

Conservation Halton

# Board of Directors



MEETING PACKAGE  
NOV 2019



Rattlesnake Point



**MEETING NO: #** 11 19

**DATE:** November 21, 2019

**TIME OF MEETING:** 3:00 p.m.

**PLACE:** CH Admin. Office, 2596 Britannia Road West, Burlington ON  
905.336.1158 x 2236

## AGENDA

### PAGE #

1. **Acceptance of Agenda as distributed**
2. **Disclosure of Pecuniary Interest for Board of Directors**
3. **Delegation**  
Carriage Square Pedestrian Bridge Repair Request  
Councillor Colin Best, Town of Milton  
Eric Crowe
4. **Presentations**  
Milton Flood Conveyance Channel – Carriage Square Pedestrian Bridge (Action Item 6.1)  
Janelle Wepler, Associate Director, Engineering  
  
2020 Budget & Business Plan (Action Item 6.9)  
Hassaan Basit, CAO/Secretary-Treasurer
5. **Consent Items**  
Roll Call & Mileage  
Approval of Conservation Halton Board of Director meeting minutes of October 24, 2019 5-9  
Approval of the Finance & Audit Meeting Minutes of October 24, 2019 10-11  
Approval of Governance Committee Meeting Minutes dated November 7, 2019 12-17
- 5.1 Kelso Dam Update 18-19  
(Report: # CHBD 11 19 01)
- 5.2 Conservation Halton Submission Regarding the Proposed Revisions to the Aggregate 20-25  
Resources Act  
ERO No. 019-0556/CH File No.: PPO 052  
(Report: # CHBD 11 19 02)
- 5.3 Purchasing Report August 1 to October 31, 2019 26-27  
(Report: # CHBD 11 19 03)

5.4	Health & Safety Report (Report: # CHBD 11 19 04)	28-32
5.5	CH Corporate Policies & Procedures (Report: # CHBD 11 19 05)	33-46
<b>6.0</b>	<b>Action Items</b>	
6.1	Milton Flood Conveyance Channel – Carriage Square Pedestrian Bridge (Report: # CHBD 11 19 06)	47-80
6.2	CH Committees Terms of Reference Update (Report: # CHBD 11 19 07)	81-85
6.3	Business Case – Floodplain Mapping Program (Report: # CHBD 11 19 08)	86-93
6.4	Appointment of Provincial Offences Officer under Ontario Regulation 162/06 pursuant to the Conservation Authorities (Report: # CHBD 11 19 09)	94-95
6.5	Proposed 2020 Plan Review and Permit Application Fees CH File Number: ADM 049 (Report: # CHBD 11 19 10)	96-104
6.6	Conservation Halton Approximate Regulation Mapping Maintenance Protocol and Consolidated 2019 ARL Mapping (Report: # CHBD 11 19 11)	105-109
6.7	Conservation Halton Reserves Policy (Report: # CHBD 11 19 12)	110-125
6.8	Budget Variance Report for the Period Ended September 30, 2019 and 2019 Projected Year End Forecast (Report: # CHBD 11 19 13)	126-149
6.9	2020 Budget & Business Plan (Report: # CHBD 11 19 14)	150-160
<b>7.</b>	<b>In Camera</b>	
7.1	Legal Matter (Report: #CHBD 11 19 15)	161
7.2	Personnel Matter	
8.	CAO Update	



November  
**2019**

9. Other Business

9.1 CH Foundation Update (Jim Sweetlove)

10. Adjournment

**MEETING NO: #** 10 19

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## MINUTES

A meeting of the Conservation Halton Board of Directors was held on Thursday, October 24, 2019 beginning at 3:00 p.m. at Conservation Halton's Administration Office, Burlington.

**Members Present:**

Rob Burton  
Mike Cluett  
Joanne Di Maio  
Cathy Duddeck  
Allan Elgar  
Steve Gilmour  
Dave Gittings  
Zeeshan Hamid  
Zobia Jawed  
Moya Johnson  
Gordon Krantz  
Bryan Lewis  
Jim Sweetlove  
Jean Williams

**Absent with regrets:**

Rick Di Lorenzo  
Rory Nisan  
Marianne Meed Ward  
Gerry Smallegange

**Absent:**

Hamza Ansari

**Guests present:**

Ed McDonnell of the Friends of the Greenbelt Foundation  
Shelley Petrie, Program Director  
Don McLean, coordinator, For the Hamilton 350 Committee  
Brody Meyer, Hamilton 350 Committee

