

## Finance & Audit Committee Meeting

### Finance & Audit Committee Meeting

Zoom Virtual Call:


<https://us02web.zoom.us/j/82760622996?pwd=TINLNkt2WFc5T2dXQ1BmRG5qUTFnUT09> Passcode:  
072555




Start: Wednesday, October 7, 2020 - 10:00am

End: Wednesday, October 7, 2020 - 11:30am

- 
1. Acceptance of Agenda
  2. Disclosure of Pecuniary Interest for F&A Committee Members
  3. Consent Items
    - 3.1. Roll Call
  4. Action Items
    - 4.1. FA 03 20 01 - 2021 Budget & Business Plan



FA 03 20 01 - 2021 Budget & Business Plan



Conservation Halton Budget Book - 2021.pdf
  5. Other Business
  6. Adjournment
-

**REPORT TO:** Finance & Audit Committee

**REPORT NO: #** FA 03 20 01

**FROM:** Marnie Piggot, Director Finance

**DATE:** October 7, 2020

**SUBJECT:** 2021 Budget & Business Plan

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### Recommendation

THAT the Finance and Audit Committee **recommend to the Conservation Halton Board of Directors that municipal funding of \$10,430,879 in the 2021 budget be approved by a weighted vote by the Conservation Halton Board of Directors at the October 22, 2020 meeting;**

And

THAT **transfers to and from Reserves in the 2021 budget be approved as outlined in this report;**

And

THAT the **2021 Budget & Business Plan be approved as presented.**

### Executive Summary

The 2021 budget is being presented for consideration by the Finance and Audit Committee to recommend their budget approval to the Conservation Halton Board of Directors at the October 22, 2020 meeting. The 2021 budget and ten-year forecasts are included in the 2021 Budget & Business Plan also provided as part of the meeting package.

The 2021 preliminary budget was submitted to both Halton and Peel region staff in July. Staff have met or will meet with Regional staff in September and October to provide any budget updates. The budget presentation to Region of Halton Council is currently planned for November 25, 2020.

The proposed final 2021 budget of \$36.8 million will allow Conservation Halton to continue to meet its strategic priorities as outlined in the Conservation Halton strategic plan, Metamorphosis. Planning by staff is underway for a refresh of Metamorphosis. The revamped plan will improve and build on our current objectives, themes and success to date.

Municipal funding in the 2021 budget of \$10,430,879 remains at the same amount included in the preliminary budget presented in June. The \$306,561 increase in municipal funding is 3% more than was requested in 2020. This increase is below the Region of Halton guideline of 3.7%. Specific guidelines have not been received from the other three municipalities.

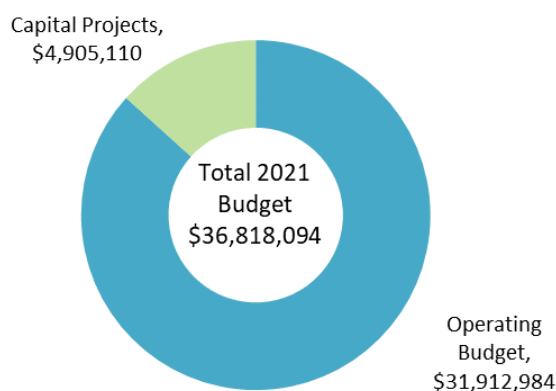
The 2021 budget and forecast considered a balance of strategic priorities, growth-related pressures and potential COVID related impacts on programs that are still uncertain at this time. We have kept the 2021 budget increase below regional guidelines by finding operating efficiencies that do not affect service levels and found alternative funding sources which includes grants. This has helped us minimize the impact on our municipal funding partners. Most of the budget continues to be funded through self-generated revenues and base municipal funding remains at less than 30% of the total funding sources.

Major drivers of the 2021 budget increase over 2020 budget amounts are related to increased staffing costs and projected lower program revenues. Planning and park revenues have been reduced from the prior year based on average historical trends and potential COVID impacts. The 2020 fiscal impact of the COVID pandemic is expected to continue well into 2021.

## Report

The 2021 budget is segregated according to Conservation Halton budget principles into Watershed Management & Support Services (WMSS) programs and the Conservation Areas. A summary of the 2021 budget is provided in this report with further budget details found in the 2021 Budget & Business Plan.

The 2021 operating budget of \$31.9 million and \$4.9 million capital budget will provide for further investments into Conservation Halton programs, services and infrastructure.



## 2021 Budget Revisions

Minor revisions have been made in the 2021 budget from the 2021 preliminary budget and there is no change in municipal funding. A summary of the 2021 budget revisions include:

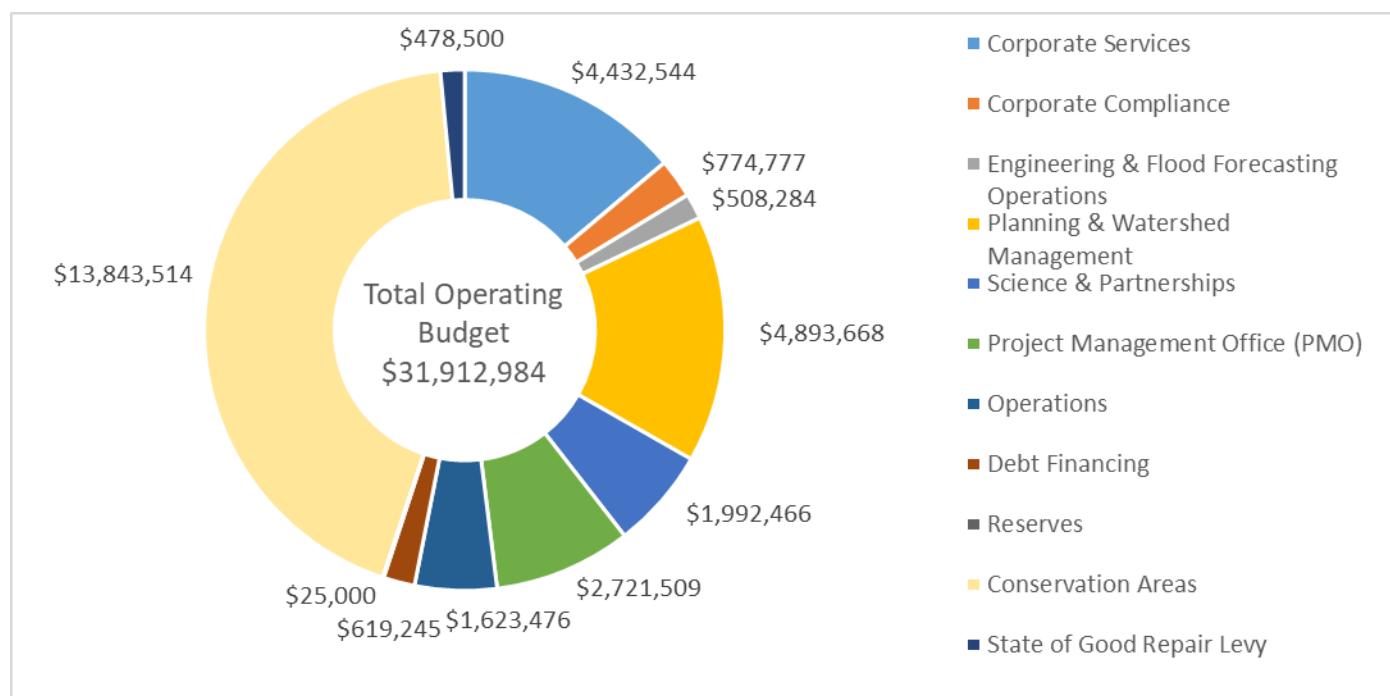
- Municipal apportionment percentages for 2021 received from the province have been updated;
- Staff compensation and benefits have been increased by \$195,000 for Watershed Management & Support Services and the Parks programs. This increase is fully funded by increased chargebacks, program revenue and other grants. The impact of the increased staff costs

resulted in a decrease of almost \$25,000 to a revised Conservation Authority operating surplus of \$251,284. The increase in program revenue reverses some of the Planning revenue decrease included in the preliminary budget. The increase has been warranted based on current projected 2020 revenue with lessened COVID pressures than originally thought.

- Municipal debt financing charges of \$569,245 provided by Region of Halton staff have been updated and have increased slightly by \$912 from the preliminary budget.

## 2021 Operating Budget

The operating budget of \$31.9 million provides for an investment of \$18.1 million in Watershed Management & Support Services programs and an investment of \$13.8 million into the Conservation Areas.



## Investing in Watershed Management & Support Services

The WMSS 2021 operating increase is partially funded by program revenue, grants, reserves and chargebacks.

Major drivers of the WMSS municipal funding increase include:

- Staff compensation and benefits cost increases of \$665,051. Staff salaries and benefits increases in the 2021 budget are related to a 1% inflation adjustment to the salary bands and an increase to 96% of the salary band approximating actual salary costs.
- Planning and Permit revenue reduction of \$171,100 adjusted closer to historical results. There is the potential for higher Planning revenues as a result of the Regional allocation program



approved in 2020 that has not been factored into the budget though this may also require additional staffing resources. There is an offsetting increase in other program revenue and grants of \$267,768.

### **Investing in our Parks**

The Conservation Areas 2021 operating budget provides for an investment of \$13,843,514 into the parks. Operating expenses have increased in the Conservation Areas 2021 operating budget by \$373,717. A large portion of the higher operating expenses are related to staffing costs which have increased by \$284,317. The staff increase is for the most part to adjust part time seasonal staff costs to better reflect 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 \$199,800 to \$1,393,200. 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 \$144,610 to \$13,526,040 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.

### **Staffing**

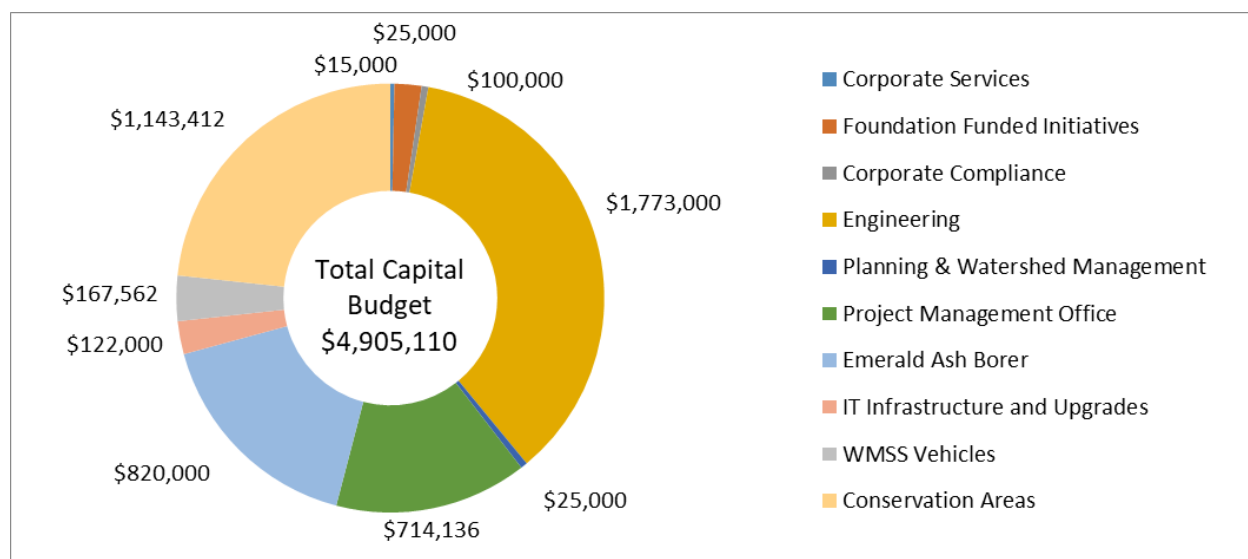
The 2021 budget includes 251 Full Time Equivalent (FTE) staff that are comprised of 113 FTE in Watershed Management & Support Services (WMSS) programs and 138 FTE in the Conservation Areas.

Total WMSS full time staff equivalent (FTE) staff has not changed from the prior year. There is an overall increase of 4.1 FTE staff positions in the parks. The staff complement chart provided in the 2021 Budget & Business Plan provides a detailed breakdown of the FTE changes.

### **2021 Capital Budget Summary**

The 2021 capital budget represents an investment of \$4.9 million into infrastructure and technology to enhance 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, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.



## Municipal Funding

The total municipal funding increase of \$306,561 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. Asset Management Plans have been completed for all of Conservation Halton's assets with most of the assets identified as in good condition.

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%
<b>Municipal Funding total</b>	<b>\$10,430,879</b>	<b>\$10,124,318</b>	<b>\$306,561</b>	<b>3.0%</b>

The operating and capital forecasts have been prepared with municipal funding increases ranging from 3% to 4.5% annually.

## Apportionment of Municipal Funding

Municipal funding of \$10,430,879 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.

Based on updated current value assessment data and apportionment percentages received from the Province, the apportioned municipal funding amounts are as follows:

Municipality:	Apportionment % 2021	Municipal Funding 2021	Apportionment % 2020	Municipal Funding 2020	% Increase
Region of Halton	87.8421%	\$9,162,704	87.7576%	\$8,884,859	3.1%
Region of Peel	4.7534%	495,821	4.8142%	487,405	1.7%
City of Hamilton	7.1875%	749,719	7.2109%	730,054	2.7%
Township of Puslinch	0.2170%	22,635	0.2173%	22,000	2.9%
	<b>100.0000%</b>	<b>\$10,430,879</b>	<b>100.0000%</b>	<b>\$10,124,318</b>	

## Debt Financing, Debt Financing Charges and Debt Capacity

Municipal debt financing included in the 2021 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.

The Debt Financing Charges included in the 2021 operating budget of \$619,245 includes \$569,245 municipal debt financing charges and \$50,000 for estimated principal and interest payments on a land acquisition loan with the Hamilton Community Foundation (HCF).

The total long-term debt balance is currently \$5,671,453. The debt capacity ratio estimated for 2021 of 4.5% is based on estimated own source revenues excluding Conservation Areas program revenue. Conservation Halton has approved a debt capacity ratio of 10% in its Budget Principles.

## Reserve Funding

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 2021 Budget & Business Plan.

	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
<b>Conservation Halton Reserves</b>							
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	720,083				(167,562)		552,521
Building	230,128						230,128
Building - State of Good Repair	262,293			102,000	(70,136)		294,157
Watershed Management Capital - Municipal Funds and Self Generated Funds	982,872			376,500	(575,000)		784,372
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
<b>Conservation Areas</b>							
Capital	2,963,738		251,284		(1,143,412)		2,071,610
Stabilization	1,000,568						1,000,568
<b>Total Reserves</b>	<b>8,775,322</b>	<b>25,000</b>	<b>251,284</b>	<b>478,500</b>	<b>(2,100,110)</b>	<b>(36,115)</b>	<b>7,393,881</b>

## Conservation Authority (CA) Act Provincial Review

For the 2021 budget, provincial funding has been assumed to remain at the same level as 2020 funding. There have been no official updates received from the Province and Minister on their review of the CA Act and the joint stakeholder meetings hosted by the Province in late 2019.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. This theme is supported by the objective to provide clear financial data 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 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 budget addresses increased staff costs and estimated revenue shortfalls primarily through operational efficiencies. Additionally, the proposed 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:

Approved for circulation:



Marnie Piggot  
Director, Finance



Hassaan Basit  
President & CEO/Secretary-Treasurer



Lawrence Wagner  
Senior Director, Corporate Services

### FOR QUESTIONS ON CONTENT:

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[mpiggot@hrca.on.ca](mailto:mpiggot@hrca.on.ca)



# CONSERVATION HALTON 2021 BUDGET & BUSINESS PLAN



# FOREWARD

## Submitted by:

Hassaan Basit  
*President & CEO*

## Prepared by:

Lawrence Wagner,  
*Senior Director, Corporate Services*

Marnie Piggot, CPA, CA  
*Director, Finance*

Melissa Silber, CPA, CGA  
*Manager, Accounting*

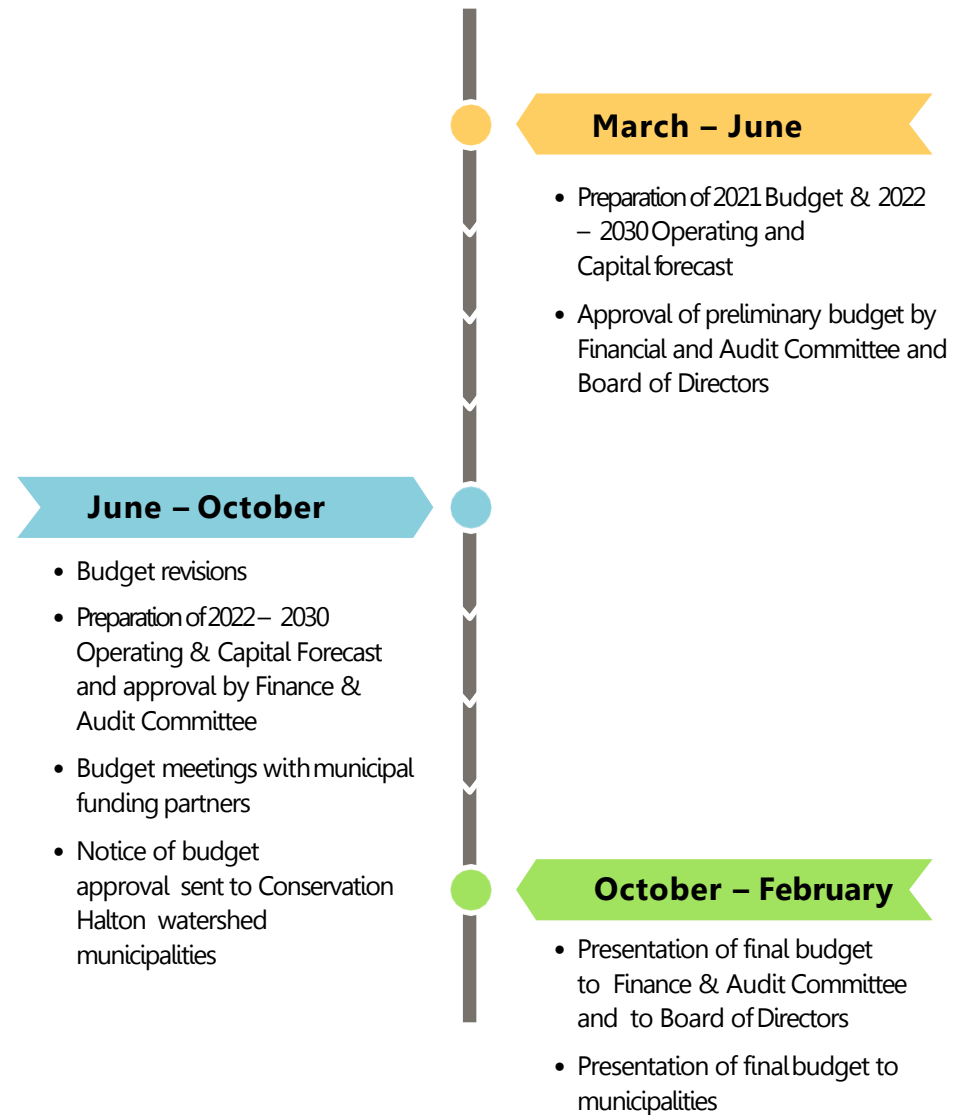
Kimberly O'Malley, CPA, CGA  
*Accounting Analyst*

## In Collaboration with:

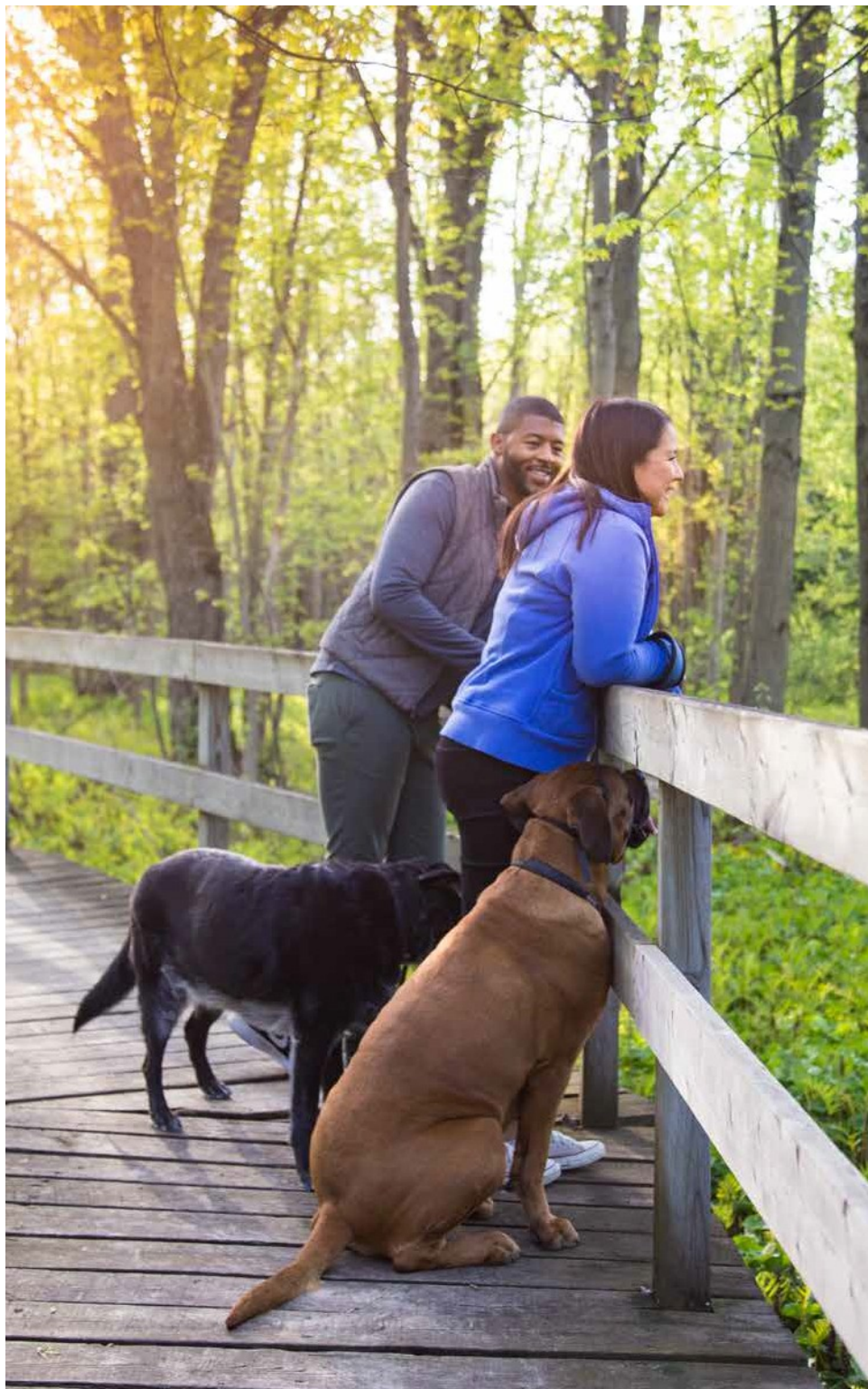
Senior Leadership Team and Departmental Staff from:

- Corporate Services
- Corporate Compliance
- Flood Forecasting & Operations
- Planning & Watershed Management
- Science & Partnerships
- Project Management Office
- Operations
- Parks & Recreation

## 2021 Budget Preparation Timeline







# TABLE OF CONTENTS

## **4** Introduction

- 5 Welcome Message
- 6 About Conservation Halton
- 7 Summary of Strategic Plan
- 8 Board of Directors
- 9 Senior Leadership Team

## **10** Executive Summary

## **13** Operating Budget Summary

- 14 2021 Budget Summary
- 16 Watershed Management & Support Services
- 17 Conservation Areas
- 18 Sources of Operating Budget funding
- 19 Staff Compliment Changes

## **24** Capital Budget Summary

- 25 2021 Budget Summary
- 26 Watershed Management & Support Services
- 27 Conservation Areas
- 28 Sources of Capital Budget funding

## **30** 2021 Operating Budget & Forecast 2022– 2030

## **36** 2021 Capital Budget & Forecast 2022– 2030

## **43** Municipal Funding

- 44 Municipal Apportionment
- 45 Municipal Funding Forecast

## **47** Departmental Business Plans

- 48 Corporate Services
- 63 Corporate Compliance
- 70 Flood Forecasting & Operations
- 76 Planning & Watershed Management
- 86 Science & Partnerships
- 96 Project Management Office
- 102 Watershed Management & Support Services Operations (WMSS)
- 109 Parks & Recreation

## **115** Reserves





# INTRODUCTION



## WELCOME MESSAGE

Our 2021 budget balances strategic priorities, growth-related pressures, and potential COVID-19 related impacts on programming, while continuing to enable progress on our strategic plan Metamorphosis.

