	-	90,000	90,000	-	-	-	-
Flood Forecasting	70,000	100,000	25,000	27,500	30,000	32,500	35,000	37,500	40,000	40,000
Flood Plain Mapping	500,000	525,000	550,000	500,000	525,000	240,000	95,000	100,000	105,000	105,000
	1,773,000	1,895,000	1,990,000	1,977,500	2,085,000	2,122,500	1,600,000	1,767,500	1,847,000	1,847,000
Corporate Services										
Asset Management Plan Consulting	-	-	37,500	37,500	-	-	-	-	75,000	-
Program Rates & Fees Review	-	-	60,000	-	-	-	-	60,000	-	-
Engagement Survey	-	31,000	-	15,000	-	31,000	-	15,000	-	35,000
Compensation Review	-	30,000	-	-	-	-	35,000	-	-	-
Ortho Imagery	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-
Satellite Imagery	-	-	-	-	-	-	-	-	-	-
Lidar	-	40,000	-	40,000	-	40,000	-	40,000	-	40,000
Website Upgrade	-	-	-	-	-	100,000	-	-	-	-
IT Infrastructure - upgrades - WMSS	122,000	152,000	198,000	252,000	172,000	182,000	162,000	244,000	207,000	182,000
	137,000	253,000	310,500	344,500	187,000	353,000	212,000	359,000	297,000	257,000
Corporate Compliance										
Giant's Rib GeoPark	-	100,000	100,000	100,000	100,000	-	-	-	-	-
Clappison & Waterdown Woods	25,000	50,000	50,000	50,000	100,000	-	-	-	-	-
	25,000	150,000	150,000	150,000	200,000	-	-	-	-	-
Planning & Watershed Management										
Municipal Natural Assets Initiative	25,000	-	-	-	-	-	-	-	-	-
Integrated Watershed Management Initiatives	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Science & Partnerships										
Watershed Implementation Plan	-	-	40,000	-	50,000	50,000	25,000	25,000	100,000	100,000
Emerald Ash Borer (EAB) Management	820,000	804,000	834,000	834,000	794,000	794,000	-	-	-	-
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	920,000	904,000	974,000	934,000	944,000	944,000	125,000	125,000	200,000	200,000

	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
Conservation Halton WMSS Capital Expenditures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Project Management Office										
Administration Office & Other Facility Renovations	570,136	239,287	716,505	152,011	184,468	170,595	60,633	225,179	84,936	316,413
Speyside Weir Removal	144,000	12,200	3,000	3,500	-	2,100	-	-	-	-
Operations Centre	-	500,000	1,000,000	-	-	-	-	-	-	-
	714,136	751,487	1,719,505	155,511	184,468	172,695	60,633	225,179	84,936	316,413
WMSS Operations										
Vehicle & Equipment Replacement	167,562	146,774	156,920	122,412	64,498	61,841	128,974	123,792	112,118	110,000
	167,562	146,774	156,920	122,412	64,498	61,841	128,974	123,792	112,118	110,000
Total Capital Expenditures	3,761,698	4,125,261	5,325,925	3,708,923	3,689,966	3,679,036	2,151,607	2,625,471	2,566,054	2,755,413
Capital - Funding										
Provincial Grants	601,500	635,000	707,500	725,000	765,000	925,000	735,000	815,000	851,000	851,000
Municipal Funding	257,000	378,000	450,500	447,000	392,000	460,500	392,000	446,500	567,000	527,000
Municipal Funding - EAB	804,000	804,000	834,000	834,000	794,000	794,000	-	-	-	-
Municipal Funding - Floodplain Mapping	500,000	525,000	550,000	500,000	525,000	240,000	-	-	-	-
Other Funding Grants and Program Fees	116,000	212,200	203,000	203,500	200,000	102,100	100,000	100,000	100,000	100,000
Transfer from Reserves	956,698	576,061	970,925	919,423	968,966	982,436	924,607	1,213,971	1,048,054	1,277,413
Municipal Debt Financing	526,500	995,000	1,610,000	80,000	45,000	175,000	-	50,000	-	-
Total Capital Funding	3,761,698	4,125,261	5,325,925	3,708,923	3,689,966	3,679,036	2,151,607	2,625,471	2,566,054	2,755,413