**Staff present:**

Kim Barrett, Associate Director, Science & Partnerships  
Hassaan Basit, CAO/Secretary-Treasurer  
Garner Beckett, Director, CH Foundation  
Adriana Birza, Manager, Office of the CAO  
Niamh Buckley, Administrative Assistant  
Meghan Hunter, Manager, Risk and Lands  
Kellie McCormack, Senior Manager, Planning & Regulations  
Marnie Piggot, Director, Finance  
Charles Priddle, Coordinator, Regulations Program, Planning & Regulations  
Plezzie Ramirez, Senior Manager, Human Resources

Jill Ramseyer, Director, Corporate Compliance  
Melissa Silber, Manager, Accounting  
Barb Veale, Director, Planning & Watershed Management  
Mark Vytvytskyy, Interim Director, Parks and Operations  
Lawrence Wagner, Senior Director, Corporate Services  
Janelle Wepler, Associate Director, Engineering

Vice Chair Moya Johnson chaired the meeting in the absence of Chair Gerry Smallegange.  
Chair called the meeting to order at 3:01 p.m.

**1. Acceptance of Agenda as distributed**

**CHBD 10 01**

Moved by: Cathy Duddeck  
Seconded by: Rob Burton

THAT the Agenda **be approved as distributed.**

***Carried***

**2. Disclosure of Pecuniary Interest for Board of Directors**

There were **NONE.**

**3. Delegations**

Positively Green  
Ed McDonnell of the Friends of the Greenbelt Foundation  
Shelley Petrie, Program Director

Expansion of Fossil Fuel Infrastructure  
Hamilton 350 Committee  
Don McClean, Coordinator for the Hamilton 350 Committee

**4. Presentations**

Investing in Canada Infrastructure Program-Grant Funding requests (Action Item: #6.2)  
Lawrence Wagner, Senior Director, Corporate Services  
Hassaan Basit, CAO (Will be presented along with supporting report)

**5. Consent Items**

Roll Call & Mileage  
Approval of CH Board of Director Meeting Minutes dated September 26, 2019

5.1 Kelso Dam Update  
Report #: CHBD 10 19 01

5.2 Proposed Revisions to the Aggregate Resources Act  
CH File No.: PPO 052

Report #: CHBD 10 19 02

Bryan Lewis had the following question regarding this memo:

How many quarries:

- I. active extraction;
- II. proposed/future applications are there within Conservation Halton jurisdiction?

Barb Veale provided responses to Bryan Lewis's queries.

Bryan Lewis suggested that CH staff on behalf of the Board send a letter to MNRF supporting the comments submitted by Halton Region, Town of Halton Hills and Conservation Ontario on behalf of all the CA's regarding this matter.

**CHBD 10 02**

Moved by: Bryan Lewis  
Seconded by: Gordon Krantz

THAT Conservation Halton Board of Directors **direct staff to send a letter to the Ministry of Natural Resources and Forestry regarding the proposed revisions to the Aggregate Resources Act that support the comments submitted by Halton Region, Town of Halton Hills and Conservation Ontario and highlights key concerns.**

*Carried*

5.3 Update on the Development of Conservation Halton Technical Submission Guidelines  
Report #: CHBD 10 19 03

The Consent items were adopted.

## **6. Action Items**

6.1 Aggregate Resources Act (ARA) Licence Application: Reid Road Reservoir Quarry,  
James Dick Construction Limited  
CH File No. PQ 18  
Report #: CHBD 10 19 04

**CHBD 10 03**

Moved by: Gordon Krantz  
Seconded by: Bryan Lewis

THAT the Conservation Halton Board of Directors **receives for information the staff report entitled "Aggregate Resources Act (ARA) Licence Application: Reid Road Reservoir Quarry, James Dick Construction Limited";**

AND

THAT the Conservation Halton Board of Directors **directs staff to send the staff report entitled "Aggregate Resources Act (ARA) Licence Application: Reid Road Reservoir Quarry, James Dick Construction Limited" to the Region of Halton and Town of Milton for information.**

***Carried***

- 6.2 Investing in Canada Infrastructure Program-Grant Funding requests  
(Presentation by Lawrence Wagner)  
Report #: CHBD 10 19 05

**CHBD 10 04** Moved by: Rob Burton  
Seconded by: Jean Williams

THAT the Conservation Halton Board of Directors **receives for information the staff presentation on the Federal/Provincial Infrastructure Grant Funding business case(s);**

AND

THAT the Conservation Halton Board of Directors **approves Conservation Halton staff to apply for Investing in Canada Infrastructure Program funding to support both Crawford Lake and Kelso Glen Eden projects;**

AND

THAT the Conservation Halton Board of Directors **approves the use of developer contribution funds collected by the Halton Region to fund eligible project expenses.**