Despite the unforeseen challenges that the COVID-19 pandemic presented in 2020—including the temporary closure of our parks—we remain resilient and in healthy financial shape. Our goal to improve our long-term financial sustainability remains on track. This is in large part thanks to a previous commitment and investment into modernizing our operations through technology.

The 2021 budget of \$36.8 million continues to be funded through largely self-generated revenues with base municipal funding remaining less than 30% of total funding sources. The 2021 budget addresses increased staff costs and estimated revenue shortfalls primarily through operational efficiencies. The measures taken early in 2020 to ensure financial viability, control expenses, and seek opportunities to open our parks in a safe and controlled manner has resulted in a minimal funding increase request to municipalities of 3% that ranges from 1.7% to 3.1% based on apportionment data, while provincial funding is assumed to remain at the same level as 2020. The budget has been prepared through continued emphasis on operating efficiencies that do not affect service levels or customer experience, as well as increased grants and funding to minimize the impact on municipal partners.

2020 has demonstrated the important connection between nature and both physical and mental health. As we look to 2021, we remain committed to serving our communities. The proposed budget continues to provide for investments in our programs to enhance environmental conservation and restoration, support digital transformation, facilitate safe, equitable access to greenspace through our parks, enhance service delivery for our building and development customers, and improve flood forecasting and floodplain mapping.

Planning by staff is underway to complete a refresh of our strategic plan that will contain similar themes carrying Metamorphosis into the next phase. As always, emphasis on building resiliency and mitigating the effects of climate change through community engagement, education, forest management, environmental monitoring, stewardship and habitat restoration, and corporate social responsibility remains a top priority.

Partnerships and collaboration have never been more critical than during the current COVID-19 pandemic. 2020 and 2021 will continue to disrupt and challenge the sustainability of our services and products. Conservation Halton is grateful for the continued support of our municipal partners, especially that of our largest funding partner, Halton Region, and we look forward to serving our watershed residents together.

On behalf of everyone at Conservation Halton and our Board of Directors, I would like to thank all our funders, supporters, customers, and volunteers for their support over the last year.



**Hassaan Basit**  
President & CEO



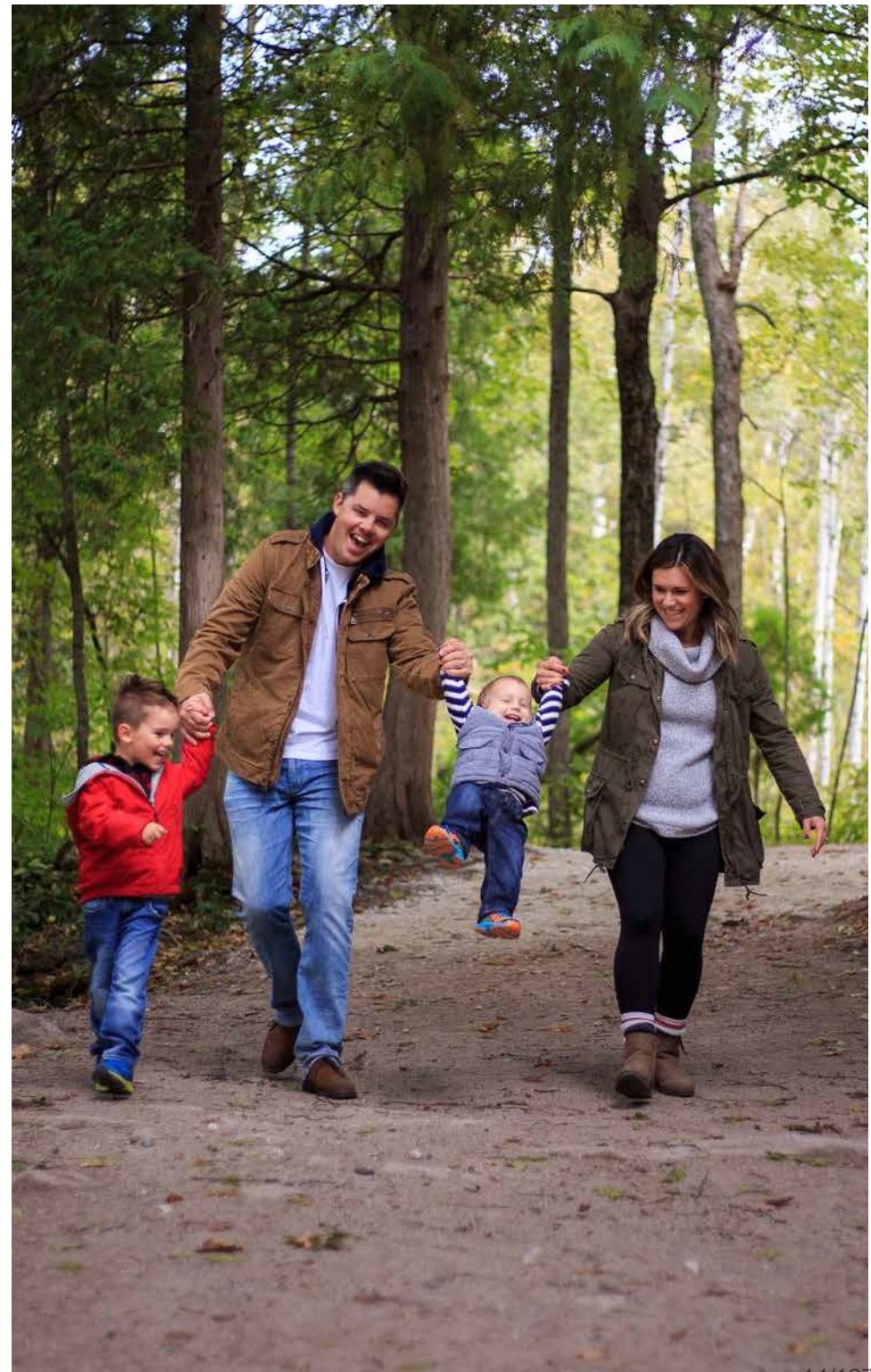
**Gerry Smallegange**  
Chair, Board of Directors

## ABOUT CONSERVATION HALTON

Conservation Halton was established more than 60 years ago to protect our communities from flooding and erosion and manage and restore natural resources of the watershed. We have grown to become so much more.

Today, it is our responsibility to prepare our communities for the impacts of climate change, support our partners in creating more sustainable communities, manage our natural areas and resources within the watershed, monitor and enhance the environmental health of our watershed and create opportunities to connect with nature through recreation and education.

Here at Conservation Halton, you will find highly skilled and competent professional staff. Together, we are working to ensure a healthy watershed with clean streams, abundant forests and natural habitats that are in balance with our growing communities and engage residents.



## SUMMARY OF STRATEGIC PLAN

Conservation Halton's strategic plan, Metamorphosis, was approved by the Conservation Halton Board of Directors. The plan sets out priorities to guide staff in developing work plans.

### THE STRATEGIC PLAN HAS FOUR MAIN THEMES

Taking care of our growing communities

Protecting our natural, cultural and scenic assets

Preparing for the effects of climate change

Creating opportunities to connect with nature

### KEY SERVICE TARGETS:

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

### KEY CONSERVATION TARGETS:

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



# BOARD OF DIRECTORS

## REGIONAL MUNICIPALITY OF HALTON

### BURLINGTON

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

### HALTON HILLS

Councillor Moya Johnson, *Vice-Chair*

Councillor Bryan Lewis

### MILTON

Mayor Gordon Krantz

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

### OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

## REGIONAL MUNICIPALITY OF PEEL

### MISSISSAUGA

Mr. Hamza Ansari

Mrs. Jean Williams

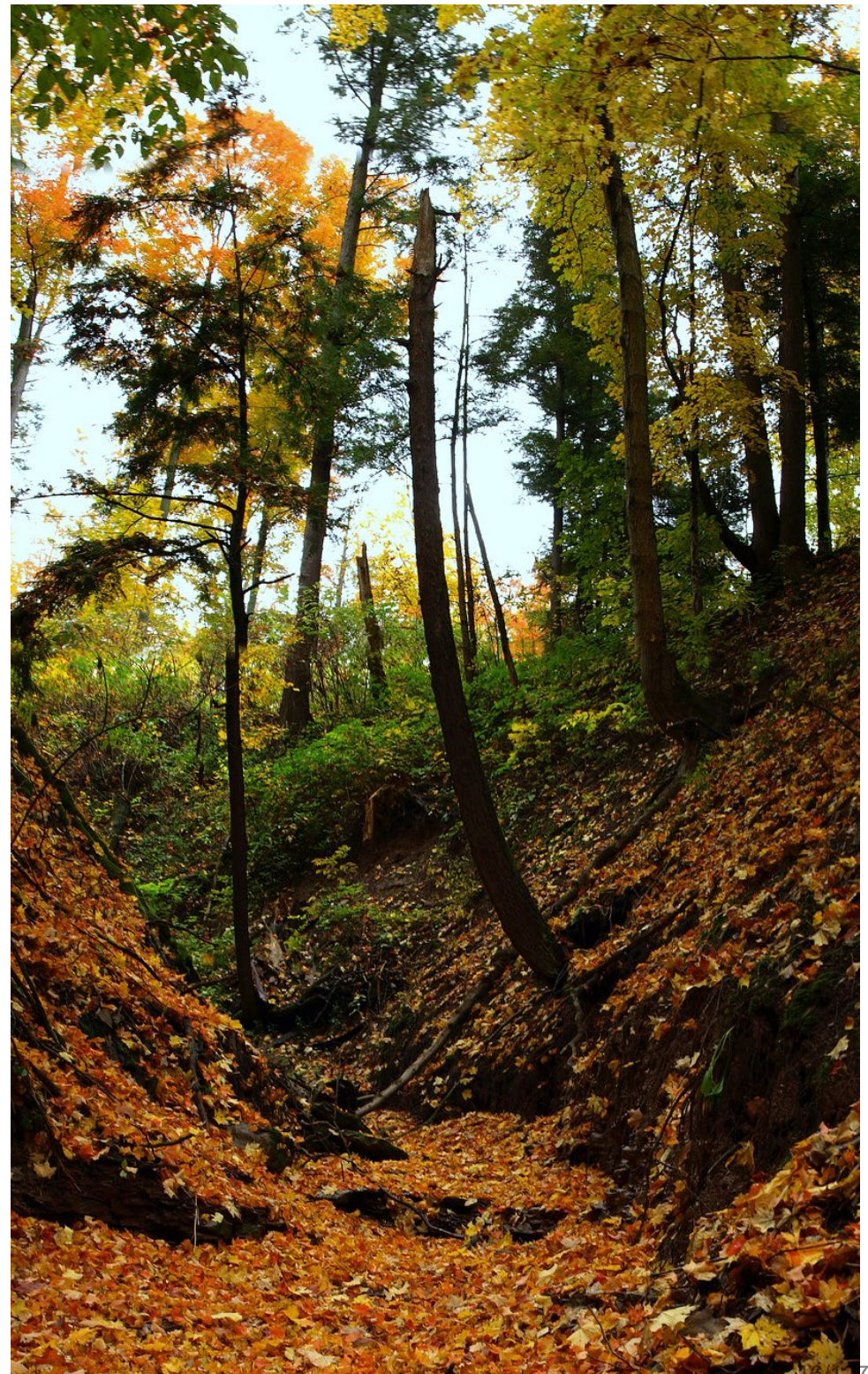
## CITY OF HAMILTON

Ms. Joanne DiMaio

Dr. Zobia Jawed

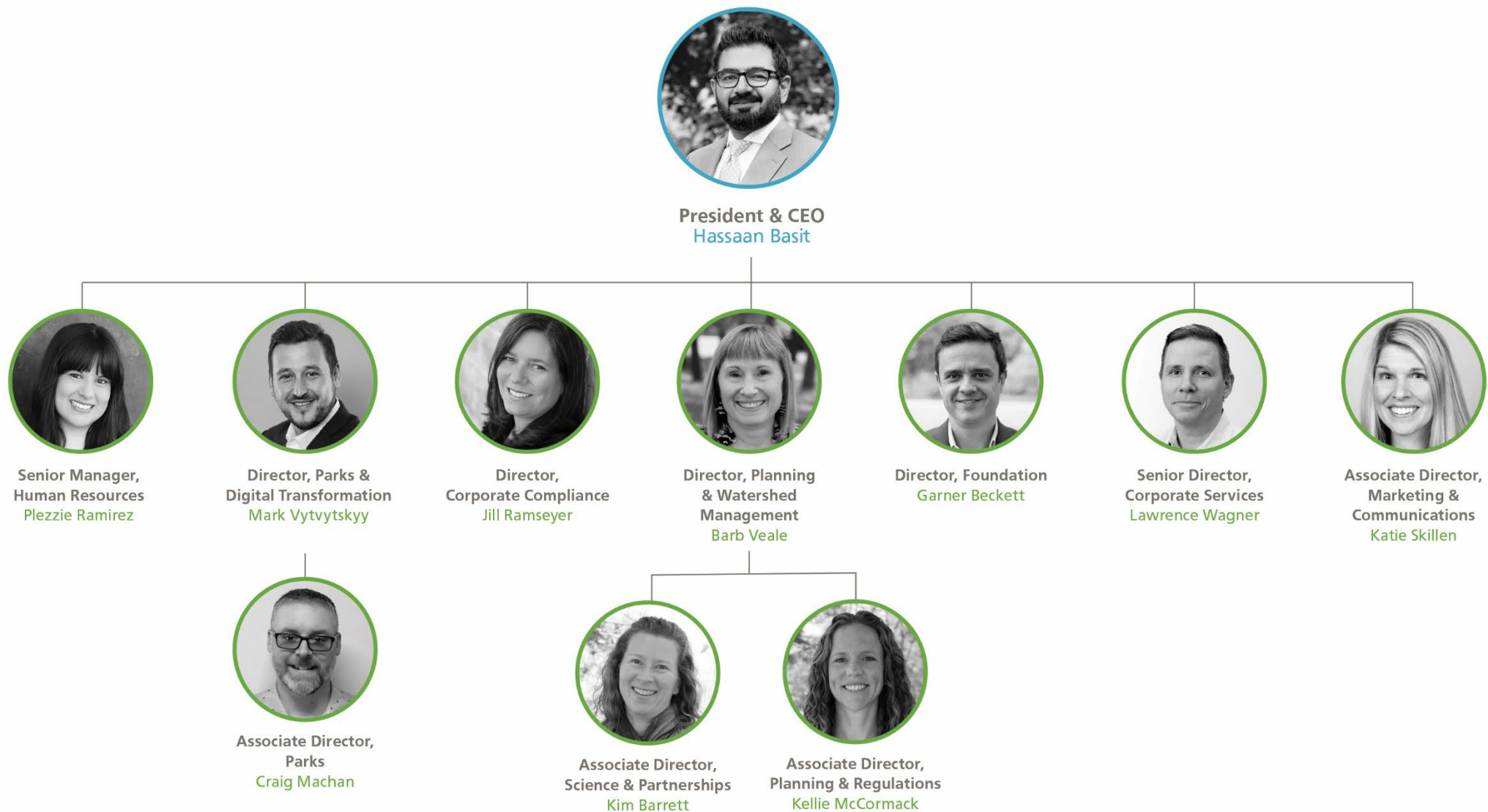
## TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour





## SENIOR LEADERSHIP TEAM







## EXECUTIVE SUMMARY

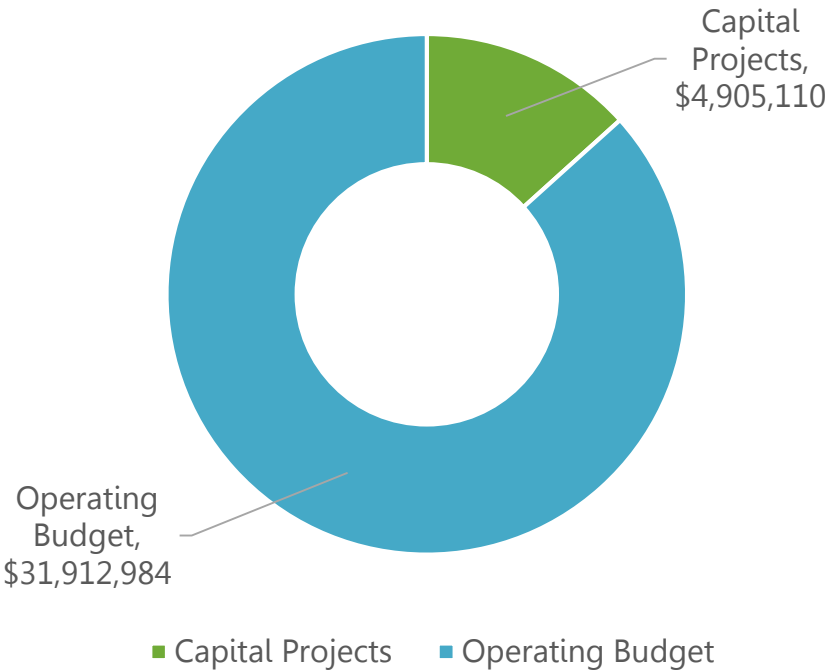


# EXECUTIVE SUMMARY

Conservation Halton’s 2021 budget of \$36.8 million and 2022-2030 forecast provides the resources that are needed to protect, restore and manage the natural resources in the watershed and provide continued improvements to its programs, services, and infrastructure.

Similar to other public bodies, the preparation of the budget and forecast requires thoughtful consideration to balancing inflationary and growth-related pressures within funding guidelines provided by our municipal partners. Additionally, the budget incorporates potential longer-term fiscal impacts from COVID-19 pandemic.

## Total 2021 Budget \$36,818,094



The 2021 budget has increased by \$1.6 million over the total 2020 budget of \$35.2 million. The small year over year budget increase has been achieved through operating efficiencies and increased grants and other funding to minimize the impact on municipal partners. Most of the 2021 budget continues to be funded through self-generated revenues with base municipal funding remaining at less than 30% of the total funding sources.

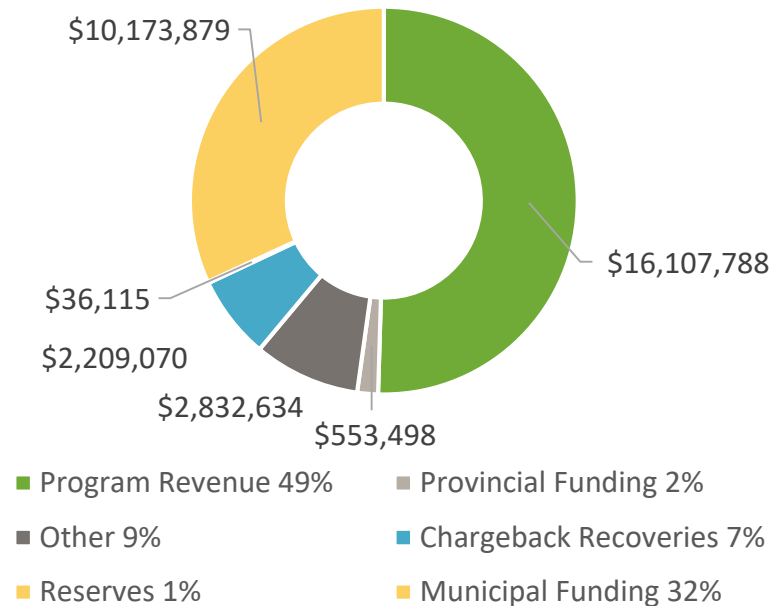
A key service target in Conservation Halton’s Strategic Plan is to limit operating and capital municipal funding increases to regional budget guidelines. The 2021 increase in municipal operating is 3.0% and is within the guideline of 3.7% provided by the Region of Halton. Included in the municipal funding increase of \$306,561 is \$39,300 to the State of Good Repair Levy for dams and channels and building assets.

The operating and capital forecast has been prepared with municipal funding increases ranging from 3% to 4.5% annually that includes a phasing in of funding to maintain assets in a good state of repair. The budget and forecast also includes increases of 2% to 5% annually from self-generated revenue in line with the strategic plan service target.

Staffing is determined by the Senior Leadership Team through a review of program service delivery needs. The 2021 budget includes 251 Full Time Equivalent (FTE) staff that are comprised of 113 FTE in Watershed Management & Support Services (WMSS) programs and 138 FTE in the Conservation Areas. While there is no increase in the WMSS staffing, there is an overall increase of 4.1 full time equivalent (FTE) staff positions in the parks funded by park program revenues. The 2021 budget proposes an operating surplus for the parks of \$251,284.

In summary, the 2021 budget 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.

## Total Budget Funding Sources \$36,818,094



### Operating Budget

	2021 Budget	2020 Budget
Corporate Services	4,432,544	4,420,137
Corporate Compliance	774,777	704,615
Engineering	508,284	536,797
Planning & Watershed Management	4,893,668	4,833,339
Science & Partnerships	1,992,466	1,733,788
Project Management Office	2,721,509	1,685,903
WMSS Operations	1,623,476	1,445,096
Debt Financing	619,245	649,011
Reserves	25,000	25,000
Conservation Areas	13,843,514	13,992,489
State of Good Repair Levy	478,500	439,200
	<b>31,912,984</b>	<b>30,465,375</b>

### Capital Budget

	2021 Budget	2020 Budget
Corporate Services	137,000	364,000
Other Foundation Funded Projects	100,000	100,000
Corporate Compliance	25,000	125,000
Engineering	1,273,000	1,427,373
Planning & Watershed Management	525,000	355,000
Project Management Office	714,136	384,000
Emerald Ash Borer	820,000	862,243
Vehicle & Equipment Replacement	167,562	194,339
Conservation Areas	1,143,412	920,556
	<b>4,905,110</b>	<b>4,732,511</b>

**Total Operating & Capital Budget** **\$ 36,818,094** **\$ 35,197,886**





# OPERATING BUDGET



## 2021 OPERATING BUDGET SUMMARY

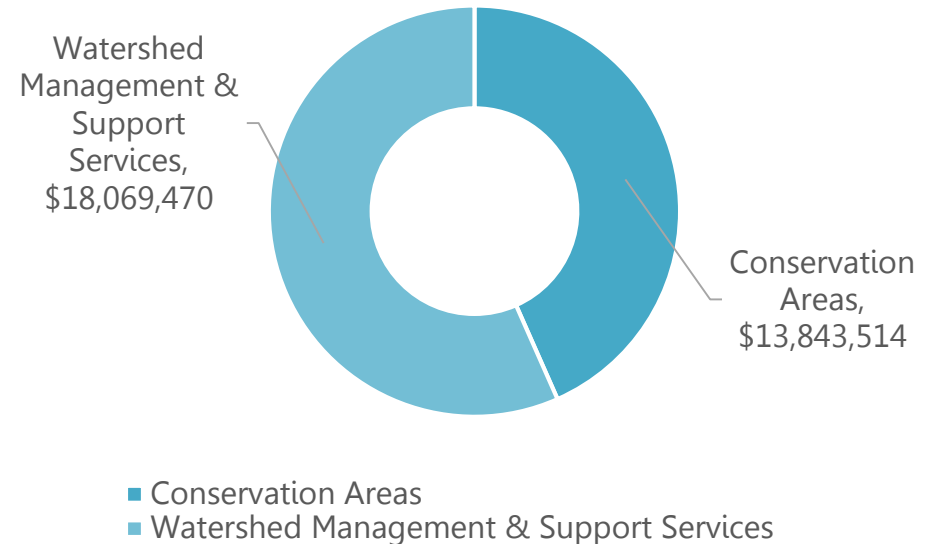
Conservation Halton works to protect, restore and manage the natural resources in its watershed and provide recreational and education opportunities to residents and visitors to the area.

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

Conservation Halton has established Budget Principles for the preparation of its annual budget. Two primary budget categories are included in the Budget Principles, Watershed Management & Support Services (WMSS) and the Conservation Areas, based on the funding sources for these programs. Conservation Areas recreation programs receive revenue through park program fees that generate an operating surplus. Annual Park operating surpluses are transferred to the Conservation Area capital reserve to fund park capital project expenditures.

The 2021 operating budget of \$31.9 million provides for an investment of \$18.1 million in Watershed Management & Support Services programs and an investment of \$13.8 million into the Conservation Areas.

### Total Operating Budget \$31,912,984



# 2021 OPERATING BUDGET SUMMARY

## BUDGET DEPARTMENTS

The 2021 operating budget has been prepared according to the current organization department structure and the programs and services provided by those departments. The following outlines the current departmental structure and the programs and services offered by each department.