Conservation Halton Conservation Areas Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Conservation Areas									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Capital Expenditures Conservation Areas										
Expenditures funds by Capital Reserve										
Vehicle and equipment replacement	148,412	147,494	131,856	99,605	98,497	115,364	53,062	90,780	108,500	125,000
Facility and Infrastructure Major Maintenance	370,000	-	250,000	175,000	250,000	180,000	470,000	-	800,000	300,000
Ski/Snowboarding Capital Expenditures	500,000	900,000	400,000	1,600,000	-	2,000,000	775,000	2,200,000	-	500,000
Park Master Plans	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-	-
Information Technology Infrastructure	75,000	38,000	38,000	78,000	48,000	53,000	38,000	38,000	78,000	48,000
Subtotal Capital Expenditures Conservation Areas	1,143,412	1,135,494	869,856	2,002,605	446,497	2,398,364	1,336,062	2,328,780	986,500	973,000
Conservation Area - Developer Contribution Works										
Projects funded by Development fees collected by Region of Halton:										
Kelso/Glen Eden Water Distribution and Collection		2,754,475	2,754,475	2,754,475						
Kelso Recreation and Trail Centre			500,000	2,259,900	3,259,900	1,159,900				
Crawford Lake Visitor Centre and Education Facility	-				500,000	3,000,000	3,000,000	1,000,000	1,367,050	-
Subtotal Costs - Developer Contribution Works	-	2,754,475	3,254,475	5,014,375	3,759,900	4,159,900	3,000,000	1,000,000	1,367,050	-
Total Conservation Areas Capital Expenditures	1,143,412	3,889,969	4,124,331	7,016,980	4,206,397	6,558,264	4,336,062	3,328,780	2,353,550	973,000
Funding - Developer Contribution Works										
Developer Contributions - Region of Halton	-	2,167,275	2,736,675	4,584,075	3,476,300	3,987,600	1,398,075			
Interest on Developer Contributions - estimate Halton Region		587,200	517,800	430,300	283,600	172,300	44,700	-	-	-
Conservation Halton Foundation & Other Funding							1,557,225	1,000,000	1,367,050	-
Subtotal Funding-Developer Contribution Works	-	2,754,475	3,254,475	5,014,375	3,759,900	4,159,900	3,000,000	1,000,000	1,367,050	-
Funding - Capital Expenditures Conservation Areas										
Conservation Halton Foundation & Other Grant Funding										
Transfer from Reserves	1,143,412	1,135,494	869,856	2,002,605	446,497	2,398,364	1,336,062	2,328,780	986,500	973,000
Transfer from Reserves - Capital Projects partly funded by D	-	-	-	-	-	-	-	-	-	-
Total Conservation Areas Capital Funding	1,143,412	3,889,969	4,124,331	7,016,980	4,206,397	6,558,264	4,336,062	3,328,780	2,353,550	973,000

Conservation Halton	RESERVE CONTINUITY									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Watershed Management and Support Services										
Vehicle and Equipment	\$ 552,521	\$ 405,747	\$ 248,827	\$ 126,415	\$ 111,917	\$ 100,076	\$ 71,102	\$ 47,310	\$ 35,192	\$ 25,192
Building	230,128	230,128	230,128	135,128	135,128	135,128	135,128	135,128	135,128	135,128
Building - State of Good Repair	294,157	308,870	298,465	349,654	275,586	217,591	271,858	163,879	198,443	3,930
Watershed Management Capital - Municipal Funds and Self Generated Funds	807,942	894,442	585,242	353,242	218,642	234,442	497,142	749,842	1,023,742	1,297,642
Watershed Management & Support Services Stabilization	793,193	793,193	793,193	793,193	793,193	793,193	793,193	793,193	793,193	793,193
Capital Projects - Debt Financing Charges	472,670	472,670	472,670	472,670	472,670	472,670	472,670	472,670	472,670	472,670
Digital Transformation	250,000	200,000	200,000	200,000	200,000	200,000	200,000	100,000	100,000	100,000
Legal - Planning & Watershed Management	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891	258,891
Legal - Corporate	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Water Festival	140,296	125,296	110,296	110,296	110,296	110,296	110,296	110,296	110,296	110,296
Land Securement	84,537	109,537	134,537	159,537	184,537	209,537	234,537	259,537	284,537	309,537
Property Management	80,040	80,040	80,040	80,040	80,040	80,040	80,040	80,040	80,040	80,040
Stewardship and Restoration	180,899	165,899	150,899	150,899	150,899	150,899	150,899	150,899	150,899	150,899
Conservation Areas										
Stabilization	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568	1,000,568
Capital	2,096,612	1,530,509	1,620,299	993,599	2,366,795	2,656,050	4,331,708	5,362,050	8,105,712	11,258,862
TOTAL RESERVES	\$ 7,442,454	\$ 6,825,790	\$ 6,384,056	\$ 5,384,132	\$ 6,559,162	\$ 6,819,382	\$ 8,808,033	\$ 9,984,303	\$ 12,949,311	\$ 16,196,849