### **Corporate Services**

Office of the President & CEO; Conservation Halton Foundation Administration; Finance; Information Technology (IT); Geographic Information Systems (GIS); Human Resources; Digital Transformation; Marketing & Communications

### **Corporate Compliance**

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

### **Flood Forecasting & Operations Science & Partnerships**

Ecology; Stewardship; Outreach; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects

### **Project Management Office (PMO)**

Administration Office Facility; Restoration; Project Management; Construction; Partnership Projects

### **Operations**

Forestry Operations; Forestry Tech. Team; Property Management; Security; Vehicle & Equipment WMSS Operations

### **Conservation Areas**

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

Further details of the operating budget for each department are provided in the Departmental Business Plans.

### **Assumptions Used in Preparing the 2021 Operating Budget**

Inflation has been assumed generally at a rate of 1.0% for 2021. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1 to 3 per cent.

Staff salary bands for 2021 are proposed to increase by 1.0% for inflation. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.

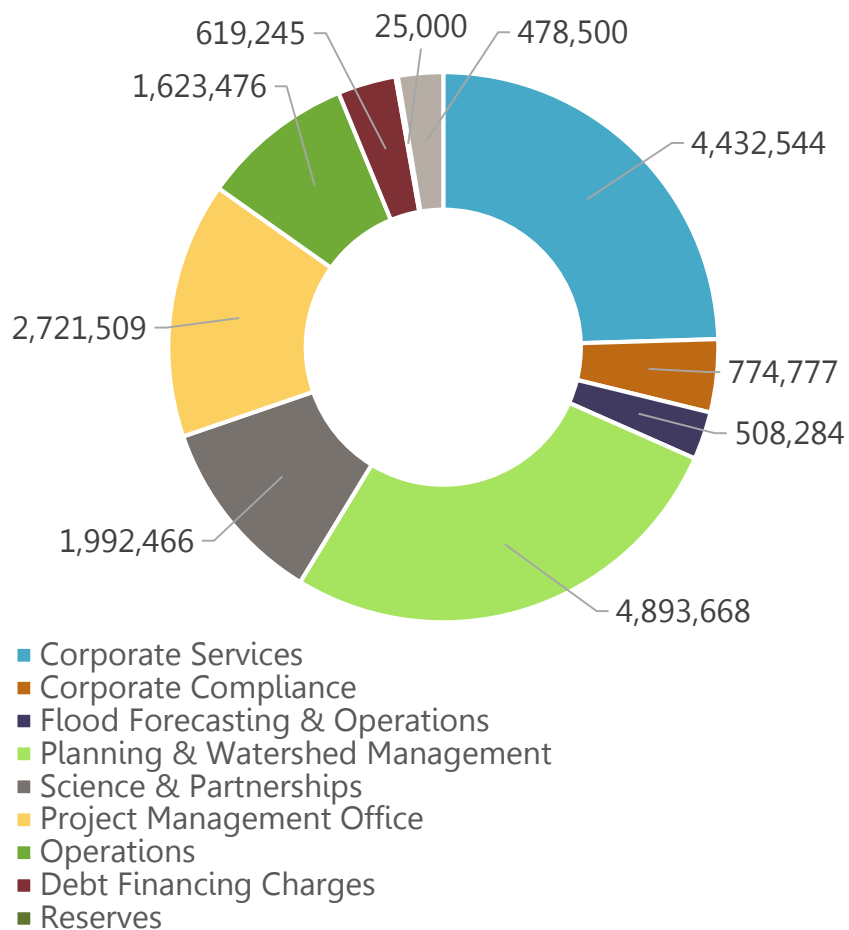
# WATERSHED MANAGEMENT & SUPPORT SERVICES

## OPERATING BUDGET SUMMARY

### INVESTING IN THE WATERSHED

The operating budget provides for an investment of \$18.1 million into Watershed Management & Support Services (WMSS) programs.

Total WMSS Operating Budget \$18,069,470



As a public service body, Conservation Halton prepares a budget that balances expenditures with sources of revenue for the Watershed Management & Support Services programs.

The operating budget and municipal funding increase are 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 compensation (inflation, adjustments) & benefits costs of \$665,051;
- Planning and Permit revenue reduction of \$171,100 adjusted closer to historical results; and
- Offsetting increase in other program revenue and grants of \$267,768.

Through staff realignments and service delivery review, there are no changes in total FTE's included in the WMSS operating budget. Staff complement changes are discussed in greater detail on the following pages.

The increase in materials and supplies is mainly attributed to Information Technology (IT) enhancements that will continue to facilitate the digital transformation process. Purchased services increases are largely related to the budget allocation of Partnership Projects that are fully funded by grants and other funding.

Debt financing charges will decrease in 2021 by (\$29,766) based on updated debt financing charges provided by Halton Region staff. The loan with the Hamilton Foundation matures December 1, 2020 and it has been assumed this loan will be renewed at similar terms.

Chargeback expenses are included in Partnership Projects, Source Protection and WMSS Operations related to staff in other departments allocating time on these programs. The chargeback amounts are increasing in total by \$100,454 based on the estimated amount of staff time to be spent on the respective projects and programs.

The increase in the State of Good Repair Levy of \$39,300 is discussed in more detail on the following pages.

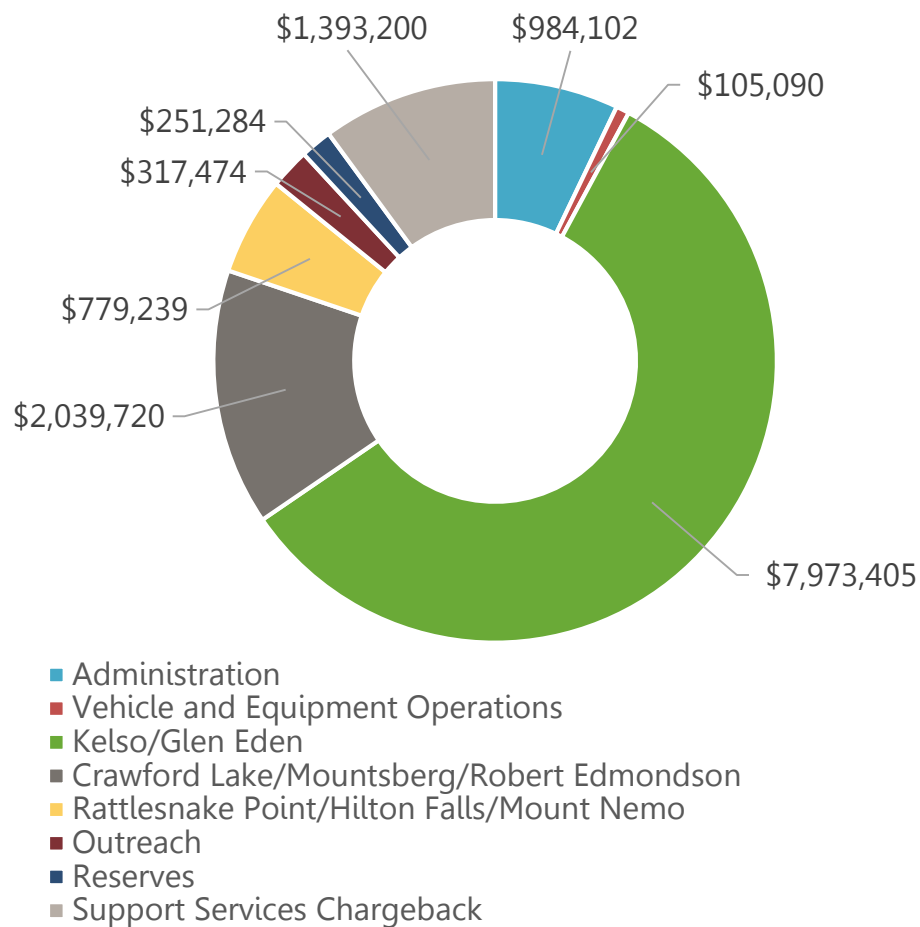
# CONSERVATION AREAS

## OPERATING BUDGET SUMMARY

### INVESTING IN OUR PARKS

The operating budget provides for an investment of \$13.8 million into Conservation Area Programs & Services.

## Total Conservation Area's Operating Budget \$13,843,514



Operating expenses have increased in the Conservation Areas 2021 operating budget by \$373,717. A large portion of the higher operating expenses are related to staffing costs which have increased by \$284,317. The staff increase is for the most part related to adjusted part time seasonal staff costs to better reflect historical spending. The increase in expenses is funded entirely by park program revenue.

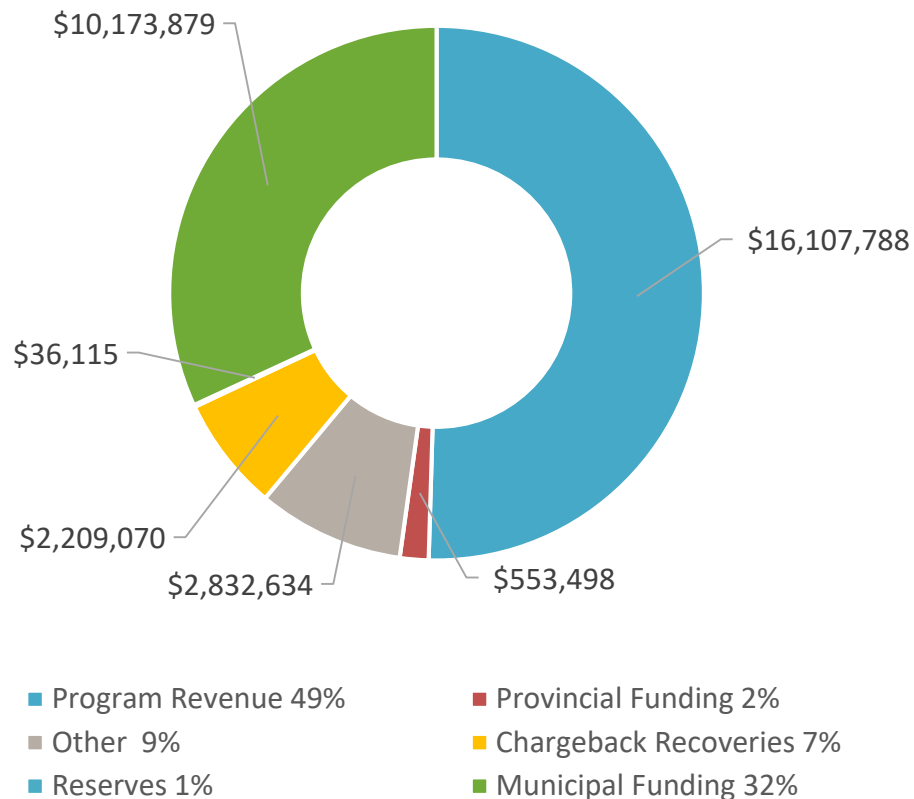
The chargeback to the Conservation Areas for support services has increased in the 2021 operating budget by \$199,800 to \$1,393,200. The increase is related to support service staffing changes and the estimated allocation of time spent on park programs.

Program and other funding revenue have decreased by \$144,610 to \$13,526,040 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 to programs that can be offered. The parks revenue assumes continuing to transition to full cost recovery.

# SOURCES OF OPERATING BUDGET FUNDING

## OPERATING BUDGET SUMMARY

### Total Operating Budget Funding Sources \$31,912,984



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

Program revenue included in the operating budget has been assumed to increase based on inflation, growth and increases identified through the Rates & Fees model to transition to full cost recovery. The fees model will ensure that fees are phased in to recover costs of providing services and will also benchmark fees against other similar service providers to ensure equity to the consumers of the services.

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and proportional current value assessment of the municipality falling within the Conservation Halton watershed and is detailed in the Municipal Apportionment section of the 2021 Budget & Business Plan.

# STAFF COMPLEMENT CHARGES

## OPERATING BUDGET SUMMARY

There are no changes in the total WMSS staff FTE positions in the 2021 budget. The Conservation Areas operating budget provides for an increase in Parks staffing of 4.1 FTE positions to meet program demands. 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
<b>Watershed Management &amp; Support Services (WMSS)</b>					
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
<b>Total WMSS</b>	<b>113.2</b>	<b>2.2</b>	<b>-2.2</b>	<b>113.2</b>	<b>0.0</b>
<b>Conservation Areas</b>					
Full-time	37.0	-3.8	1.0	34.3	-2.8
Part-time/Contract	96.5	5.7	1.2	103.4	6.9
<b>Total Conservation Areas</b>	<b>133.5</b>	<b>1.9</b>	<b>2.2</b>	<b>137.7</b>	<b>4.1</b>
Total Full-time	142.4	-2.8	0.0	139.7	-2.8
Total Part-time/Contract	104.3	6.9	0.0	111.2	6.9
<b>Total Staff FTE's</b>	<b>246.7</b>	<b>4.1</b>	<b>0.0</b>	<b>250.9</b>	<b>4.1</b>

## 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 the Building SOGR Reserve to fund 2021 and future capital works.

Asset Management (AM) Plans have been completed for all Conservation Halton assets including Dams and Channels, Facilities and the plan for the remaining capital assets was completed in June 2020. The AM plans have identified that most Conservation Halton's assets are in good condition. The last AM plan noted that reserve levels for some assets such as vehicles are inadequate in the later years of the ten-year forecast and will be addressed in future budgets.

The Asset Management Plans provide 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. Conservation Halton staff will work towards phasing in the shortfall in future budgets to minimize the municipal funding impact.

## DEBT FINANCING, DEBT FINANCING CHARGES AND DEBT CAPACITY

Municipal debt financing included in the 2021 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 (MNR) Water and Erosion Control Infrastructure (WECI) funding. The LID system improvements were recommended in the Administration Office landscape master plan.

The Debt Financing Charges included in the 2021 operating budget of \$619,245 includes \$569,245 municipal debt financing charges and \$50,000 for estimated principal and interest payments on a land acquisition loan with the Hamilton Community Foundation (HCF). The HCF loan with a current balance of approximately \$340,000 matures December 1, 2020. It has been assumed for budget purposes this loan will be renewed at similar terms.

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

The total long-term debt balance is currently \$5,671,453. The debt capacity ratio estimated for 2021 of 4.5% is based on estimated own source revenues excluding Conservation Areas program revenue. Conservation Halton has approved a debt capacity ratio of 10% in its Budget Principles.

## RESERVE FUNDING AND TRANSFERS

In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, there is a transfer of \$25,000 to the Land Securement Reserve included in the 2021 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy.

Transfers from the Water Festival and Stewardship and Restoration reserves totaling \$36,115 are included in Outreach and Stewardship program funding in the 2021 budget to meet program operating expense needs.

The Reserve section of the 2021 Budget & Business Plan provides the projected reserve balances at December 31, 2020 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 this section.



# WATERSHED MANAGEMENT & SUPPORT SERVICES

## OPERATING BUDGET SUMMARY

Description	% Increase (decrease) over 2020 Budget	2019 Actual	2020 Budget Expenses	2021 Budget Expenses	2021 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS) PROGRAMS</b>										
<b>1 CORPORATE SERVICES</b>										
Office of the President & CEO		594,734	607,430	665,847				20,200		645,647
Conservation Halton Foundation Administration		163,346	142,847	148,504				15,000		133,504
Finance		715,024	787,642	809,270	72,500			242,549		494,221
General Corporate Services		20,797	-	-						-
Information Technology		567,079	692,397	500,021				59,200		440,821
Geographical Information Systems (GIS)		577,690	640,335	496,844	6,500					490,344
Digital Transformation		-	119,546	355,507				136,400		219,107
Human Resources		645,688	658,490	677,743				186,600		491,143
Marketing & Communications		488,309	771,450	778,808				292,200	10,000	476,608
	0.3%	3,772,666	4,420,137	4,432,544	79,000	-	-	952,149	10,000	3,391,395
<b>2 CORPORATE COMPLIANCE</b>										
Corporate Compliance		228,379	296,073	301,740				101,700		200,040
Risk & Lands		369,271	408,542	473,037				86,000		387,037
	10.0%	597,651	704,615	774,777	-	-	-	187,700	-	587,077
<b>3 FLOOD FORECASTING &amp; OPERATIONS</b>										
Flood Forecasting		542,875	536,797	508,284		155,034	-	30,950		322,300
	(5.3%)	542,875	536,797	508,284	-	155,034	-	30,950	-	322,300
<b>4 PLANNING &amp; WATERSHED MANAGEMENT</b>										
Planning & Regulations		3,104,345	3,773,501	3,885,613	2,341,300			38,700		1,505,613
Engineering		337,138	330,163	239,437	3,000			37,440		198,997
Regional Infrastructure Team		420,209	474,130	495,154			507,533			(12,379)
Source Protection		265,527	255,545	273,464		273,464		-		-
	1.2%	4,127,219	4,833,339	4,893,668	2,344,300	273,464	507,533	76,140	-	1,692,231

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## OPERATING BUDGET SUMMARY

Description	% Increase (decrease) over 2020 Budget	2019 Actual	2020 Budget Expenses	2021 Budget Expenses	2021 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>5 SCIENCE &amp; PARTNERSHIPS</b>										
Ecology		526,866	573,476	636,555	21,978			45,268		569,309
Stewardship		464,988	558,450	575,773	68,180			148,720	17,500	341,373
HHRAP		272,628	272,922	338,004			346,454			(8,450)
Partnership Projects		372,178	328,940	442,134			442,134			-
										-
14.9%		1,636,660	1,733,788	1,992,466	90,158	-	788,588	193,988	17,500	902,232
<b>6 PROJECT MANAGEMENT OFFICE</b>										
Administration Office Facility		195,808	193,794	197,468						197,468
Project Management		81,763	220,659	456,415			75,000	94,910		286,505
Restoration		208,652	320,328	356,569	-			263,443		93,126
Construction		272,700	233,020	249,544				49,800		199,744
Partnership Projects		355,088	718,102	1,461,513			1,461,513			-
61.4%		1,114,011	1,685,903	2,721,509	-	-	1,536,513	408,153	-	776,843
<b>7 OPERATIONS</b>										
Vehicles and Equipment		141,316	157,589	160,589						160,589
Property Management		57,160	90,300	91,770	36,000	125,000				(69,230)
Security		324,330	317,397	445,307				171,700		273,607
Forestry Operations		403,264	513,684	548,347	42,000			15,000		491,347
Forestry Tech. Team		344,977	366,126	377,463	100,000			110,000		167,463
12.3%		1,271,047	1,445,096	1,623,476	178,000	125,000	-	296,700	-	1,023,776
<b>8 DEBT FINANCING CHARGES</b>	(4.6%)	559,050	649,011	619,245						619,245
<b>9a TRANSFER TO RESERVE - VEHICLE &amp; EQUIPMENT</b>		25,000	-	-						-
<b>9b TRANSFER TO RESERVES - DEBT FINANCING, BUILDING, WMSS STABILIZATION, DIGITAL TRANSFORMATION; ALLOCATED SURPLUS</b>		809,751	-	-						-
<b>10a REPAIR (SOGR) LEVY</b>	8.9%	414,200	439,200	478,500						478,500
<b>10b TRANSFER TO RESERVE - LAND SECUREMENT</b>	0.0%	25,000	25,000	25,000						25,000
<b>TOTAL OPERATING WATERSHED MGMT &amp; SUPPORT SERVICES (WMSS)</b>	9.7%	<b>14,895,129</b>	<b>16,472,886</b>	<b>18,069,470</b>	<b>2,691,458</b>	<b>553,498</b>	<b>2,832,634</b>	<b>2,145,780</b>	<b>27,500</b>	<b>9,818,600</b>

# WATERSHED MANAGEMENT & SUPPORT SERVICES

## OPERATING BUDGET SUMMARY

Description	% Increase (decrease) over 2020 Budget	2019 Actual	2020 Budget Expenses	2021 Budget Expenses	2021 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>CONSERVATION AREAS</b>										
<b>11 Conservation Areas</b>										
Conservation Areas Administration		702,436	668,451	984,102	935,000			63,290		
Vehicle and Equipment Operations - Parks		119,636	104,390	105,090						
Kelso/Glen Eden		9,226,658	7,832,408	7,973,405	9,294,250					
Crawford Lake/Mountsberg/Robert Edmondson		2,087,641	2,168,959	2,039,720	1,923,000		-			240,000
Rattlesnake Point/Hilton Falls/Mount Nemo		707,605	734,631	779,239	1,070,500					
Outreach		279,313	321,839	317,474	193,580				8,615	115,279
Transfer Surplus to Conservation Area reserves		766,213	968,411	251,284						
<b>SUBTOTAL CONSERVATION AREAS - OPERATING BEFORE SUPPORT SERVICES CHARGEBACK</b>	(2.7%)	13,889,502	12,799,089	12,450,314	13,416,330	-	-	63,290	8,615	355,279
Support Services Chargeback	16.7%	931,992	1,193,400	1,393,200						
<b>TOTAL OPERATING CONSERVATION AREAS</b>	(1.1%)	14,821,494	13,992,489	13,843,514	13,416,330	-	-	63,290	8,615	355,279
<b>TOTAL OPERATING PROGRAMS</b>	4.8%	29,716,623	30,465,375	31,912,984	16,107,788	553,498	2,832,634	2,209,070	36,115	10,173,879



# CAPITAL BUDGET SUMMARY



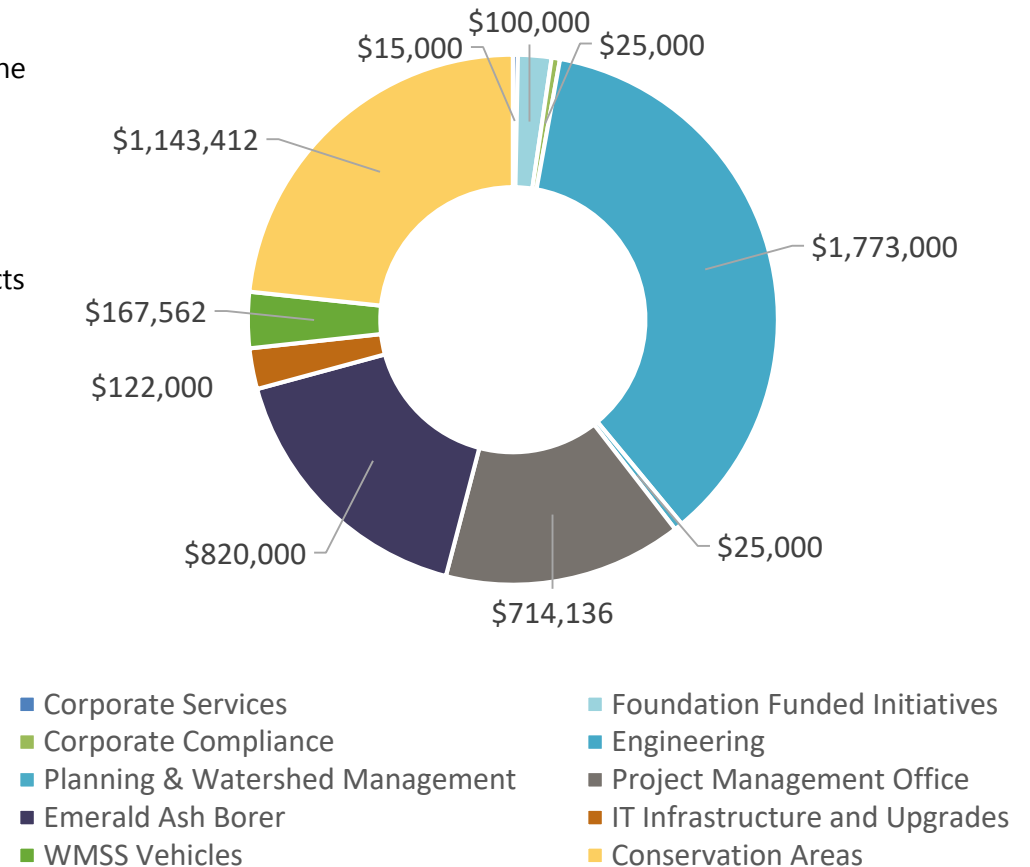
# 2021 CAPITAL BUDGET SUMMARY

## CAPITAL BUDGET SUMMARY

The 2021 capital budget will invest a total of \$4.9 million into infrastructure and technology to enhance programs and services in the watershed (\$3.8 million) and Conservation Areas (\$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, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

Total Capital Budget \$4,905,110



# WATERSHED MANAGEMENT & SUPPORT SERVICES

## CAPITAL BUDGET SUMMARY

### INVESTING IN THE WATERSHED

The largest portion of the Watershed Management & Support Services capital budget is 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 project management staff. Dams and channels capital projects are generally assumed to be funded 50% municipally and 50% provincially, which is expected to be approved as part of a grant application process.

The WMSS 2021 capital budget includes:

#### CORPORATE SERVICES

Ortho imagery purchase of \$15,000 is to acquire high resolution imagery to support staff in ongoing efforts in floodplain mapping, forestry and asset management. Acquisition of this imagery is done in collaboration with watershed municipalities to avoid duplication of costs.

Information Technology infrastructure capital costs of \$122,000 includes new and replacement computer equipment, software, and digital transformation enhancements.

#### CORPORATE COMPLIANCE

Clappison & Waterdown Woods are two properties owned by Conservation Halton. Significant access by the public is occurring on these sites as a result of population growth without any formal management program by Conservation Halton. The 2021 capital budget includes \$25,000 to develop a phased project plan to address current challenges

### FLOOD FORECASTING & OPERATIONS

Dams and channels major repair and maintenance projects in the 2021 capital budget have a total cost of \$1,203,000. These projects are assumed to be funded 50% from the Watershed Management Capital Reserve funded through the State of Good Repair Levy, except for Scotch Block Dam and Channel capital projects that are municipally debt financed. The remaining 50% is funded provincially through the Water and Erosion Control Infrastructure (WECI) fund.

The 2021 dams and channel projects include estimated repairs costing \$755,000 to Hilton Falls Dam, \$155,000 for the Mountsberg Dam Safety Review update and repairs, \$240,000 for Hager-Rambo and Freeman Pond sediment removal and maintenance and \$53,000 for Morrison Wedgewood channel spill prevention wall design.

Flood Forecasting & Warning Program costs of \$70,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning forecast models and tools.

### PLANNING & WATERSHED MANAGEMENT

The \$25,000 in capital for Watershed Planning will continue to guide Conservation Halton and partner municipalities in identifying natural assets and developing sustainable, cost-effective and climate resilient infrastructure in the watershed. This project aligns with Conservation Halton strategic plan objective to increase climate resiliency by promoting natural solutions.

Flood Plain mapping, with costs of \$500,000 is in its fourth year of a multi-year capital project identified through the Strategic Plan. This project is funded through Halton Region other municipal funding as the remaining watershed areas to be updated fall predominantly within the Halton Region portion of the Conservation Halton watershed making it difficult to apportion these costs to other municipalities.

# CONSERVATION AREAS

## CAPITAL BUDGET SUMMARY

### INVESTING IN OUR PARKS

The 2021 capital budget provides for an investment of \$1,143,412 into the Conservation Areas. Capital project expenditures are largely funded by the Conservation Areas Capital Reserve. This capital reserve is funded through transfers of the annual park operating surplus.

The Conservation Area 2021 capital budget includes:

Ski hill improvements of \$500,000 and Facility major maintenance & IT infrastructure totalling \$495,000 will provide for Glen Eden snowmaking and electrical improvements, rental equipment replacement, Information Technology and other park infrastructure enhancements.

Vehicle and equipment replacements planned for 2021 of \$148,412 for the Conservation Areas will be funded by a transfer from the Conservation Areas Capital Reserve.

Developer Contribution project work will continue in 2021 using unspent funds from prior budgets. Works to date are related to preliminary design, costing and archaeology work for infrastructure projects approved by the Board of Directors to be funded by Developer Contributions being held by Halton Region. These projects are currently being reassessed based on potential changes to park priorities as a result of provincial requirements and impacts of COVID on park programs.

### PROJECT MANAGEMENT OFFICE (PMO)

Administration Office capital works for \$500,000 will support low impact development (LID) system improvements at the Administration Office. This capital investment was recommended in the Landscape Master Plan.

Facility Major maintenance of \$70,136 includes maintenance work identified in the Facilities Asset Management Plan and Facility Condition Assessment report to maintain WMSS buildings in a state of good repair.

### OPERATIONS

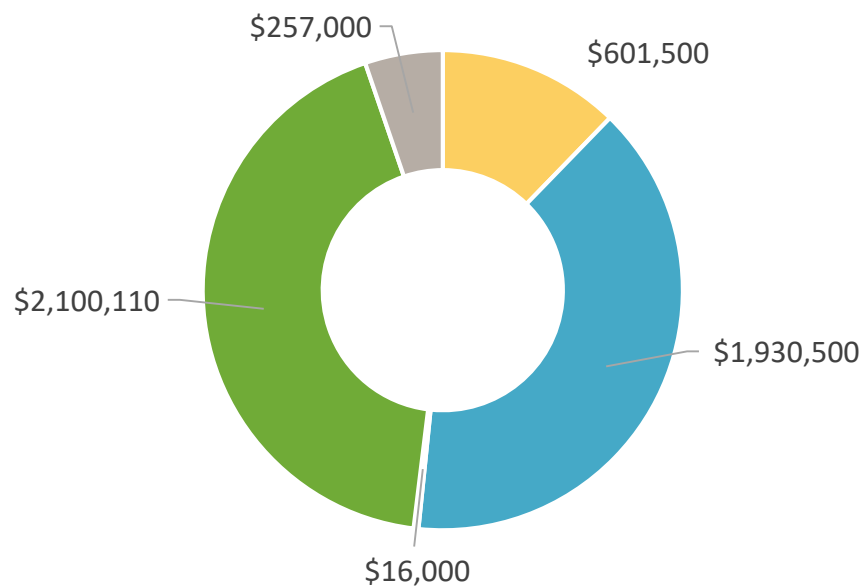
Emerald Ash Borer (EAB) treatment has been included at a cost of \$820,000. EAB costs are funded by designated funds from the Region of Halton for EAB work according to the amount outlined in the Business Plan approved in 2017.

Vehicle and equipment replacements planned for 2021 of \$167,562 for WMSS will be funded by a transfer from the Vehicle and Equipment Reserve.

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

## SOURCES OF CAPITAL BUDGET FUNDING

### Total Capital Budget Funding Sources \$4,905,110



- Provincial Funding 12%
- Other Municipal, Debt Financing & Foundation 39%
- Program Revenue 1%
- Reserves 43%
- Municipal Funding 5%

**Capital Project funding sources are detailed in the 2021 capital budget. A summary of the funding sources is provided in the graph.**

Transfers from Reserves fund 43% 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 12% of funding sources.

Other funding sources of 39% include other municipal funding for the EAB Capital and Floodplain Mapping update projects and debt funding for Administration Office improvements and 50% of Morrison Wedgewood channel work.

Municipal funding for various new and continuing WMSS capital projects accounts for 5% of the capital budget funding sources.

### ASSET MANAGEMENT & STATE OF GOOD REPAIR

**Conservation Halton staff have completed Asset Management (AM) Plan in phases for all Conservation Halton assets.**

The funding required to maintain dams and channels, buildings and vehicle assets is based on the average requirements over the ten-year forecast and are held in reserves until the capital work is included in the capital budget. In the 2021 capital budget, transfers from capital reserves of \$575,000 is allocated to dams and channels projects and \$70,136 to buildings to maintain these assets in a state of good repair.

The Dams and Channels AM Plan 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 is anticipated to be fully phased in by 2026 in the forecast.

The Facilities Asset Management Plan completed in 2019 recommended an annual reserve contribution amount of \$159,000. Conservation Halton staff are phasing in this increase to avoid a shortfall in the reserve and minimize the municipal funding impact.



# 2021 BUDGET SUMMARY

## CAPITAL BUDGET SUMMARY

CAPITAL BUDGET SUMMARY				2021 Budget Funding Sources						
Description	% Increase (decrease) over 2020 Budget	2019 Actual	2020 Budget Expenses	2021 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										
12a Capital - Watershed Management & Support Services (WMSS)										
Corporate Services										
Asset Management Plan; Rates & Fees		32,561								
Lidar Imagery			40,000	-						-
Ortho Imagery		10,446	-	15,000						15,000
IT Infrastructure & Digital Transformation		116,684	224,000	122,000						122,000
Website Upgrade			100,000	-					-	-
Corporate Compliance										
Giant's Rib Geopark			100,000	-			-			-
Clappison & Waterdown Woods			25,000	25,000						25,000
Flood Forecasting & Operations										
Dams & Channels Maintenance Projects		7,021,587	1,312,373	1,203,000		601,500	26,500		575,000	-
Flood Forecasting & Warning Program		93,006	115,000	70,000						70,000
Planning & Watershed Management										
Watershed Planning		45,700								-
Flood Plain Mapping Update		8,500	25,000	25,000						25,000
Project Management Office										
Administration Office Renovations		488,603	330,000	500,000			500,000			-
Facility Major Maintenance		10,200								-
Operations Centre - Capacity Study/Design		64,701	150,000	500,000			500,000		-	-
Speyside Weir Removal		40,048	102,000	70,136					70,136	-
Emerald Ash Borer			100,000	-					-	-
Vehicle and Equipment Replacement			32,000	144,000					144,000	-
Other Foundation Funded Projects		1,101,981	862,243	820,000	16,000		804,000			-
		230,569	194,339	167,562					167,562	-
			100,000	100,000			100,000			-
TOTAL CAPITAL WMSS	(1.3%)	9,264,584	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		380,934	405,000	495,000					495,000	-
Vehicle and Equipment Replacement		127,294	165,556	148,412					148,412	-
Developer Contribution Works		122,796	250,000	-			-			-
TOTAL CAPITAL CONSERVATION AREAS	24.2%	631,025	920,556	1,143,412	-	-	-	-	1,143,412	-
TOTAL CAPITAL PROJECTS	3.6%	9,895,609	4,732,511	4,905,110	16,000	601,500	1,930,500	-	2,100,110	257,000





# 2021 OPERATING BUDGET & FORECAST 2022 – 2030



## 2021 OPERATING BUDGET & FORECAST 2022-2030



The 2021 Budget and 2022-2030 Operating Forecast considers the maintaining and enhancements of service levels, future obligations, and addressing inflationary impacts.

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

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

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

Watershed Management & Support Services program revenues in the forecast have been assumed to increase annually by 2%.

Chargebacks for support services provided to internal programs consider future compensation increases, the proportion of staffing allocated to these programs.

The operating forecast includes on-going debt servicing costs 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 prior year budget funding for design, cost certainty and regulatory needs.

[A summary of the 2021 operating budget and 2022–2030 forecast by department is as follows:](#)

*(See chart on proceeding page)*



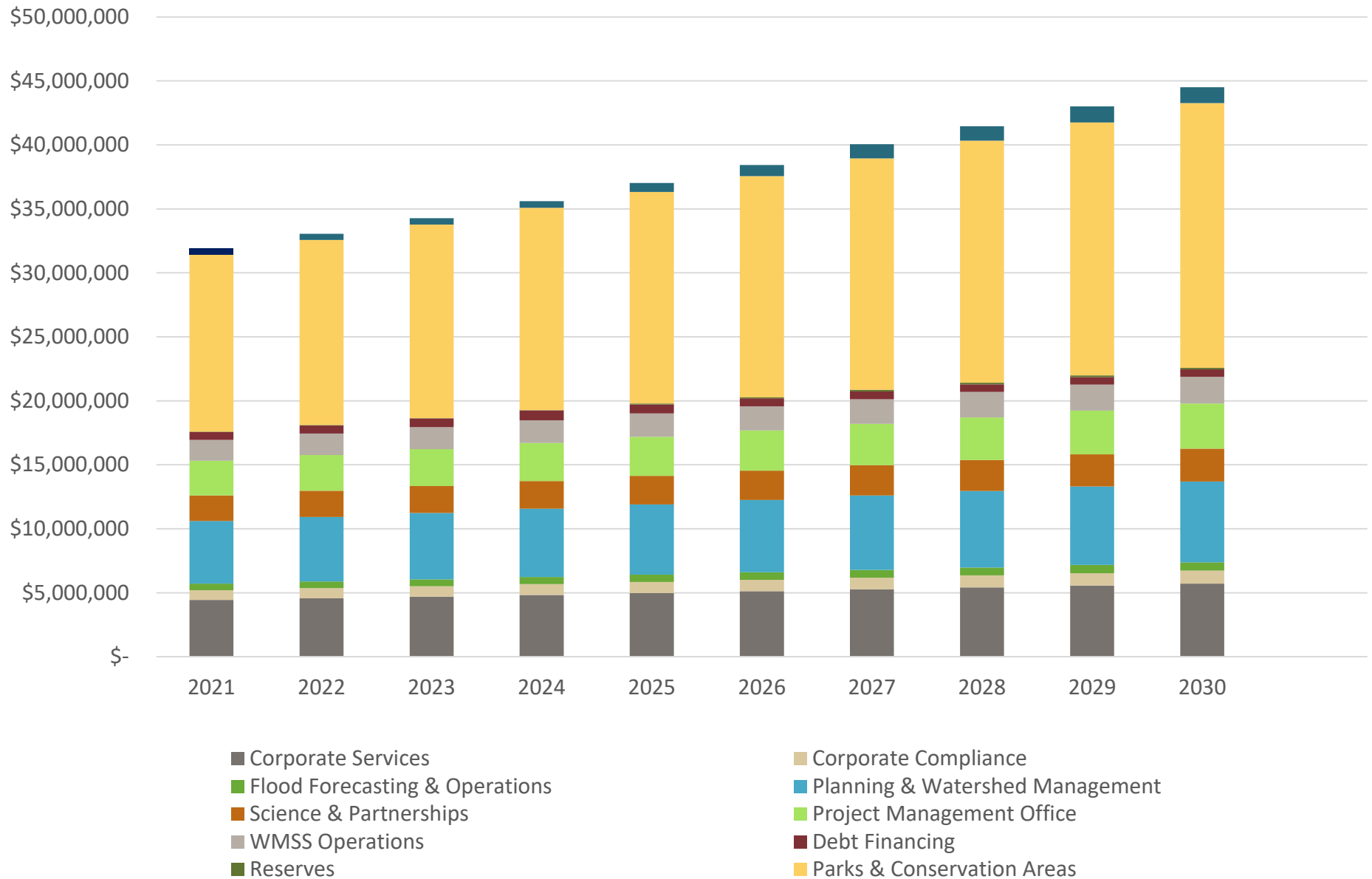
Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Conservation Halton WMSS Operating Expenditures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Salaries &amp; Benefits</b>										
Balance, beginning of year	11,726,435	12,481,385	12,902,385	13,336,385	13,782,385	14,241,385	14,712,385	15,197,385	15,696,385	16,208,385
Staffing increase (2021 1.0 FTE decrease; 2 FTE 2022-2030)	22,918	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 Increases (2021 1%, 2022-30 2% inflation; 96% of range)	525,457	197,000	204,000	211,000	218,000	225,000	233,000	241,000	248,000	256,000
Increase in benefits (2021 5%; 2022-2030 2% inflation)	132,029	71,000	74,000	76,000	79,000	81,000	84,000	87,000	90,000	93,000
<b>Balance, end of year</b>	<b>12,481,385</b>	<b>12,902,385</b>	<b>13,336,385</b>	<b>13,782,385</b>	<b>14,241,385</b>	<b>14,712,385</b>	<b>15,197,385</b>	<b>15,696,385</b>	<b>16,208,385</b>	<b>16,734,385</b>
<b>Materials &amp; Supplies</b>										
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
Human Resources program cost decrease	(12,000)									
Information Technology program supplies	25,000									
Science & Partnerships program supplies	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
<b>Balance, end of year</b>	<b>713,842</b>	<b>730,642</b>	<b>745,242</b>	<b>760,142</b>	<b>775,342</b>	<b>790,842</b>	<b>806,642</b>	<b>822,742</b>	<b>839,242</b>	<b>856,042</b>
<b>Purchased Services</b>										
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
<b>Balance, end of year</b>	<b>3,124,481</b>	<b>3,171,481</b>	<b>3,219,481</b>	<b>3,267,481</b>	<b>3,316,481</b>	<b>3,366,481</b>	<b>3,416,481</b>	<b>3,450,481</b>	<b>3,485,481</b>	<b>3,537,481</b>
<b>Financial and Rent Expense</b>										
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
<b>Balance, end of year</b>	<b>74,045</b>	<b>75,545</b>	<b>77,045</b>	<b>78,545</b>	<b>80,145</b>	<b>81,745</b>	<b>83,345</b>	<b>85,045</b>	<b>86,745</b>	<b>88,445</b>
<b>Chargeback Expense</b>										
Beginning of year	452,518	552,972	561,119	573,968	585,858	598,790	611,665	623,683	636,746	649,854
General Increases and decrease	100,454	8,147	12,849	11,890	12,932	12,875	12,018	13,063	13,108	13,254
<b>Balance, end of year</b>	<b>552,972</b>	<b>561,119</b>	<b>573,968</b>	<b>585,858</b>	<b>598,790</b>	<b>611,665</b>	<b>623,683</b>	<b>636,746</b>	<b>649,854</b>	<b>663,108</b>
<b>Debt Financing Charges (Hamilton Community Fdn &amp; Halton Region)</b>										
Balance, beginning of year	649,011	619,245	641,371	677,183	774,879	708,369	630,608	614,490	602,965	595,960
Increase/(decrease) in debt financing charges - Ham. Comm. Foundation	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	(29,766)	22,126	35,812	97,696	(66,510)	(77,761)	(16,118)	(11,525)	(7,005)	(11,080)
<b>Total Debt Financing Charges</b>	<b>619,245</b>	<b>641,371</b>	<b>677,183</b>	<b>774,879</b>	<b>708,369</b>	<b>630,608</b>	<b>614,490</b>	<b>602,965</b>	<b>595,960</b>	<b>584,880</b>

Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Conservation Halton WMSS Operating Expenditures	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
<b>Total Operating Expenses - WMSS</b>	<b>18,069,470</b>	<b>18,588,043</b>	<b>19,148,704</b>	<b>19,795,490</b>	<b>20,491,312</b>	<b>21,147,126</b>	<b>21,979,626</b>	<b>22,554,264</b>	<b>23,235,066</b>	<b>23,836,140</b>
<b>Funding of Operating Expenditures</b>										
Program Revenue	2,691,458	2,826,000	2,882,500	2,940,200	2,999,000	3,059,000	3,120,200	3,182,600	3,246,300	3,311,200
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	9,999,694	10,390,504	10,881,185	11,239,947	11,547,349	11,976,384	12,497,705	12,896,442	13,319,100
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	3,231,098	3,293,200	3,356,600	3,421,300	3,487,200	3,554,400	3,622,900	3,692,900	3,764,300	3,837,100
Internal Chargebacks	1,790,501	1,803,615	1,839,666	1,876,571	1,914,330	1,952,943	1,992,508	1,891,124	1,928,591	1,966,906
Transfers from Reserves - Water Festival, Stewardship & Outreach	27,500	30,000	30,000	-	-	-	-	-	-	-
<b>Total Operating Funding - WMSS</b>	<b>18,069,470</b>	<b>18,588,043</b>	<b>19,148,704</b>	<b>19,795,490</b>	<b>20,491,312</b>	<b>21,147,126</b>	<b>21,979,626</b>	<b>22,554,264</b>	<b>23,235,066</b>	<b>23,836,140</b>

Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas										
Conservation Areas Operating Expenditures	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Salaries & Benefits	8,104,208	8,266,292	8,431,618	8,600,250	8,772,255	9,079,284	9,397,059	9,725,956	10,066,365	10,418,688
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	1,393,200	1,421,100	1,449,500	1,478,500	1,508,100	1,538,300	1,569,100	1,600,500	1,632,500	1,665,200
Transfer to Reserve - Operating Surplus	251,284	599,366	980,071	1,385,996	1,818,519	2,081,020	2,362,197	2,664,188	2,987,195	3,332,385
<b>Total Operating Expenses - Conservation Areas</b>	<b>13,843,514</b>	<b>14,463,477</b>	<b>15,121,442</b>	<b>15,810,204</b>	<b>16,531,241</b>	<b>17,286,104</b>	<b>18,076,419</b>	<b>18,904,889</b>	<b>19,772,303</b>	<b>20,680,534</b>
<b>Operating Funding - Conservation Areas</b>										
Program Fees	13,416,330	14,036,437	14,685,861	15,366,011	16,078,365	16,824,470	17,605,952	18,424,513	19,281,939	20,180,103
Transfer from Reserve	8,615	-	-	-	-	-	-	-	-	-
Municipal Funding - Conservation Areas Education	355,279	362,485	369,734	377,029	384,370	391,757	399,192	407,676	416,209	424,794
Chargeback Revenue	63,290	64,556	65,847	67,164	68,507	69,877	71,275	72,700	74,154	75,637
<b>Total Operating Funding - Conservation Areas</b>	<b>13,843,514</b>	<b>14,463,477</b>	<b>15,121,442</b>	<b>15,810,204</b>	<b>16,531,241</b>	<b>17,286,104</b>	<b>18,076,419</b>	<b>18,904,889</b>	<b>19,772,303</b>	<b>20,680,534</b>



## 2021 – 2030 OPERATING FORECAST





# 2021 CAPITAL BUDGET & FORECAST 2022 – 2030



# 2021 CAPITAL BUDGET & FORECAST 2022-2030



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 development of the 2021 capital budget, the 2022-2030 forecast and overall financing strategy considered the following: 1) strategic initiatives in Conservation Halton's Strategic Plan, 2) Capital priorities identified in the Asset Management Plans, 3) 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 & Support Services Capital Budget and Business Plan are related to dams and channels and facility capital projects. These capital projects are funded by transfers from the respective reserves that are funded through the State of Good Repair Levy.

Conservation Areas capital projects in the 2021 budget and forecast that are funded by the park capital reserve include ongoing ski hill improvements, facility and infrastructure projects to maintain assets in a state of good repair and information technology enhancements.

The Conservation Areas capital forecast also includes projects totaling almost \$25 million that will be partly funded by developer contributions received by the Region of Halton.

Investment in these capital projects funded partly by developer contributions will ensure Conservation Halton is well positioned to serve the future needs of the region. Work on these projects includes preliminary designs, costing and archaeology consultations. This information will be used to develop more refined budgets for these projects which considers other sources of funding and future operating impacts.

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

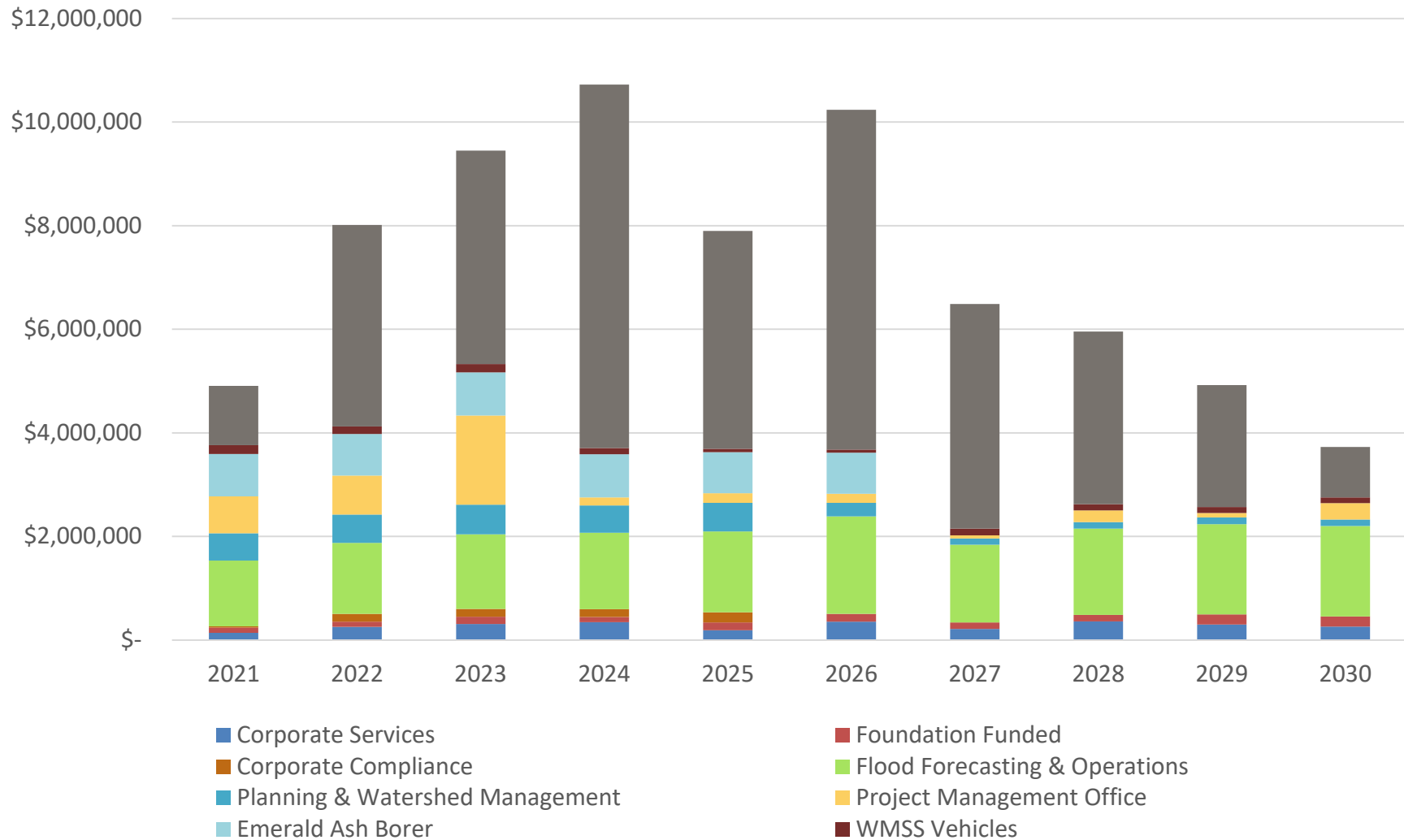
Initiatives included in the 2021 budget and 2022 – 2030 capital forecast include the continuation of:

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

A summary of the 2021 capital budget and 2022 – 2030 capital forecast by department is as follows:



## 2021 – 2030 CAPITAL FORECAST



**Conservation Halton WMSS  
Capital Expenditures**

**Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services**

**2021 2022 2023 2024 2025 2026 2027 2028 2029 2030**

**Flood Forecasting & Operations**

Flood Forecasting	70,000	100,000	25,000	27,500	30,000	32,500	35,000	37,500	40,000	40,000
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	53,000	690,000	-	-	-	-	-	-	-	-
Kelso Dam Major Maintenance	-	-	-	-	-	-	-	-	-	112,000
Mountsberg Major Maintenance	155,000	-	-	-	-	-	-	-	-	-
Dams and Channels Maintenance	-	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	-	-	-	-
	<b>1,273,000</b>	<b>1,370,000</b>	<b>1,440,000</b>	<b>1,477,500</b>	<b>1,560,000</b>	<b>1,882,500</b>	<b>1,505,000</b>	<b>1,667,500</b>	<b>1,742,000</b>	<b>1,742,000</b>

**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
	<b>137,000</b>	<b>253,000</b>	<b>310,500</b>	<b>344,500</b>	<b>187,000</b>	<b>353,000</b>	<b>212,000</b>	<b>359,000</b>	<b>297,000</b>	<b>257,000</b>

**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	-	-	-	-	-
	<b>25,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Planning & Watershed**

Municipal Natural Assets Initiative	25,000	-	-	-	-	-	-	-	-	-
Watershed Planning	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Flood Plain Mapping	500,000	525,000	550,000	500,000	525,000	240,000	95,000	100,000	105,000	105,000
	<b>525,000</b>	<b>550,000</b>	<b>575,000</b>	<b>525,000</b>	<b>550,000</b>	<b>265,000</b>	<b>120,000</b>	<b>125,000</b>	<b>130,000</b>	<b>130,000</b>

**Conservation Halton WMSS  
Capital Expenditures**

Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Science &amp; Partnerships</b>										
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
<b>Project Management Office</b>										
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
<b>WMSS Operations</b>										
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
<b>Total Capital Expenditures - WMSS</b>	<b>3,761,698</b>	<b>4,125,261</b>	<b>5,325,925</b>	<b>3,708,923</b>	<b>3,689,966</b>	<b>3,679,036</b>	<b>2,151,607</b>	<b>2,625,471</b>	<b>2,566,054</b>	<b>2,755,413</b>
<b>Capital - Funding</b>										
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	-	-
<b>Total Capital Funding - WMSS</b>	<b>3,761,698</b>	<b>4,125,261</b>	<b>5,325,925</b>	<b>3,708,923</b>	<b>3,689,966</b>	<b>3,679,036</b>	<b>2,151,607</b>	<b>2,625,471</b>	<b>2,566,054</b>	<b>2,755,413</b>



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
<b>Capital Expenditures Conservation</b>										
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	-	-	-	
Capital Project Administration										
Chargeback	-	-	-	-	-	-	-	-	-	
Information Technology Infrastructure	75,000	38,000	38,000	78,000	48,000	53,000	38,000	38,000	78,000	48,000
<b>Subtotal Capital Expenditures Conservation Areas</b>	<b>1,143,412</b>	<b>1,135,494</b>	<b>869,856</b>	<b>2,002,605</b>	<b>446,497</b>	<b>2,398,364</b>	<b>1,336,062</b>	<b>2,328,780</b>	<b>986,500</b>	<b>973,000</b>
<b>Conservation Area - Developer Contribution Works</b>										
Projects funded by Development fees collected by Region of Halton:										
Kelso/Glen Eden Water Distribution and Collection		2,754,475	2,754,475	2,754,475						
Kelso Recreation and Trail Centre			500,000	2,259,900	3,259,900	1,159,900				
Crawford Lake Visitor Centre and Education Facility	-				500,000	3,000,000	3,000,000	1,000,000	1,367,050	-
<b>Subtotal Costs - Developer Contribution Works</b>	<b>-</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>	<b>-</b>
<b>Total Conservation Areas Capital Expenditures</b>	<b>1,143,412</b>	<b>3,889,969</b>	<b>4,124,331</b>	<b>7,016,980</b>	<b>4,206,397</b>	<b>6,558,264</b>	<b>4,336,062</b>	<b>3,328,780</b>	<b>2,353,550</b>	<b>973,000</b>

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
<b>Funding - Developer Contribution Works</b>										
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		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	-
<b>Subtotal Funding-Developer Contribution Works</b>	<b>-</b>	<b>2,754,475</b>	<b>3,254,475</b>	<b>5,014,375</b>	<b>3,759,900</b>	<b>4,159,900</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,367,050</b>	<b>-</b>
<b>Funding - Capital Expenditures Conservation Areas</b>										
Conservation Halton Foundation & Other 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 Developer Contributions	-	-	-	-	-	-	-	-	-	-
<b>Total Conservation Areas Capital</b>	<b>1,143,412</b>	<b>3,889,969</b>	<b>4,124,331</b>	<b>7,016,980</b>	<b>4,206,397</b>	<b>6,558,264</b>	<b>4,336,062</b>	<b>3,328,780</b>	<b>2,353,550</b>	<b>973,000</b>



# MUNICIPAL FUNDING



# MUNICIPAL APPORTIONMENT

**Apportionment refers to the proportion of funding allocated to municipalities within the Conservation Halton watershed as outlined in Ontario Regulation 670/00.**

Municipal funding in the 2021 budget of \$10,430,879 is 3% more than was requested in 2020. This increase is within the Region of Halton guideline of 3.7%. A key service target in Conservation Halton's Strategic Plan is to limit operating and capital municipal funding increases to be at or below regional budget guidelines.

<b>Total Municipal Funding:</b>	<b>Budget 2021</b>	<b>Budget 2020</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase</b>
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%
<b>Municipal Funding total</b>	<b>\$10,430,879</b>	<b>\$10,124,318</b>	<b>\$306,561</b>	<b>3.0%</b>

# MUNICIPAL APPORTIONMENT

Municipal funding of \$10,430,879 is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch.

Apportionment refers to the proportion of funding allocated to the municipalities within the Conservation Halton watershed as outlined in Ontario Regulation 670/00. The municipal apportionment percentages are provided annually to Conservation Authorities by the Ontario Ministry of the Environment, Conservation and Parks.

Under the legislation, Conservation Authorities apportion costs to the participating municipalities on the basis of the benefit derived or to be derived by each participating municipality determined by calculating the ratio that each participating municipality's current value assessment modified for the area of the municipality that lies within the watershed to the total modified current value assessment in the Conservation Authority's watershed.

Based on updated current value assessment data and apportionment percentages received from the Province, the apportioned municipal funding amounts are as follows:

<b>Municipality:</b>	<b>Apportion- ment % 2021</b>	<b>Municipal Funding 2021</b>	<b>Apportion- ment % 2020</b>	<b>Municipal Funding 2020</b>	<b>% Increase</b>
Region of Halton	87.8421%	\$9,162,704	87.7576%	\$8,884,859	3.1%
Region of Peel	4.7534%	495,821	4.8142%	487,405	1.7%
City of Hamilton	7.1875%	749,719	7.2109%	730,054	2.7%
Township of Puslinch	0.2170%	22,635	0.2173%	22,000	2.9%
	<b>100.0000%</b>	<b>\$10,430,879</b>	<b>100.0000%</b>	<b>\$10,124,318</b>	

## MUNICIPAL FUNDING FORECAST

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.

	BUDGET	FORECAST			
Municipal Funding	2021	2022	2023	2024	2025
Operating	\$ 9,695,379	\$ 9,999,694	\$ 10,390,504	\$ 10,881,185	\$ 11,239,947
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
<b>Municipal Funding - Total including SOGR Levy</b>	<b>\$ 10,430,879</b>	<b>\$ 10,858,194</b>	<b>\$ 11,335,404</b>	<b>\$ 11,849,385</b>	<b>\$ 12,327,747</b>
<b>% Change</b>	<b>3.0%</b>	<b>4.1%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.0%</b>





# DEPARTMENTAL BUSINESS PLANS

# CORPORATE SERVICES

## DEPARTMENTAL BUSINESS PLANS

**The Corporate Services department is responsible for overseeing the financial management, information technology (IT) and geographical information systems (GIS) of Conservation Halton and the administration of the Conservation Halton Foundation.**

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





## Key Objectives

- **FINANCIAL SYSTEMS COMPREHENSIVE REVIEW**

In 2021 Finance will continue to review financial software systems to evaluate and implement software upgrades in collaboration with the Digital Transformation team. The planned upgrades will provide further automation and integration with software systems used by Finance and client departments such as payroll, point of sales, project management and asset inventory management.

- **DIGITAL TRANSFORMATION**

A technology assessment was completed by staff and consultant to enable digital transformation to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Technology transformation themes were identified with opportunities for improvement recommended. Implementation of these opportunities continue and are a strategic priority for Conservation Halton in 2021.

## OFFICE OF THE PRESIDENT & CEO

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

## CONSERVATION HALTON FOUNDATION ADMINISTRATION

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

## FINANCE

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

The Finance department works as a strategic partner with all departments at Conservation Halton to provide financial support and advice.

## INFORMATION TECHNOLOGY

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

## GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

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



## HUMAN RESOURCES

The Human Resources department is responsible for maximizing organizational productivity through systems and programs that focus on acquiring, developing and retaining top talent. The department is also responsible for ensuring that all employment legislation is adhered to and that programs are in place to drive employee engagement, development and wellness.

## MARKETING & COMMUNICATIONS

The Marketing and Communications department is comprised of marketing, events, digital media and creative services professionals. The department provides expertise in the areas of branding, graphic design, web content, social media, advertising, content development, promotional products and more.

The largest area of support is to the parks, with significant growth in the areas of corporate services, science and partnerships and watershed services.

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

## Corporate Services

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<b>REVENUES</b>				
Program Revenue	12.86%	79,000	9,000	70,000
Chargeback Recoveries	15.11%	952,149	125,000	827,149
Transfers from Reserves	0.00%	10,000	-	10,000
<b>TOTAL REVENUES</b>	<b>14.77%</b>	<b>1,041,149</b>	<b>134,000</b>	<b>907,149</b>
<b>EXPENSES</b>				
<u>Office of the President &amp; CEO</u>				
Salaries & Benefits	19.78%	492,947	81,417	411,530
Materials & Supplies	-7.69%	36,000	(3,000)	39,000
Purchased Services	-12.75%	136,900	(20,000)	156,900
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	9.62%	665,847	58,417	607,430
<u>Conservation Halton Foundation Administration</u>				
Salaries & Benefits	3.96%	148,504	5,657	142,847
Materials & Supplies	0.00%	-	-	-
Purchased Services	0.00%	-	-	-
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	3.96%	148,504	5,657	142,847

## Corporate Services

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<u>Finance</u>				
Salaries & Benefits	4.18%	701,170	28,128	673,042
Materials & Supplies	0.00%	-	-	-
Purchased Services	-7.25%	83,100	(6,500)	89,600
Financial & Rent expense	0.00%	25,000	-	25,000
Chargeback expense	0.00%	-	-	-
	2.75%	809,270	21,628	787,642
<u>General Corporate Services</u>				
Salaries & Benefits	0.00%	-	-	-
Materials & Supplies	0.00%	-	-	-
Purchased Services	0.00%	-	-	-
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	0.00%	-	-	-
<u>Information Technology</u>				
Salaries & Benefits	-38.55%	246,021	(154,366)	400,387
Materials & Supplies	250.00%	35,000	25,000	10,000
Purchased Services	-26.14%	178,000	(63,010)	241,010
Financial & Rent expense	0.00%	41,000	-	41,000
Chargeback expense	0.00%	-	-	-
	-27.78%	500,021	(192,376)	692,397



## Corporate Services

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<a href="#">Geographical Information Systems</a>				
Salaries & Benefits	-22.94%	446,744	(132,991)	579,735
Materials & Supplies	-16.67%	2,500	(500)	3,000
Purchased Services	-17.36%	47,600	(10,000)	57,600
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.0%	-	-	-
	-22.41%	496,844	(143,491)	640,335
<a href="#">Digital Transformation</a>				
Salaries & Benefits	197.38%	355,507	235,961	119,546
Materials & Supplies	0.00%	-	-	-
Purchased Services	0.00%	-	-	-
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	197.38%	355,507	235,961	119,546
<a href="#">Human Resources</a>				
Salaries & Benefits	9.01%	414,493	34,253	380,240
Materials & Supplies	-12.63%	83,000	(12,000)	95,000
Purchased Services	-1.64%	180,250	(3,000)	183,250
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	2.92%	677,743	19,253	658,490

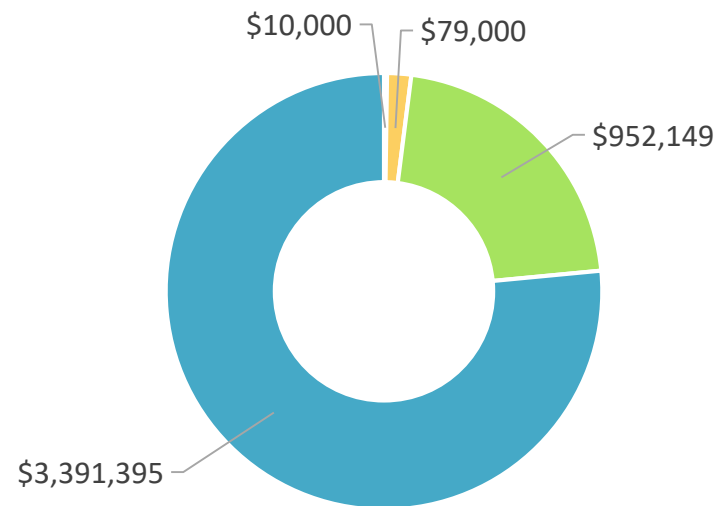
## Corporate Services

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<a href="#">Marketing &amp; Communications</a>				
Salaries & Benefits	3.22%	709,630	22,155	687,475
Materials & Supplies	-32.49%	34,600	(16,650)	51,250
Purchased Services	5.66%	34,578	1,853	32,725
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	0.95%	778,808	7,358	771,450
<b>TOTAL EXPENSES</b>	0.28%	<b>4,432,544</b>	<b>12,407</b>	<b>4,420,137</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>-3.5%</b>	<b>(3,391,395)</b>	<b>121,593</b>	<b>(3,512,988)</b>

# REVENUE & EXPENSES

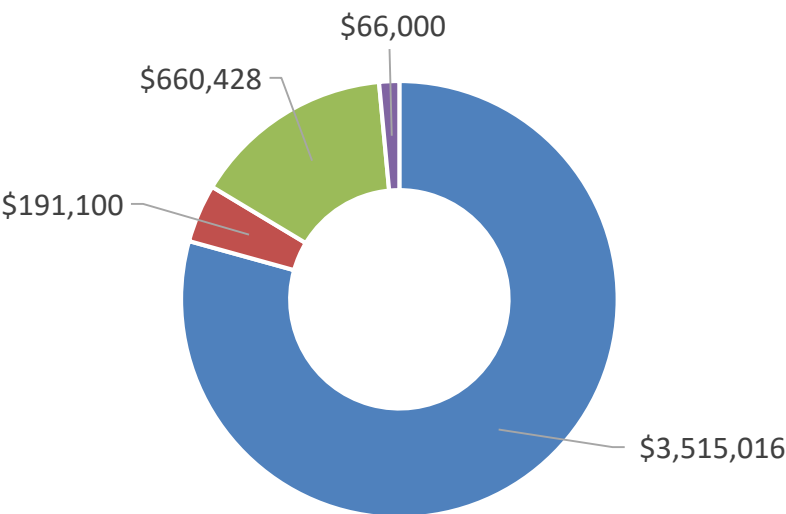
## CORPORATE SERVICES

Corporate Services Revenue  
\$4,432,544



- Transfer from Reserves
- Chargeback Recoveries
- Program Revenue
- Municipal Funding

Corporate Services Expenses  
\$4,432,544



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



# OFFICE OF THE PRESIDENT & CEO

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### Limit increases in annual tax-supported operating expenditures to regional budget guidelines

	2019	2018	2017	2016	2015
	Achieved	Achieved	Achieved	Achieved	Achieved

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

#### Annual increase self-generated revenue

	2019	2018	2017	2016	2015
Increase in program revenue year over year	7.1%	9.7%	7.1%	6.0%	0.0%

Objective: Ensures that users of programs and services are paying appropriate fees to recover costs and minimizes burden on the levy. Target increase of 5% annually to be achieved.

#### Average customer satisfaction rate across all program areas

	2019	2018	2017	2016	2015
	Achieved	Achieved	*note	*note	*note

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

# FINANCE

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### Stabilization reserves as a percentage of own source revenues

	2019	2018	2017	2016	2015
Total stabilization reserves / total own source revenues	13.0%	12.8%	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 unforeseen events.

#### Debt capacity ratio

	2019	2018	2017	2016	2015
source revenues WMSS (excludes Conservation Areas)	4.0%	4.8%	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 budget

	2019	2018	2017	2016	2015
Net surplus/(deficit) / annual approved operating budget	5.0%	5.1%	8.6%	6.0%	1.7%

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

# INFORMATION TECHNOLOGY

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### Percentage of computers that are over 5 years old

	2019	2018	2017	2016	2015
Number of computers over 5 years/total	8%	11%	28%	10%	10%

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

#### Percentage of tickets solved within 24 hours

	2019	2018	2017	2016	2015
Number of issues solved within 24 hours	99%	97%	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.



# GRAPHIC INFORMATION SYSTEM

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### Number of external GIS Website hits

	2019	2018	2017	2016	2015
Identify the number of visits to our external GIS interactive map websites.	40,204	30,832	*note	*note	*note
Objective: Improve data sharing with external clients					

#### Number of internal GIS Website hits

	2019	2018	2017	2016	2015
Identify the number of visits to our internal GIS interactive map websites.	16,500	8,892	*note	*note	*note
Objective: Improve data sharing with internal clients					

#### Number of external data requests

	2019	2018	2017	2016	2015
Identify number of data requests CH receives annually	31	89	*note	*note	*note
Objective: To monitor the impact of CH Open Data					

#### Dollar value of external data requests

	2019	2018	2017	2016	2015
Identify the the revenue generated by data requests	2,320	5,457	*note	*note	*note
Objective: To monitor the impact of CH Open Data					

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

# HUMAN RESOURCES

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### STD as Percentage of Payroll

	2019	2018	2017	2016	2015
Short term disability as a % of gross payroll	1.10%	0.24%	0.39%	0.67%	0.56%

Objective: This measure indicates trends in case managed short term disability absences.

#### Investment in training

	2019	2018	2017	2016	2015
Dollars invested in training annually for staff	\$ 110,000	\$ 93,103	\$ 84,075	\$ 94,309	\$ 82,503

Objective: Employee Engagement & Investments in training

#### Employee Turnover Rate

	2019	2018	2017	2016	2015
Total number of employees leaving Conservation Halton as an employer / total number of employees	10.30%	8.90%	7.00%	5.90%	8%

Objective: Monitor the trend in employees leaving Conservation Halton

# MARKETING AND COMMUNICATIONS

## KEY PERFORMANCE INDICATORS

### CORPORATE SERVICES

#### Number of followers on social media sites

	2019	2018	2017	2016	2015
Total number of social media followers	66,000 (9%)	60,400 (18%)	51,090 (18%)	42,029 (16%)	35,336
Objective: Build awareness by increasing number of social media followers by 10% annually					

#### Number of social media engagements (likes, shares, retweets, etc.)

	2019	2018	2017	2016	2015
Total number of social media engagements	375,680 (12%)	334,319 (83%)	182,608 (185%)	64,100	n/a
Objective: Demonstrate engagement by increasing number of social media engagements by 15% annually					

#### Number of unique visitors to Conservation Halton's website

	2019	2018	2017	2016	2015
Total number of unique visitors	1,634,783 (-0.3%)	1,639,716 (95%)	839,202 (64%)	510,573 (18%)	431,944
Objective: Build awareness by increasing number of unique visitors to Conservation Halton's website by 10% annually					

# CAPITAL PROJECTS SUMMARY

## CORPORATE SERVICES

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Ortho Imagry	15,000						15,000
IT Infrastructure and Digital Transformation	122,000						122,000
<b>Total Capital Expenditures</b>	<b>137,000</b>	-	-	-	-	-	<b>137,000</b>



# CORPORATE COMPLIANCE

## DEPARTMENTAL BUSINESS PLANS

**The Corporate Compliance department brings together experts responsible for health and safety, land and risk management, internal audit, insurance and procurement initiatives at Conservation Halton.**

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

While laying out expectations for employee behavior, Corporate Compliance helps staff to stay focused on organizational priorities and goals and helps business operations to run smoothly.



## KEY OBJECTIVES

### • 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.

### • ETHICS & COMPLIANCE

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

## HEALTH & SAFETY

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

## LAND & RISK MANAGEMENT

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

## PROCUREMENT

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

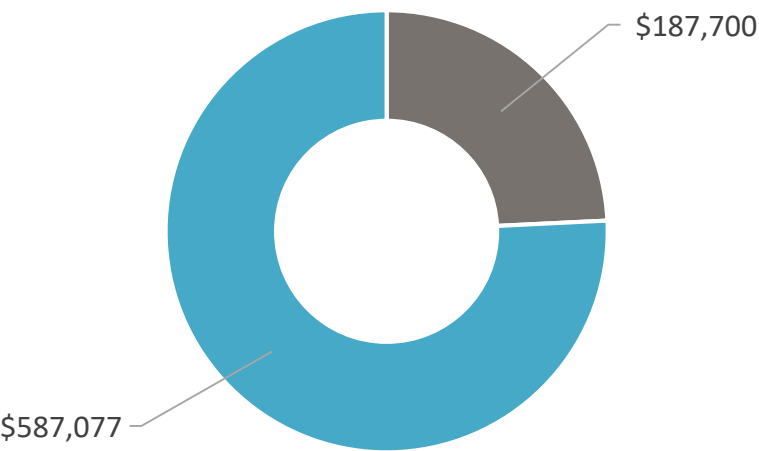
## Corporate Compliance

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Chargeback Recoveries	6.11%	187,700	10,800	176,900
Reserves		-		
<b>TOTAL REVENUE</b>	<b>6.11%</b>	<b>187,700</b>	<b>10,800</b>	<b>176,900</b>
<b>EXPENSES</b>				
<u>Corporate Compliance</u>				
Salaries & Benefits	4.20%	276,740	11,167	265,573
Materials & Supplies	0.00%	8,000	-	8,000
Purchased Services	-24.44%	17,000	(5,500)	22,500
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	1.91%	301,740	5,667	296,073
<u>Risk &amp; Lands</u>				
Salaries & Benefits	7.10%	294,037	19,495	274,542
Materials & Supplies	41.30%	65,000	19,000	46,000
Purchased Services	29.55%	114,000	26,000	88,000
Financial & Rent expense	0.00%	-	-	-
Chargeback expense	0.00%	-	-	-
	15.79%	473,037	64,495	408,542
<b>TOTAL EXPENSES</b>	<b>9.96%</b>	<b>774,777</b>	<b>70,162</b>	<b>704,615</b>

# REVENUE & EXPENSES

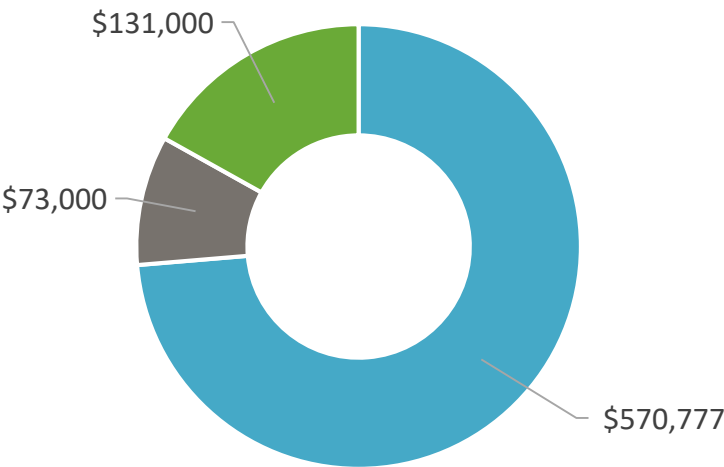
## CORPORATE COMPLIANCE

Corporate Compliance Revenue  
\$774,777



■ Chargeback Recoveries   ■ Municipal Funding

Corporate Compliance Expenses  
\$774,777



■ Salaries & Benefits   ■ Materials & Supplies   ■ Purchased Services



# CORPORATE COMPLIANCE

## KEY PERFORMANCE INDICATORS

### CORPORATE COMPLIANCE

#### Incident Frequency and Severity

	2019	2018	2017	2016	2015
Total number of injuries	70	90	57	72	62
WSIB reportable injuries	23	26	15	15	25
Lost time injuries	10	12	6	3	10
Average number of lost days per Lost time claim	2.7	6.6	4	3.7	No data
Objective: Illustrates frequency and severity trends and health and safety performance over time					

#### Safety Observations

	2019	2018	2017	2016	2015
Total number of safety observations completed behaviours	30*	New Initiative			

\* new program launched in August. Total is from August to December

#### Procurement Solicitations by RFx Type

	2019	2018	2017	2016
RFP	4	2		
RFT	1	2		
RFQ	1			
RFPQ				

Total RFxs

Objective: Increase the number of centralized solicitations to establish process consistency, adhere to procurement rules and best practices and maximize efficiencies

## RISK AND LANDS

### KEY PERFORMANCE INDICATORS

#### CORPORATE COMPLIANCE

##### Support use of CH owned lands for educational, scientific and partnership initiatives

	2019	2018	2017	2016	2015
Issue permits to enter for groups to access CH property	29	22	23	23	n/a
Objective: Support scientific and educational access to CH owned properties					

##### Modernize CH owned property records

	2019	2018	2017	2016	2015
Number of CH owned properties moved to digital file format	7	New Initiative in 2019			
Objective: Improve land management processes while supporting digital transformation initiatives					

# CAPITAL PROJECTS SUMMARY

## KEY PERFORMANCE INDICATORS

### CORPORATE COMPLIANCE

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Clappison & Waterdown Woods	25,000						25,000
Total Capital Expenditures	25,000	-	-	-	-	-	25,000

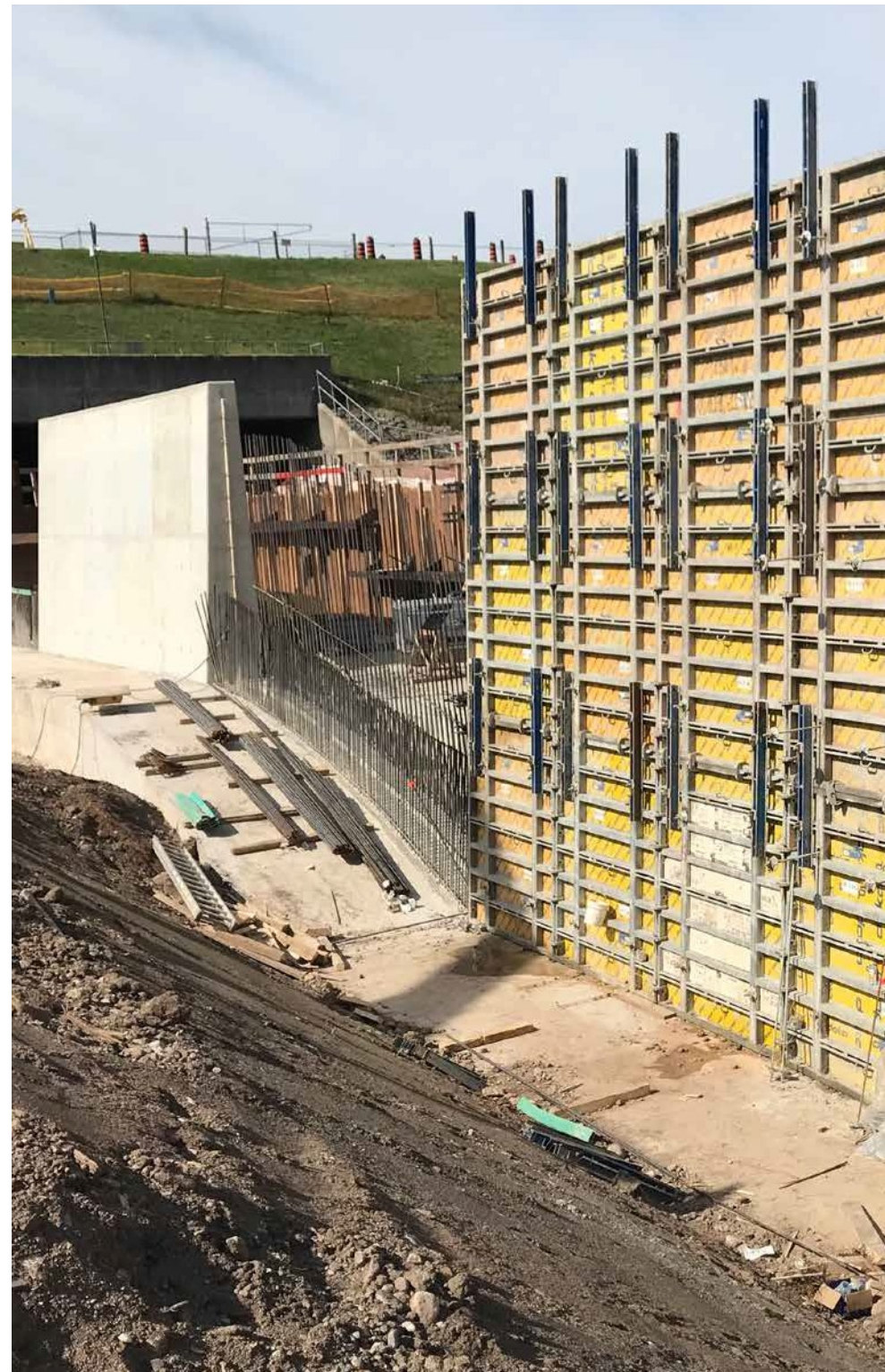
# FLOOD FORECASTING & OPERATIONS

## DEPARTMENTAL BUSINESS PLANS

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

This key objective helps fulfill the strategic themes of protecting our natural, cultural and scenic assets, taking care of our growing communities and preparing for the effects of climate change by protecting people and property from flooding.

The department is responsible for the management, operation and maintenance of Conservation Halton's flood management infrastructure (capital asset value of more than \$100 million), including dams and channels that provide flood protection and low-flow augmentation through the Capital and Flood Forecasting & Operations programs. This responsibility is integrated with Conservation Halton's critical role in supporting municipal emergency response to flooding by monitoring local watershed conditions, predicting flooding potential and providing flood messaging to watershed stakeholders.





## KEY OBJECTIVES

- **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.

## 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.

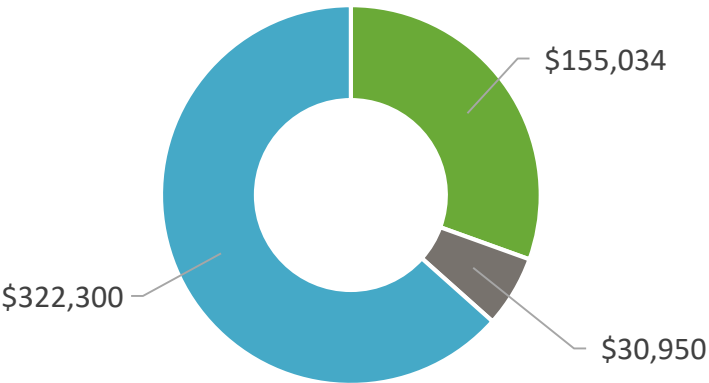
## FLOOD FORECASTING & OPERATIONS

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Program Revenue	0.0%	-	-	-
Provincial Funding	0.0%	155,034	-	155,034
Other Funding	0.0%	-	(4,000)	4,000
Chargeback Recoveries	0.0%	30,950	30,950	-
<b>TOTAL REVENUE</b>	<b>16.9%</b>	<b>185,984</b>	<b>26,950</b>	<b>159,034</b>
<b>EXPENSES</b>				
<u>Flood Forecasting &amp; Operations</u>				
Salaries & Benefits	-7.3%	363,284	(28,513)	391,797
Materials & Supplies	0.0%	22,500	-	22,500
Purchased Services	0.0%	122,500	-	122,500
Financial & Rent expense	0.0%	-	-	-
Chargeback	0.0%	-	-	-
	-5.3%	508,284	(28,513)	536,797
<b>TOTAL EXPENSES</b>	<b>-5.3%</b>	<b>508,284</b>	<b>(28,513)</b>	<b>536,797</b>

# REVENUE & EXPENSES

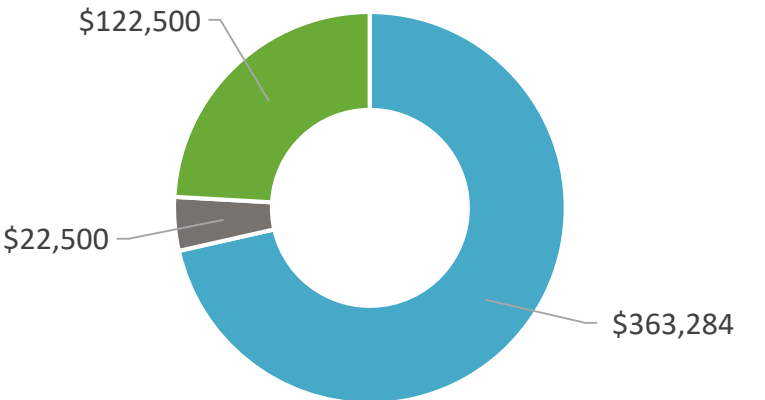
## FLOOD FORECASTING & OPERATIONS

Flood Forecasting & Operations  
\$508,284



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

Flood Forecasting & Operations Expenses  
\$508,284



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

# FLOOD FORECASTING OPERATIONS

## KEY PERFORMANCE INDICATORS

### FLOOD FORECASTING & OPERATION

#### Reliable Maintenance Services

	2019	2018	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 ( #)	10	24	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

	2019	2018	2017	2016	2015
Number of climate stations	34	32	26	8	6
Number of stream gauges	14	12	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

## FLOOD FORECASTING & OPERATIONS

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Dams & Channels Maintenance Projects	1,203,000		601,500	26,500		575,000	-
Flood Forecasting & Warning Program	70,000						70,000
<b>Total Capital Expenditures</b>	<b>1,273,000</b>	<b>-</b>	<b>601,500</b>	<b>26,500</b>	<b>-</b>	<b>575,000</b>	<b>70,000</b>

# 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, flood plain mapping updates 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

- **LEGISLATIVE, REGULATORY OR POLICY CHANGES:**

Over the last two years, the Provincial government has introduced numerous changes to multiple pieces of legislation to support faster, more efficient planning and regulatory approvals. Many of the legislative changes require amendments to or the creation of implementing regulations, plans or policies, which are anticipated to be released in 2021. We will monitor and respond to any proposed changes that could impact CA planning and regulatory programs to ensure that CH's objectives and interests are considered by the Province.

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

We will continue to promote and participate in collaborative IWM initiatives to support, restore and enhance our natural watershed systems and the health of Lake Ontario. The Municipal Natural Assets Initiative is a partnership among CH, Greenbelt Foundation, Burlington, Hamilton, and Royal Botanical Gardens to quantify the value of natural assets of the Grindstone Creek watershed and incorporate findings into asset management, expected to be completed in 2021. We are also working with the Hamilton Conservation Authority, municipalities and others to update the drinking water source protection plan in 2021.

- **UPDATED MEMORANDUM OF UNDERSTANDING:**

In 2018, a new high-level agreement for planning services and delivery was reached between the Halton Area Municipalities and Conservation Authorities with jurisdiction within Halton Region. The details of a new service delivery model or Memorandum of Understanding (MOU) will be worked out among the partners in 2021. Similarly, an updated MOU with the City of Hamilton is expected to be finalized in 2021. We will work with our municipal partners to develop updated service agreements that achieve CH's interests and that will benefit all stakeholders.

- **FLOODPLAIN MAPPING:**

The Floodplain Mapping initiative involves preparing new models and mapping to identify regulated flood hazard lands, flood vulnerable structures and roads, and Flood Damage Centres within Conservation Halton's watersheds. Models and mapping will be developed using detailed LiDAR topography and modern software tools. This initiative supports regulatory and flood risk management decisions and enables sharing greater detail in Flood Messages, thus helping to reduce property damage and prevent loss of life due to flooding.

## PLANNING

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

## REGULATIONS

The Regulatory Program is responsible for permitting, compliance and enforcement of Ontario Regulation 162/06. About 450 permits are processed each year, and over 20 probable violations are investigated annually. Over the past few years, most confirmed violations have been resolved through agreements with landowners.

Continuing priorities in 2021 for both planning and regulations are to 1) improve customer service by reducing response times, 2) provide timely, succinct, and easily understood information regarding Conservation Halton's regulatory requirements and advisory comments, and 3) improve relationships and understanding of our roles and responsibilities with municipalities, partner agencies, consultants, and others.

## POLICY REVIEW & DEVELOPMENT

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

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

## REGIONAL INFRASTRUCTURE TEAM

RIT provides specific planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include the review and comment on Environmental Assessments (EA) and related planning and permitting applications, as well as the review and comment on other Regional planning applications and related permits. This service is provided through an agreement with the Region of Halton who funds the program. The key priority is to ensure efficient and timely delivery of the services outlined in the RIT agreement.

## SOURCE WATER PROTECTION PROGRAM

Source Water Protection staff is responsible for implementing the drinking water source protection program (DWSP) under the Clean Water Act, 2006, and for monitoring the Provincial Groundwater Monitoring Network within the watershed. The DWSP is a community-wide initiative, which currently protects existing and future municipal drinking water sources from contamination and overuse. Conservation Halton and Hamilton Conservation Authority deliver the program through a locally-appointed source protection committee and the support of municipalities, provincial agencies, and other stakeholders. This program is supported through provincial grants.

## INTEGRATED WATERSHED MANAGEMENT (IWM)

As a watershed management agency, Conservation Halton promotes collaborative IWM planning and management. This program is being revamped, revitalized, and modernized to create a new joint and integrated approach to watershed management. Conservation Halton will act as the “secretariat” to bring municipalities, agencies and others together to promote the management, restoration and enhancement of the natural systems within the watershed, including natural hazards.

The Watershed Planning, formerly Municipal Natural Assets Initiative (MNAI), team provides scientific, economic and municipal expertise to support and guide local governments in identifying, valuing and accounting for natural assets in their financial planning and asset management programs, and in developing leading-edge, sustainable and climate resilient infrastructure. This project aligns with CH's goals to increase climate resiliency by promoting natural solutions.

## ENGINEERING

The roles and responsibilities under Engineering are now split between two departments. The Floodplain Mapping Team which operates under this department is responsible for the update and maintenance of CH's floodplain mapping which identifies flood risk and hazards. This information is used to develop CH's approximate regulation limit mapping for purposes of review associated with Ontario Regulation 162/06, as well as used to support flood risk management decisions and communications



## Planning & Watershed Management

Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Program revenue	-7.9%	2,344,300	(201,100)	2,545,400
Provincial Funding	7.0%	273,464	17,919	255,545
Other	4.0%	507,533	19,530	488,003
Chargeback Recoveries	-45.6%	76,140	(63,760)	139,900
<b>TOTAL REVENUE</b>	<b>-6.6%</b>	<b>3,201,437</b>	<b>(227,411)</b>	<b>3,428,848</b>
<b>EXPENSES</b>				
<u>Planning &amp; Regulations</u>				
Salaries & Benefits	3.8%	3,486,613	128,112	3,358,501
Materials & Supplies	-12.5%	3,500	(500)	4,000
Purchased Services	-3.8%	395,500	(15,500)	411,000
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	-	-	-
	3.0%	3,885,613	112,112	3,773,501
<u>Engineering</u>				
Salaries & Benefits	-28.2%	231,437	(90,726)	322,163
Materials & Supplies	0.0%	3,000	-	3,000
Purchased Services	0.0%	5,000	-	5,000
Financial & Rent expense	0.0%	-	-	-
Chargeback	0.0%	-	-	-
	-27.5%	239,437	(90,726)	330,163

## Planning & Watershed Management

### Regional Infrastructure Team

Salaries & Benefits	4.2%	473,554	18,924	454,630
Materials & Supplies	-70.0%	600	(1,400)	2,000
Purchased Services	-12.0%	11,000	(1,500)	12,500
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	10,000	5,000	5,000
	4.4%	495,154	21,024	474,130

### Source Protection

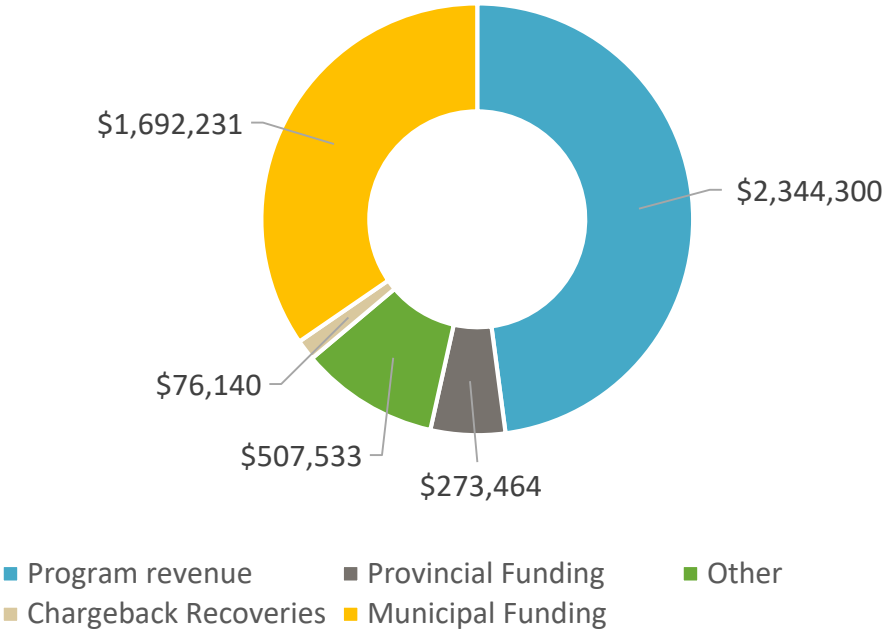
Salaries & Benefits	5.6%	225,150	11,899	213,251
Materials & Supplies	0.0%	12,740	-	12,740
Purchased Services	-4.5%	10,280	(480)	10,760
Financial & Rent expense	97.1%	3,045	1,500	1,545
Chargeback expense	0.0%	22,249	5,000	17,249
	7.0%	273,464	17,919	255,545

<b>TOTAL EXPENSES</b>	<b>1.2%</b>	<b>4,893,668</b>	<b>60,329</b>	<b>4,833,339</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>20.5%</b>	<b>(1,692,231)</b>	<b>(287,740)</b>	<b>(1,404,491)</b>

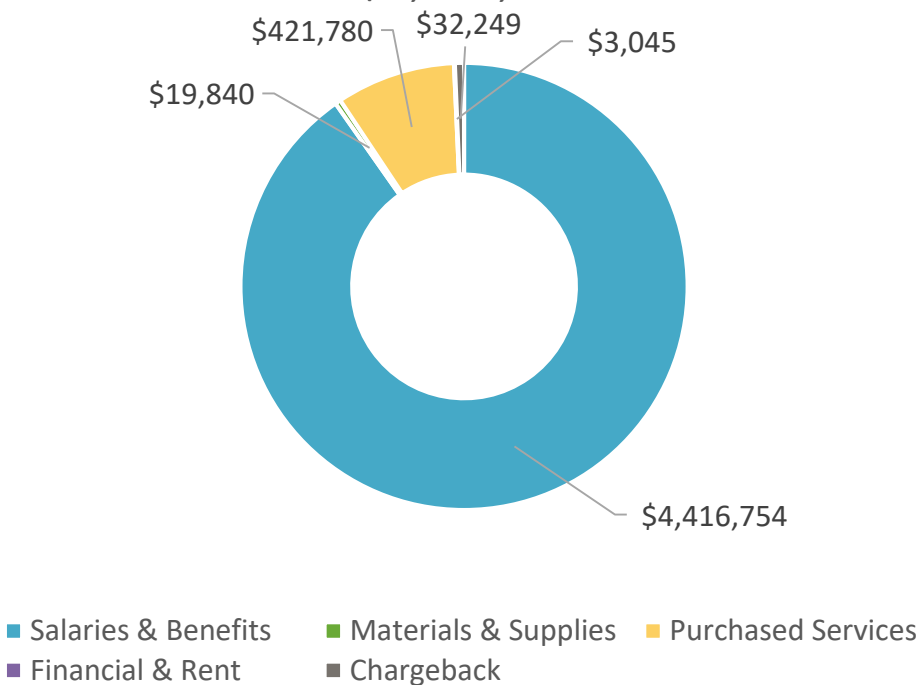
# REVENUE & EXPENSES

## PLANNING & WATERSHED MANAGEMENT

Planning & Watershed Management Revenue  
\$4,893,668



Planning & Watershed Management Expenses  
\$4,893,668



# PLANNING & REGULATIONS

## KEY PERFORMANCE INDICATORS

### PLANNING & WATERSHED MANAGEMENT

Percentage of minor permit applications processed within 30 days					
	2019	2018	2017	2016	2015
Number of minor permit applications processed within 30 days / total number of minor permit applications	95%	96%	92%	80%	*note
Objective: 100% of minor permit applications approved in 30 days					
Percentage of major permit applications processed within 90 days					
	2019	2018	2017	2016	2015
Number of major permit applications processed within 90 days / total number of major permit applications	98%	97%	89%	*note	*note
Objective: 100% of major permit applications approved in 90 days					
Percentage of technical reviews completed on major permits and commented on within six weeks.					
	2019	2018	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	91%	94%	79%	70%	*note
Objective: 95% of technical reviews completed and commented on within six weeks					
Number of technical reviews completed on planning applications and commented on within six weeks.					
	2019	2018	2017	2016	2015
Number of technical reviews completed on planning applications and commented on within six weeks / total number of reviews completed on planning applications and commented on	77%	65%	69%	*note	*note
Objective: 95% of planning applications completed and commented on within six weeks					
Percentage of resolved violations v. total violations					
	2019	2018	2017	2016	2015
Number of violations resolved / total number of violations	94%	93%	61%	76%	*note
Objective: 95% of violations resolved within 1 year					

\*Note: Information is not currently available.



## ENGINEERING

### KEY PERFORMANCE INDICATORS

#### PLANNING & WATERSHED MANAGEMENT

##### Accurately Defined Hazard Limits

	2019	2018	2017	2016	2015
Completed area with modernized models that provide clearly defined and defensible floodplain hazard limits with information that is quickly accessible for faster decision making	12%	*note	*note	*note	*note
Objective is to update and maintain floodplain mapping throughout Conservation Halton's watershed					

## RIT

### KEY PERFORMANCE INDICATORS

#### PLANNING & WATERSHED MANAGEMENT

##### Percentage of Technical Environmental Assessments technical reviews completed within 6 weeks

	2019	2018	2017	2016	2015
Reviews completed within 6 week/Reviews	92%	77%	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

## KEY PERFORMANCE INDICATORS

### PLANNING & WATERSHED MANAGEMENT

Percentage of municipal residential drinking water system sources protected by source protection plan policies				
	2019	2018	2017	2016
Number of municipal residential drinking water wells and intakes protected by plan policies or identified for future inclusion in the plan / total number of municipal wells and intakes online	100%	100%	100%	100%
Objective: 100% municipal residential drinking water system sources protected by source protection plan policies				

# CAPITAL PROJECTS SUMMARY

## PLANNING & WATERSHED MANAGEMENT

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Watershed Planning	25,000						25,000
Flood Plain Mapping Update	500,000			500,000			-
<b>Total Capital Expenditures</b>	<b>525,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>25,000</b>

# SCIENCE & PARTNERSHIPS

## DEPARTMENTAL BUSINESS PLANS

**Science and Partnerships includes monitoring ecologists and staff of the Hamilton Harbour Remedial Action Plan Office, in addition to stewardship staff.**

We have a diverse portfolio of work that strengthens the conservation, restoration and responsible management of natural resources with a focus on evidence-based programs, which is one of the key objectives of the strategic plan.

We inventory and monitor fish, birds, forest health, benthic invertebrates, water quality, amphibians, worms and more. We work with landowners to restore degraded habitats and encourage good stewardship of the land.

We provide secretariat support to the Hamilton Harbour Remedial Action Plan. We maintain and foster extensive partnerships within and beyond our watershed boundaries to achieve our goals and support the goals of like-minded organizations and individuals.





## KEY OBJECTIVES

- **WATERSHED HEALTH:**

Monitoring ecology staff continue to collect the data we need to support evidence-based corporate decision making, and to detect long-term trends in watershed health. Our focus in 2021 will be to identify priority sites for expansion of the water quality monitoring network, provide outcome-oriented monitoring of Stewardship projects, continue the integration of ecological data with other corporate data sets (Flood Forecasting, Source Water Protection) to enable more robust reporting on themes/issues of concern in relation to watershed health and stakeholder perceptions, and to explore the potential applications of digital transformation to our work.

- **HAMILTON HARBOUR REMEDIATION**

The Hamilton Harbour Remedial Action Plan (HHRAP) Office will continue to provide local coordination of the HHRAP and Secretariat support to 10+ specialized HHRAP Committees, including the Bay Area Implementation Team. Specifically in 2021, the HHRAP Office will guide and report on work plan actions to achieve re-designation of beneficial uses; build relationships and facilitate information exchange with partners; support development of reports; provide engagement and outreach opportunities to communicate progress and build support with local communities and Indigenous peoples.

- **LANDOWNER OUTREACH & RESTORATION:**

Pending final confirmation of outstanding grant applications for partnership projects, our 2021 focal areas will include support for homeowner implementation of Low Impact Development projects in a high-priority community, continuation of our strategic focus on restoration of the Limestone Creek sub-watershed through the Brookies in Bronte Forever program, and building on recent work to restore the quality and connectivity of aquatic habitat in Sixteen Mile Creek, with a focus on Redside Dace.

## MONITORING ECOLOGY

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

## STEWARDSHIP

Conservation Halton's Watershed Stewardship Program has been providing stewardship and restoration services to watershed residents since 1994. Staff provide one-on-one on-site consultations for private landowners and assist them with implementing projects on their properties to protect and enhance water and habitat quality. The Watershed Stewardship Award program recognizes and provides resources for landowners acting as good environmental stewards of their properties. Staff collaborate with provincial, federal, NGO and other organizations to partner on large-scale restoration projects that bring in substantial financial contributions for these expensive undertakings. Stewardship staff work closely with Outreach staff to deliver the popular Healthy Neighboursheds program which focuses on rainwater management and other sustainable practices that can be adopted by urban-dwellers..

## 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

Science & Partnerships				
Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Program Revenue	34.6%	90,158	23,173	66,985
Other	30.8%	788,588	185,898	602,690
Recovery	16.6%	193,988	27,603	166,385
Reserves	0.0%	17,500	-	17,500
<b>TOTAL REVENUE</b>	<b>27.7%</b>	<b>1,090,234</b>	<b>236,674</b>	<b>853,560</b>
<b>EXPENSES</b>				
<u>Ecology</u>				
Salaries & Benefits	11.5%	618,025	63,916	554,109
Materials & Supplies	0.0%	5,000	-	5,000
Purchased Services	-5.8%	13,530	(837)	14,367
Financial & Rent expense	0.0%	-	-	-
Chargeback expenses	0.0%	-	-	-
	11.0%	636,555	63,079	573,476
<u>Stewardship</u>				
Salaries & Benefits	7.9%	517,613	37,823	479,790
Materials & Supplies	-40.6%	28,500	(19,500)	48,000
Purchased Services	-3.3%	29,660	(1,000)	30,660
Financial & Rent expense	0.0%	-	-	-
Chargeback expenses	0.0%	-	-	-
	3.1%	575,773	17,323	558,450

Science & Partnerships				
Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<a href="#">Hamilton Harbour Remediation Program</a>				
Salaries & Benefits	3.8%	255,437	9,265	246,172
Materials & Supplies	74.4%	17,000	7,250	9,750
Purchased Services	285.7%	65,567	48,567	17,000
Financial & Rent expense	0.0%	-	-	-
Chargeback expenses	0.0%	-	-	-
	23.8%	338,004	65,082	272,922
<a href="#">Partnership Projects</a>				
Salaries & Benefits		-	-	-
Materials & Supplies	72.3%	87,210	36,585	50,625
Purchased Services	55.5%	193,339	69,039	124,300
Financial & Rent expense	0.0%	-	-	-
Chargeback expenses	0.0%	161,585	7,570	154,015
	34.4%	442,134	113,194	328,940
<b>TOTAL EXPENSES</b>	<b>14.9%</b>	<b>1,992,466</b>	<b>258,678</b>	<b>1,733,788</b>

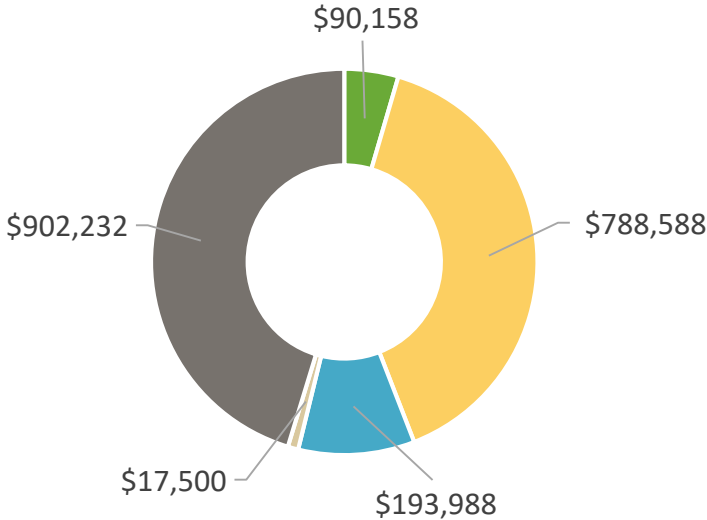


# REVENUE & EXPENSES

## SCIENCE & PARTNERSHIPS

Science & Partnerships Revenue

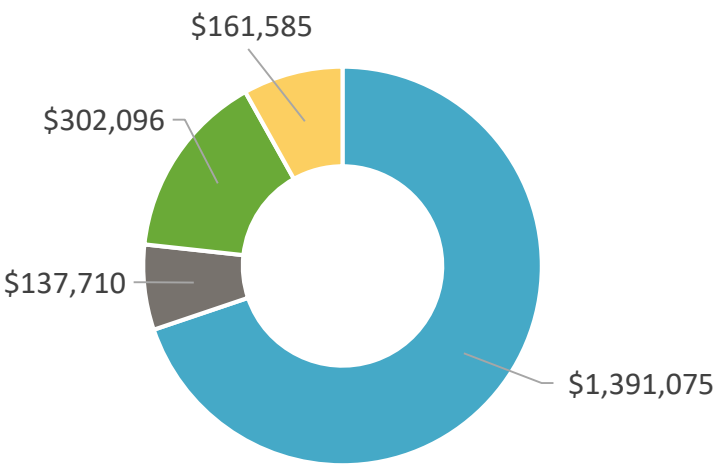
\$1,992,466



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

Science & Partnerships Expenses

\$1,992,466



- Salaries & Benefits
- Purchased Services
- Materials & Supplies
- Chargeback

# ECOLOGY

## KEY PERFORMANCE INDICATORS

### SCIENCE & PARTNERSHIPS

#### Trend in key water quality indicators

	2019	2018	2017	2016	2015
Baseline median values for Chloride, TSS, Phosphorus and Nitrate	chloride exceedence at 36% of stations; 64% for phosphorus	chloride exceedence at 45% of stations; 64% for phosphorus	chloride higher, P the 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

	2019	2018	2017	2016	2015
Number of LEMP monitoring stations	190	176	169	169	*note

Objective: Assesses the extent to which we understand the ecological conditions of our watershed.

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

# STEWARDSHIP & OUTREACH

## KEY PERFORMANCE INDICATORS

### SCIENCE & PARTNERSHIPS

#### Number of watershed residents who participate in conservation outreach and stewardship activities

	2019	2018	2017	2016	2015
Number of participating residents	10,503	11,662	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

	2019	2018	2017	2016	2015
Number of activities	41	43	37	23	17
Hectares of Floodplain, Wetland and Watercourse Restoration Projects	15.3	21.3	4.4	5.1	3.5
Linear Kilometres of Watercourse Restoration Projects	2	2.6	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

	2019	2018	2017	2016	2015
Hectares. Includes partner publicly owned, RBG and stewardship agreements	9,686 ha	9,588 ha	9,516 ha	9469 ha	*note
Objective: Assesses progress toward protected areas targets for biodiversity.					

#### Number of stewardship and outreach public engagements

	2019	2018	2017	2016	2015
Number of events	87	108	57	new in 2017	
Objective: Assesses reach of stewardship and community outreach.					

#### Ratio of partnership dollars leveraged for every dollar invested in stewardship and restoration work by Conservation Halton

	2019	2018	2017	2016	2015
Ratio of partnership dollars generated to CH cash project investment	\$28.11	\$15.97	\$14.62	new in 2017	new in 2017
Objective: Assesses leveraging ratio for restoration/stewardship partnership projects.					

#### Number of environmental partnership initiatives

	2019	2018	2017	2016	2015
Number of partners	150	144	133	new in 2017	
Objective: Assesses level of cooperation with community agencies and stakeholders.					

# HHRAP

## KEY PERFORMANCE INDICATORS

### SCIENCE & PARTNERSHIPS

#### Number of HHRAP Facilitated Meetings

	2019	2018	2017	2016	2015
Number of HHRAP Committee Meetings	45	45	46	55	n/a

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

#### Number of Beneficial Uses undergoing Status Updates

	2019	2018	2017	2016	2015
Number of Beneficial Uses undergoing Status Updates	3	1	1	-	1

Objective: Assess how many of the 13 Beneficial Uses are progressing with a scientific Status Update report.



# PROJECT MANAGEMENT OFFICE

## DEPARTMENTAL BUSINESS PLANS

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

Our PMO team also supports long-term financial sustainability through delivering capital infrastructure projects as well as developing long term land management plans, as well as developing and implementing major scale ecological restoration and enhancement projects.



## KEY OBJECTIVES

- **ADMINISTRATION OFFICE & OTHER FACILITY RENOVATIONS:**  
This initiative continues with our 3rd and 4th areas of our Phased plan to make upgrades to the office space at the administration office and field office. Upgrades include collaboration space and ergonomic improvements as well as bringing continuity to the office space. Access control and security improvements are included in this plan to improve functionality of the facilities in line with Digital transformation.
- **SPEYSIDE WEIR REMOVAL:**  
Located at the Speyside Natural Area is a small weir on Sixteen Mile Creek. The weir creates a head pond on the neighbouring property upstream. In addition to having a warming influence on downstream water temperatures, the dam also acts as a barrier to fish passage. Given that the weir is not used for flood management or low flow augmentation, it would be valuable to remove the weir and restore the area. This would open 1.9 kilometers of stream for fish passage, re-establish the natural channel, and improve water temperatures.
- **ADMINISTRATION OFFICE LANDSCAPE LID PROJECTS :**  
This initiative brings the Administration Office Landscape Master Plan (2018) by implementing Low Impact Development (LID) strategies and redesigning outdoor staff space. This project would see the installation of bioretention facilities and permeable pathways reducing runoff and stormwater pollution impacts to Bronte Creek. The facilities will be designed to treat a 28 mm rain event. By improving the outdoor space, staff will have the option to conduct work in an open-air environment and reap the health benefits from outdoor workspaces.

## ADMINISTRATION OFFICE FACILITY

The department is responsible for the daily operation of the Administrative Offices, the provision and support of administrative infrastructure (office furniture, maintenance, etc). This team is also responsible for Office

Space Needs assessment across all buildings and facilities and design and implementation of internal reorganizations and enhancements.

## RESTORATION

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

## CONSTRUCTION

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

## PROJECT MANAGEMENT

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

## Project Management Office

Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Program Revenue	0.0%	-	-	-
Provincial Funding	0.0%	-	-	-
Other Funding	114.0%	1,536,513	818,411	718,102
Chargeback Recoveries	27.5%	408,153	88,069	320,084
Reserves		-	-	-
<b>TOTAL REVENUES</b>	<b>87.3%</b>	<b>1,944,666</b>	<b>906,480</b>	<b>1,038,186</b>
<b>EXPENSES</b>				
<u>Administration Office Facility</u>				
Salaries & Benefits	4.7%	82,468	3,674	78,794
Materials & Supplies	0.0%	20,000	-	20,000
Purchased Services	0.0%	95,000	-	95,000
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	-	-	-
	1.9%	197,468	3,674	193,794
<u>Restoration</u>				
Salaries & Benefits	15.5%	308,604	41,329	267,275
Materials & Supplies	6.2%	22,200	1,300	20,900
Purchased Services	24.1%	25,765	5,000	20,765
Transfer to Reserves	0.0%	-	(11,388)	11,388
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	-	-	-
	11.3%	356,569	36,241	320,328

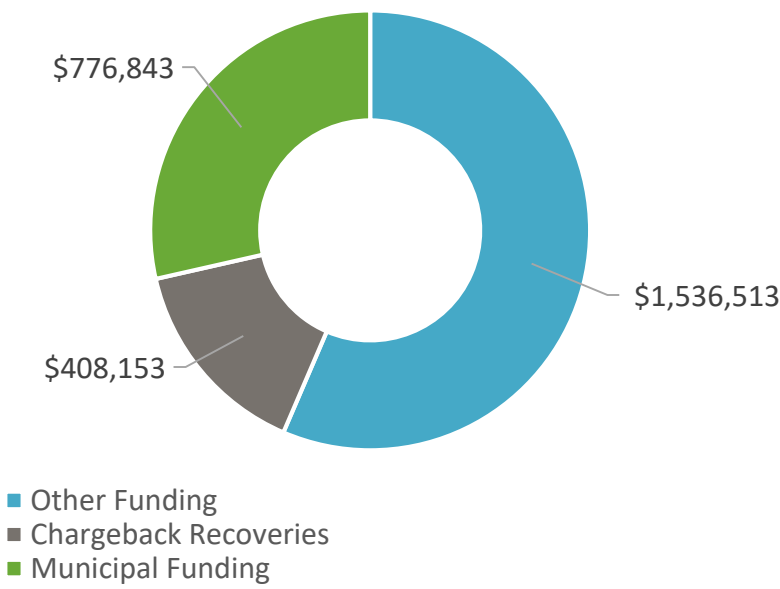
## Project Management Office

Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<u>Construction</u>				
Salaries & Benefits	9.4%	192,544	16,524	176,020
Materials & Supplies	0.0%	21,000	-	21,000
Purchased Services	0.0%	36,000	-	36,000
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	-	-	-
	7.1%	249,544	16,524	233,020
<u>Project Management</u>				
Salaries & Benefits	108.6%	452,915	235,756	217,159
Materials & Supplies	0.0%	1,000	-	1,000
Purchased Services	0.0%	2,500	-	2,500
Financial & Rent expense	0.0%	-	-	-
Chargeback expense	0.0%	-	-	-
	106.8%	456,415	235,756	220,659
<u>Partnership Projects</u>				
Salaries & Benefits	0.0%	-	(14,900)	14,900
Materials & Supplies	-29.4%	9,620	(4,003)	13,623
Purchased Services	146.6%	1,156,045	687,320	468,725
Financial & Rent expense	0.0%	-	-	-
Chargeback	0.0%	295,848	74,994	220,854
	103.5%	1,461,513	743,411	718,102
<b>TOTAL EXPENSES</b>	<b>61.4%</b>	<b>2,721,509</b>	<b>1,035,606</b>	<b>1,685,903</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>				
	<b>19.9%</b>	<b>(776,843)</b>	<b>(129,126)</b>	<b>(647,717)</b>

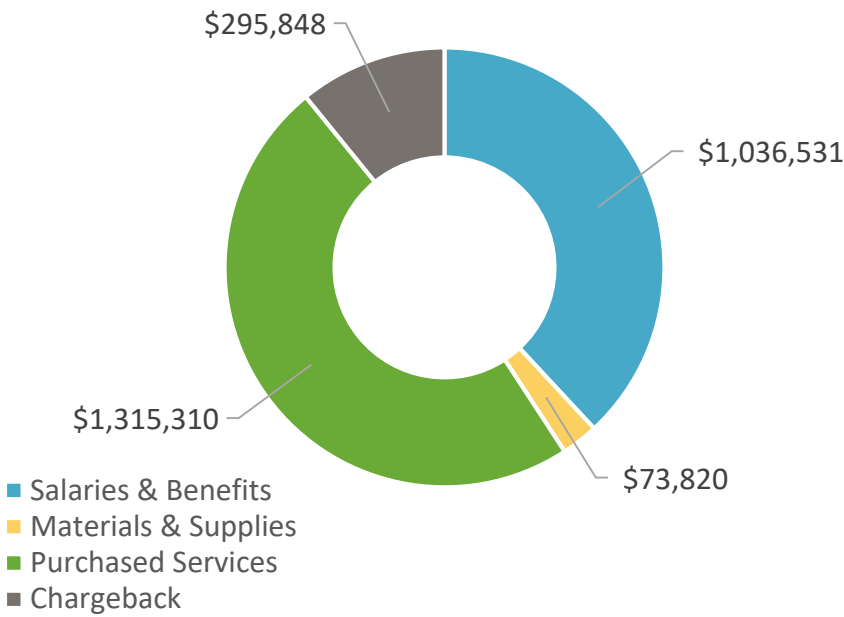
# REVENUE & EXPENSES

## PROJECT MANAGEMENT OFFICE

Project Management Office Revenue  
\$2,721,509



Project Management Office Expenses  
\$2,721,509





## ADMINISTRATION OFFICE FACILITY

### KEY PERFORMANCE INDICATORS

#### PROJECT MANAGEMENT OFFICE

##### Provide a responsive facilities management service

	2019	2018	2017	2016	2015
Number of helpdesk requests responded to in 2017	136	172	200	n/a	n/a

## RESTORATION

### KEY PERFORMANCE INDICATORS

#### PROJECT MANAGEMENT OFFICE

##### Number of environmental partnership initiatives

	2019	2018	2017	2016	2015
Number of partners	150	144	133	new in 2017	
Objective: Assesses level of cooperation with community agencies and stakeholders.					

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

# CAPITAL PROJECTS SUMMARY

## PROJECT MANAGEMENT OFFICE

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Administration Office Renovations	500,000			500,000			
Facility Major Maintenance	70,136					70,136	
Speyside Weir Removal	144,000					144,000	
Total Capital Expenditures	714,136	-	-	500,000	-	214,136	-

# WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

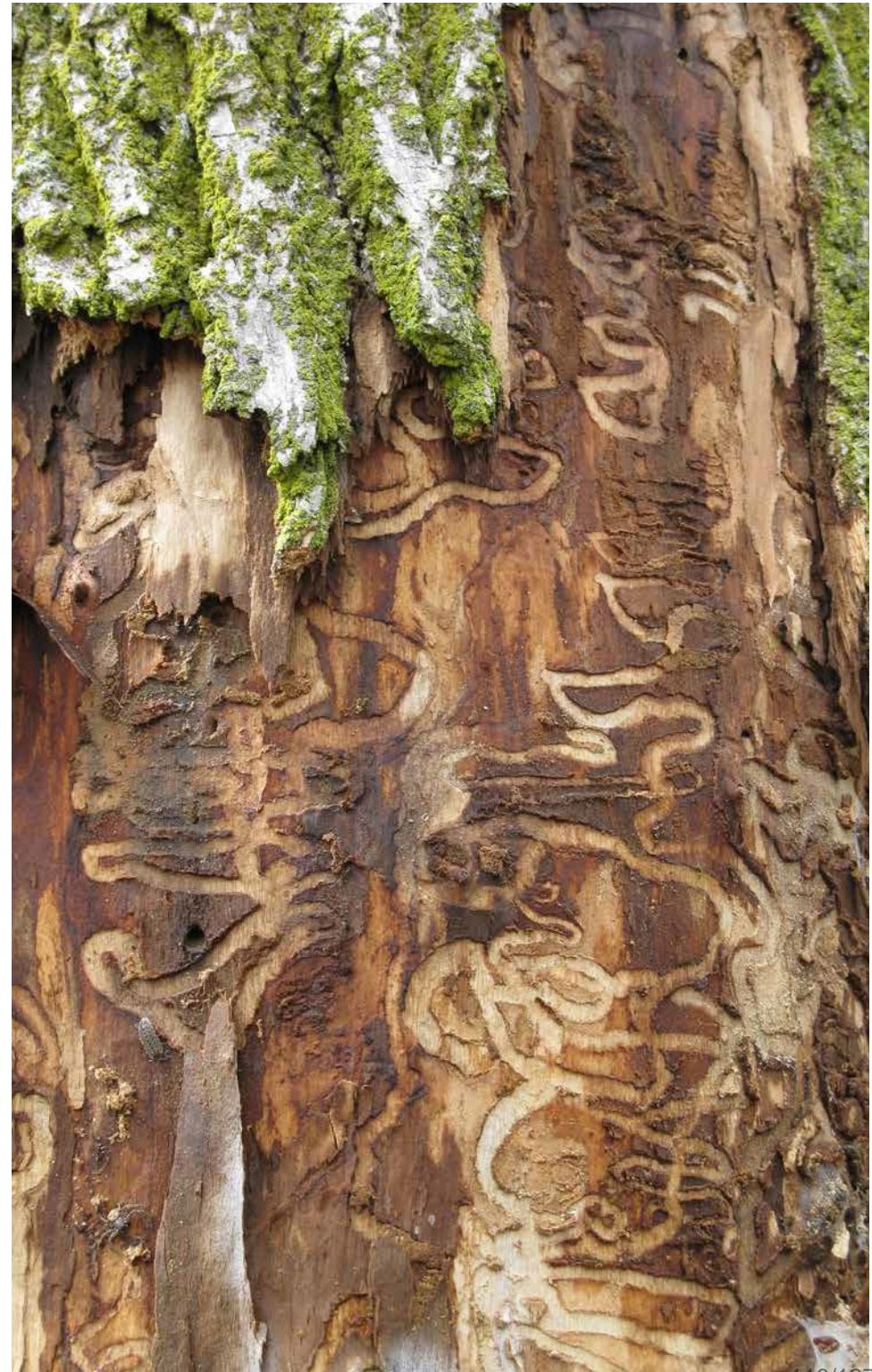
## DEPARTMENTAL BUSINESS PLANS

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

### KEY OBJECTIVES

- EMERALD ASH BORER

Management of ash trees killed by the invasive emerald ash borer will continue. This program is a 10-year, \$8.4 million investment in both visitor safety and healthy forest cover. An essential part of this program is treating stumps so that they will not re-sprout, and underplanting to prevent the establishment and spread of invasive species such as buckthorn.



## FORESTRY OPERATIONS

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

## FORESTRY TECH. TEAM

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

## 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 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Program Revenue	0.0%	178,000	(17,000)	195,000
Provincial Funding	0.0%	125,000	-	125,000
Other Funding	0.0%	-	-	-
Chargeback Recoveries	4.5%	296,700	12,900	283,800
Reserves				
<b>TOTAL REVENUES</b>	<b>-0.7%</b>	<b>599,700</b>	<b>(4,100)</b>	<b>603,800</b>
<b>EXPENSES</b>				
<u>Property Management</u>				
Salaries & Benefits	0.0%	-	-	-
Materials & Supplies	0.0%	13,500	-	13,500
Purchased Services	-0.8%	62,450	(500)	62,950
Financial & Rent expense	0.0%	-	-	-
Chargeback expense - Parks	14.2%	15,820	1,970	13,850
	1.6%	91,770	1,470	90,300
<u>Forestry</u>				
Salaries & Benefits	7.6%	460,397	32,713	427,684
Materials & Supplies	0.0%	24,000	-	24,000
Purchased Services	-6.8%	27,300	(2,000)	29,300
Financial & Rent expense	0.0%	5,000	-	5,000
Chargeback expense - Parks	14.3%	31,650	3,950	27,700
	6.7%	548,347	34,663	513,684



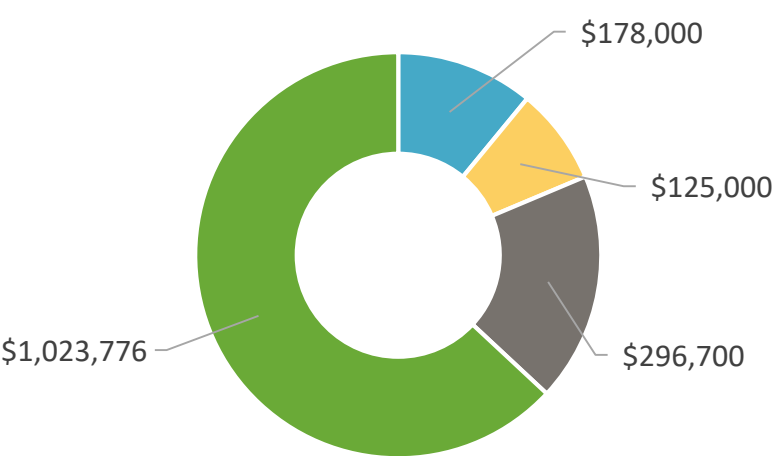
## WMSS Operations

Description	% Increase (decrease) over 2020 Budget	2021 Budget	Requested increase / decrease	2020 Budget
<a href="#">Forestry Tech Team</a>				
Salaries & Benefits	4.3%	298,063	12,337	285,726
Materials & Supplies	0.0%	77,500	-	77,500
Purchased Services	-34.5%	1,900	(1,000)	2,900
Financial & Rent expense	0.0%	-	-	-
Chargeback expenses	0.0%	-	-	-
	3.1%	377,463	11,337	366,126
<a href="#">Security</a>				
Salaries & Benefits	41.5%	429,487	125,940	303,547
Materials & Supplies	0.0%	-	-	-
Purchased Services	0.0%	-	-	-
Financial & Rent expense	0.0%	-	-	-
Chargeback expense - Parks	14.2%	15,820	1,970	13,850
	40.3%	445,307	127,910	317,397
<a href="#">WMSS Vehicles</a>				
Salaries & Benefits	0.0%	-	-	-
Materials & Supplies	0.0%	80,872	-	80,872
Purchased Services	3.9%	79,717	3,000	76,717
Financial & Rent expense	0.0%	-	-	-
	1.9%	160,589	3,000	157,589
<b>TOTAL EXPENSES</b>	<b>12.3%</b>	<b>1,623,476</b>	<b>178,380</b>	<b>1,445,096</b>
<b>PROGRAM SURPLUS (MUNICIPAL FUNDING)</b>	<b>21.7%</b>	<b>(1,023,776)</b>	<b>(182,480)</b>	<b>(841,296)</b>

# REVENUE & EXPENSES

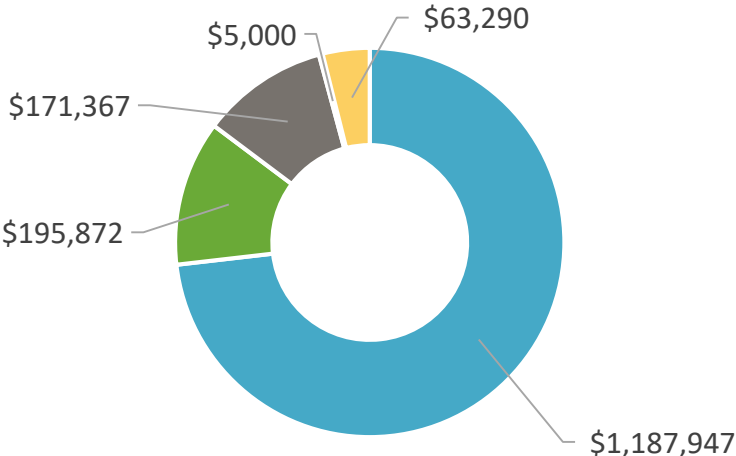
## WMSS OPERATIONS

WMSS Operations Revenue  
\$1,623,476



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

WMSS Operations Expenses  
\$1,623,476



- Salaries & Benefits
- Materials & Supplies
- Purchased Services
- Financial & Rent expense
- Chargeback

# FORESTRY TECH TEAM

## KEY PERFORMANCE INDICATORS

### WMSS OPERATIONS

#### Watershed Tree Planting

	2019	2018	2017	2016	2015
Total number of trees planted	52,597	74,250	115,000	105,000	100,000
Objective: To increase forest cover in the watershed					

#### Emerald Ash Borer Response

	2019	2018	2017	2016	2015
Number of ash trees removed through EAB	7,439	10,004	7,500	n/a	n/a
Objective: To manage the risks posed by the Emerald Ash Borer on Conservation Halton owned property					

# CAPITAL PROJECTS SUMMARY

## WMSS OPERATIONS

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
<b>EXPENDITURES</b>							
Emerald Ash Borer	820,000	16,000		804,000			
Vehicle and Equipment Replacement	167,562					167,562	
<b>Total Capital Expenditures</b>	<b>987,562</b>	<b>16,000</b>	<b>-</b>	<b>804,000</b>	<b>-</b>	<b>167,562</b>	<b>-</b>

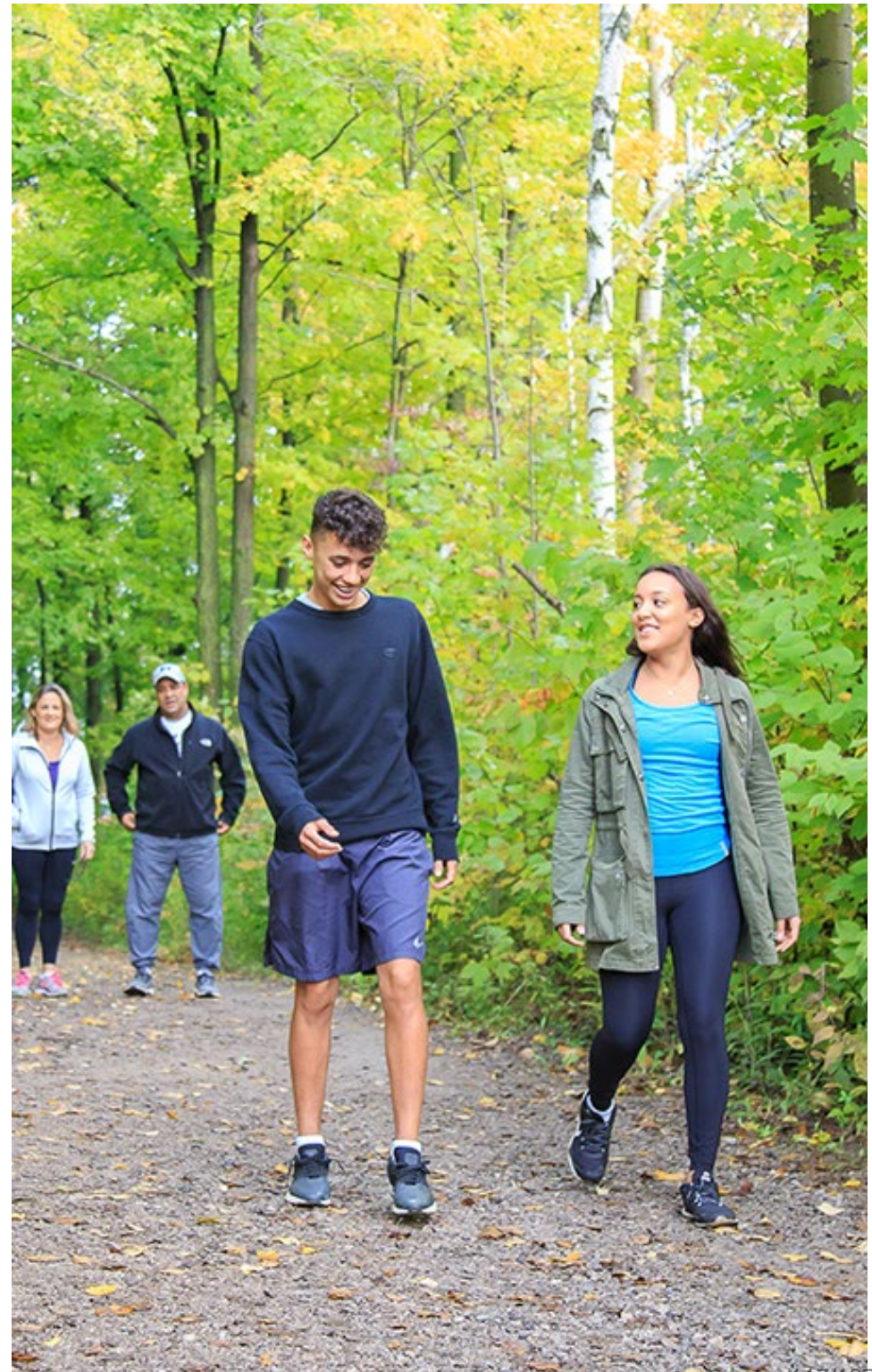
# PARKS & RECREATION

## 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 2021 Operational and Capital budget proposals include: improved service delivery and addressing aging infrastructure.

Long term planning, focused on environmental and fiscal sustainability will remain a funded priority for staff. Gaining design and cost certainty for the Developer Contribution funded capital projects will be a key deliverable for 2021. These projects address area growth related impacts on the parks and are crucial to the long-term success of Conservation Halton's Park system.





## KEY OBJECTIVES

- **FINANCIAL:**

With the Park operations totally reliant on user fees, it is important for the Parks to continue to grow and effectively generate revenue and manage expenses. For 2021, the park staff will be focusing on increasing operating profit and gross revenues of the park offerings, effectively manage expenses and ensure staff resources are used efficiently. This will be done by implementing new fee strategy, digital tools for efficiency and reporting, and adding value added experiences.

- **CAPITAL PLANNING:**

For our park system to continue to be a leader, long term planning plays an important role. Developer Contribution projects will be further defined to ensure an effective use of the funds to assist with visitation increases and help protect the natural areas while still improving the user experience. The 10 Year Capital Plan will be further refined to ensure that the existing infrastructure has dollars allocated for upkeep and improvement but also allowing funds for future growth and experience for the user experience.

- **DIGITAL TRANSFORMATION:**

Enable parks to collect information in real-time and feed it back into performance dashboards to gauge the real impact of park usage. CH will use data from real-time monitoring of foot traffic, trespassing, smart garbage bins, lighting, and so much more to optimize our operations, manage risks, maintain standards, and control our costs. Reliable data will help control access, manage risk, optimize enforcement, and ensure visitor safety.

## KELSO/GLEN EDEN

Kelso/Glen Eden offers a variety of recreational programs & activities including mountain biking and cyclocross races, boat rentals, summer camps, skiing and snowboard lessons, 3 terrain parks, picnic and camping sites, food services and special events.. The team operates 364 days a year providing recreational programming. Total annual Kelso/GE visitation exceeds 500,000.

## CRAWFORD LAKE/MOUNTSBERG/ROBERT EDMONDSON

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Providing educational programs to approximately 65,000 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. Total annual visitation exceeds 190,000..

## HILTON FALLS/RATTLESNAKE POINT/MOUNT NEMO

Hilton Falls, Rattlesnake Point and Mount Nemo offer exceptional hiking, biking and rock-climbing experiences. Each park provides great viewpoints from the Escarpment or of the beautiful waterfall. These areas have seen visitation double since 2012 so monitoring the impacts to the environment and improving customer service processes are extremely important. Total annual visitation exceeds 350,000.

## OUTREACH

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

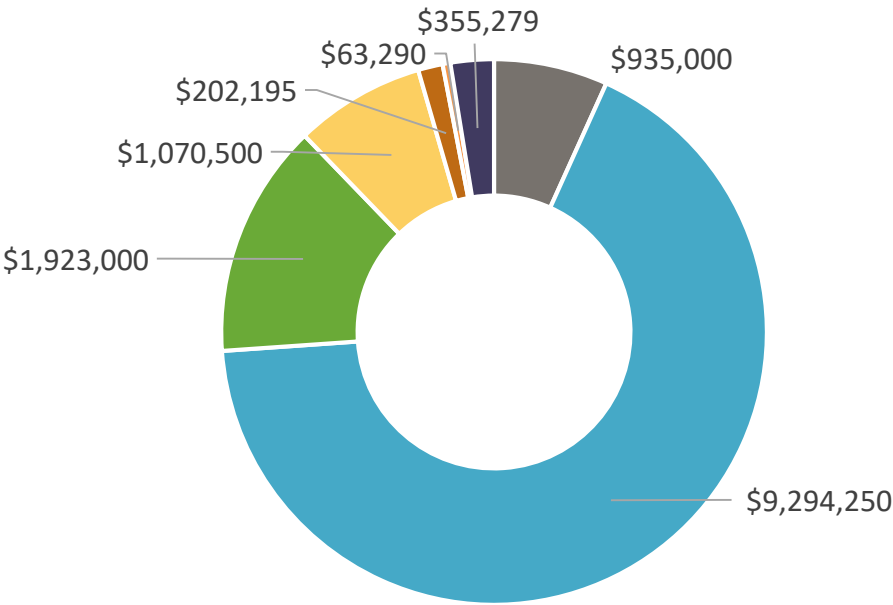
## Parks & Conservation Areas

Description	% Increase (decrease) over 2020 Budget	2021 Budget	General increase	2020 Budget
<b>SUMMARY</b>				
<b>REVENUES</b>				
Conservation Lands	0.0%	935,000	-	935,000
Kelso/Glen Eden	-1.1%	9,294,250	(105,000)	9,399,250
Crawford Lake/Mountsberg/Robert Edmondson	-4.7%	1,923,000	(95,000)	2,018,000
Hilton Falls/Mount Nemo/Rattlesnake Point	8.4%	1,070,500	82,500	988,000
Outreach	-2.3%	202,195	(4,735)	206,930
Other funding	-100.0%	-	(35,000)	35,000
Chargeback recoveries	14.2%	63,290	7,890	55,400
Municipal Funding		355,279	370	354,909
	-1.1%	13,843,514	(148,975)	13,992,489
<b>EXPENSES</b>				
Conservation Lands	47.2%	984,102	315,651	668,451
Vehicles	0.7%	105,090	700	104,390
Kelso/Glen Eden	1.8%	7,973,405	140,997	7,832,408
Crawford Lake/Mountsberg/Robert Edmondson	-6.0%	2,039,720	(129,239)	2,168,959
Hilton Falls/Mount Nemo/Rattlesnake Point	6.1%	779,239	44,608	734,631
Outreach	-1.4%	317,474	(4,365)	321,839
Chargeback		1,393,200	199,800	1,193,400
	4.4%	13,592,230	568,152	13,024,078
<b>PROGRAM SURPLUS/(LOSS)</b>	<b>-74.1%</b>	<b>251,284</b>	<b>(717,127)</b>	<b>968,411</b>

# REVENUE & EXPENSES

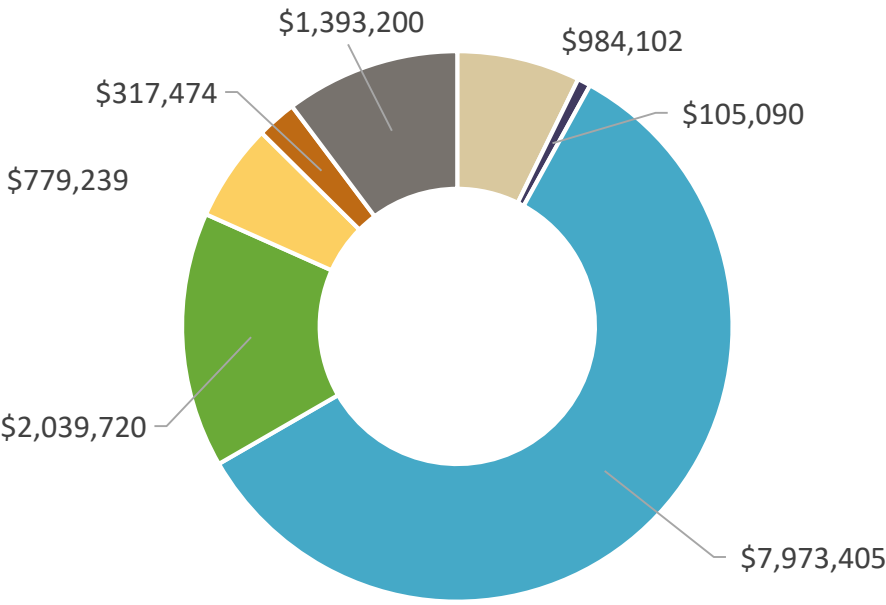
## PARKS & RECREATION

Parks & Conservation Areas Revenue  
\$13,843,514



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

Parks & Conservation Areas Expenses  
\$13,592,230



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

# KEY PERFORMANCE INDICATORS

## PARKS & RECREATION

### Visitor impact management

	19/20 season	18/19 season	17/18 season	16/17 season	15/16 season
impact management program / total percentage of km's of CH trails	100%	100%	100%	44%	44%

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

### GE Pass revenue

	18/19 season	17/18 season	16/17 season	15/16 season	
GE Pass revenue to date compared to last year to date compared to goal of 5% growth.	1,894,985	1,268,696	1,671,707	\$1,784,793	

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

### Property proactively managed for hazard tree removal

	2019	2018	2017	2016	2015
Total percentage CH property proactively managed for hazard tree removal to a goal of %	65%	55%	50%	45%	45%

programs.

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

# CAPITAL PROJECTS SUMMARY

## PARKS & CONSERVATION AREAS

Description	2021 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
EXPENDITURES							
Skihill Improvements	500,000					500,000	
Facility Major Maintenance & IT Infrastructure	495,000					495,000	
Vehicle and Equipment Replacement	148,412					148,412	
Total Capital Expenditures	1,143,412	-	-	-	-	1,143,412	-





# RESERVES

# 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
<b>Conservation Halton Reserves</b>							
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	720,083				(167,562)		552,521
Building	230,128						230,128
Building - State of Good Repair	262,293			102,000	(70,136)		294,157
Watershed Management Capital - Municipal Funds and Self Generated Funds	982,872			376,500	(575,000)		784,372
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
<b>Conservation Areas</b>							
Capital	2,963,738		251,284		(1,143,412)		2,071,610
Stabilization	1,000,568						1,000,568
<b>Total Reserves</b>	<b>8,775,322</b>	<b>25,000</b>	<b>251,284</b>	<b>478,500</b>	<b>(2,100,110)</b>	<b>(36,115)</b>	<b>7,393,881</b>



# RESERVES

## CONTINUITY

Conservation Halton	RESERVE CONTINUITY									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Watershed Management &amp; Support Services Reserves</b>										
Vehicle and Equipment, Transfer to Reserve - Reserve funding (municipal)	\$ 720,083	\$ 552,521	\$ 405,747	\$ 248,827	\$ 126,415	\$ 111,917	\$ 100,076	\$ 71,102	\$ 47,310	\$ 35,192
Transfer from Reserve - Capital	(167,562)	(146,774)	(156,920)	(122,412)	(64,498)	(61,841)	(128,974)	(123,792)	(112,118)	(110,000)
<b>Vehicle and Equipment</b>	<b>\$ 552,521</b>	<b>\$ 405,747</b>	<b>\$ 248,827</b>	<b>\$ 126,415</b>	<b>\$ 111,917</b>	<b>\$ 100,076</b>	<b>\$ 71,102</b>	<b>\$ 47,310</b>	<b>\$ 35,192</b>	<b>\$ 25,192</b>
Building, beg. of year	\$ 230,128	\$ 230,128	\$ 230,128	\$ 230,128	\$ 135,128	\$ 135,128	\$ 135,128	\$ 135,128	\$ 135,128	\$ 135,128
Transfer from Reserve - Capital	-	-	-	(95,000)	-	-	-	-	-	-
<b>Building</b>	<b>\$ 230,128</b>	<b>\$ 230,128</b>	<b>\$ 230,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>	<b>\$ 135,128</b>
Building - State of Good Repair, beginning of year	\$ 262,293	\$ 294,157	\$ 308,870	\$ 298,465	\$ 349,654	\$ 275,586	\$ 217,591	\$ 271,858	\$ 163,879	\$ 198,443
Transfer to Reserve - SOGR Levy	102,000	104,000	106,100	108,200	110,400	112,600	114,900	117,200	119,500	121,900
Transfer from Reserve - Capital	(70,136)	(89,287)	(116,505)	(57,011)	(184,468)	(170,595)	(60,633)	(225,179)	(84,936)	(316,413)
<b>Building - State of Good</b>	<b>\$ 294,157</b>	<b>\$ 308,870</b>	<b>\$ 298,465</b>	<b>\$ 349,654</b>	<b>\$ 275,586</b>	<b>\$ 217,591</b>	<b>\$ 271,858</b>	<b>\$ 163,879</b>	<b>\$ 198,443</b>	<b>\$ 3,930</b>
Watershed Mgmt Cap.-Municipal & Self Generated	\$ 982,872	\$ 784,372	\$ 870,872	\$ 561,672	\$ 329,672	\$ 195,072	\$ 210,872	\$ 473,572	\$ 726,272	\$ 1,000,172
Transfer to Reserves - SOGR Levy	376,500	376,500	388,300	413,000	585,400	765,800	997,700	1,017,700	1,124,900	1,124,900
Transfer from Reserves - Capital expenditures	(575,000)	(290,000)	(697,500)	(645,000)	(720,000)	(750,000)	(735,000)	(765,000)	(851,000)	(851,000)
<b>Watershed Management Capital - Municipal Funds and Self Generated Funds</b>	<b>\$ 784,372</b>	<b>\$ 870,872</b>	<b>\$ 561,672</b>	<b>\$ 329,672</b>	<b>\$ 195,072</b>	<b>\$ 210,872</b>	<b>\$ 473,572</b>	<b>\$ 726,272</b>	<b>\$ 1,000,172</b>	<b>\$ 1,274,072</b>

# RESERVES

## CONTINUITY

	RESERVE CONTINUITY									
Conservation Halton	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Watershed Mgmt &amp; Support Serv. Stabilization</b>	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193	\$ 793,193
<b>Capital Projects - Debt Financing Charges</b>	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670	\$ 472,670
Digital Transformation, beginning of year	\$ 250,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000
Transfer from Reserve	-	(50,000)	-	-	-	-	-	(100,000)	-	-
<b>Digital Transformation</b>	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Legal - Planning &amp; Watershed Management</b>	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891	\$ 258,891
<b>Legal - Corporate</b>	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Water Festival	\$ 158,911	\$ 140,296	\$ 125,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296
Transfer from Reserve	(18,615)	(15,000)	(15,000)	-	-	-	-	-	-	-
<b>Water Festival</b>	\$ 140,296	\$ 125,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296	\$ 110,296
Land Securement	\$ 59,537	\$ 84,537	\$ 109,537	\$ 134,537	\$ 159,537	\$ 184,537	\$ 209,537	\$ 234,537	\$ 259,537	\$ 284,537
Transfer to Reserve - Reserve funding (municipal)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Land Securement</b>	\$ 84,537	\$ 109,537	\$ 134,537	\$ 159,537	\$ 184,537	\$ 209,537	\$ 234,537	\$ 259,537	\$ 284,537	\$ 309,537
<b>Property Management</b>	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040	\$ 80,040
Stewardship & Restoration	\$ 342,399	\$ 180,899	\$ 165,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899
Transfer to (from) Reserve	(161,500)	(15,000)	(15,000)	-	-	-	-	-	-	-
<b>Stewardship and Restoration</b>	\$ 180,899	\$ 165,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899	\$ 150,899

# RESERVES

## CONTINUITY

Conservation Halton	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Conservation Areas Stabilization</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>	<b>\$ 1,000,568</b>
Capital	2,963,738	2,071,610	1,535,482	1,645,698	1,029,088	2,401,110	2,083,766	3,109,901	3,445,309	5,446,004
Transfer to Reserve - Operating Surplus	251,284	599,366	980,071	1,385,996	1,818,519	2,081,020	2,362,197	2,664,188	2,987,195	3,332,385
Transfer from Reserve - Capital expenditures	(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)
<b>Capital</b>	<b>\$ 2,071,610</b>	<b>\$ 1,535,482</b>	<b>\$ 1,645,698</b>	<b>\$ 1,029,088</b>	<b>\$ 2,401,110</b>	<b>\$ 2,083,766</b>	<b>\$ 3,109,901</b>	<b>\$ 3,445,309</b>	<b>\$ 5,446,004</b>	<b>\$ 7,805,389</b>
<b>TOTAL RESERVES</b>	<b>\$ 7,393,881</b>	<b>\$ 6,807,193</b>	<b>\$ 6,385,883</b>	<b>\$ 5,396,051</b>	<b>\$ 6,569,907</b>	<b>\$ 6,223,527</b>	<b>\$ 7,562,655</b>	<b>\$ 8,043,992</b>	<b>\$ 10,266,033</b>	<b>\$ 12,719,805</b>