***Carried***

- 6.3 Facilities Asset Management Plan  
Report #: CHBD 10 19 06

**CHBD 10 05** Moved by: Rob Burton  
Seconded by: Jim Sweetlove

THAT the Conservation Halton Board of Directors **approves the Facilities Asset Management Plan attached to the staff report dated October 24, 2019.**

***Carried***

- 6.4 Amendment to CH By-law 2018-01  
Report #: CHBD 10 19 07

**CHBD 10 06** Moved by: Allan Elgar  
Seconded by: Dave Gittings

THAT the Conservation Halton Board of Directors **approves an amendment to the Halton Region Conservation Authority General Membership By-law No. 2018-01, Section 9, Signing Officers, as outlined in the report.**

***Carried***

## 7. In Camera



**CHBD 10 07**

Moved by: Rob Burton  
Seconded by: Cathy Duddeck

THAT the Conservation Halton Board **convene IN CAMERA.**

**7.1 Legal Matter**

Report #: CHBD 10 19 08

**CHBD 10 08**

Moved by: Jim Sweetlove  
Seconded by: Jean Williams

That the Conservation Halton Board **reconvene in public forum.**

***Carried***

**8. CAO Verbal Update**

The CAO provided an update on his meeting at the MECP with Minister Yurek.

The CAO noted that the increased fall weekend visitation rates to the parks had proved challenging in terms of line ups and parking. CH staff will re-evaluate this situation and work on ways to improve this situation for the future.

**9. Other Business****9.1 CH Foundation Update (Jim Sweetlove)**

Jim Sweetlove noted that CH Board members should have received an invitation to attend that the CH Foundation AGM on Thursday, October 31 and that he hopes board members will be able to attend.

The CH Foundation have appointed 7 new members to the board.

**10. Adjournment****CHBD 10 09**

Moved by: Allan Elgar

That the Conservation Halton Board Meeting be adjourned at 5:00 p.m.

***Carried***

**Signed by:**

**Hassaan Basit, CAO/Secretary-Treasurer**

**Date:**

**November 21, 2019**

**MEETING NO: #** 03 19 Finance & Audit Committee Meeting Minutes

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## MINUTES

A meeting of the Finance & Audit Committee was held on Thursday, October 24, 2019 beginning at 1:30 at Conservation Halton's Administration Office, Burlington.

Members Present: Rob Burton  
Mike Cluett  
Joanne Di Maio  
Moya Johnson  
Jim Sweetlove

Absent with regrets: Gerry Smallegange

Staff present: Hassaan Basit, CAO/Secretary-Treasurer  
Niamh Buckley, Administrative Assistant  
Marnie Piggot, Director, Finance  
Lawrence Wagner, Senior Director, Corporate Services

Chair Rob Burton called the meeting to order at 1:30 p.m.

### 1. Acceptance of Agenda as distributed

**FA 03 01** Moved: Jim Sweetlove  
Seconded: Moya Johnson

That the F&A agenda be **approved as distributed**.

***Carried***

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

There were **NONE**

### 3. Consent Items

Roll Call & Mileage

### 4. Action Items

4.1 Approval of 2020 Budget  
Report # FA 03 19 01

**FA 03 02**

Moved by: Moya Johnson  
Seconded by: Mike Cluett

That the Finance and Audit Committee **recommend to the Conservation Halton Board of Directors that:**

**THAT Municipal funding of \$10,124,318 in the 2020 budget be approved by a weighted vote by the Conservation Halton Board of Directors at the November 21, 2019 meeting;**

AND

**THAT Municipal funding of \$155,034 being the Provincial funding matching portion included in the 2020 budget be approved;**

AND

**THAT other municipal funding of \$330,000 be approved in the 2020 budget for the Floodplain Mapping capital project;**

AND

**THAT Transfers to and from Reserves be approved as outlined in this report;**

AND

**THAT The 2020 budget be approved as presented.**

*Carried*

## **5. Other Business**

There was no other business.

## **6. Adjournment**

**FA 03 03**

Moved by: Moya Johnson

THAT the Finance & Audit Committee Meeting **be adjourned at 1:45 p.m.**

*Carried*

**Signed by:**

**Hassaan Basit, CAO/Secretary-Treasurer**

**Date:**

**November 21, 2019**

**MEETING NO: #** 02 19 Governance Committee Meeting

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## MINUTES

A meeting of the Conservation Halton Governance Committee was held on Thursday, November 7, 2019, beginning at 3:00 pm at Conservation Halton's Administration Office, Burlington.

Members Present: Cathy Duddeck  
Rick Di Lorenzo  
Gordon Krantz  
Bryan Lewis  
Rory Nisan  
Gerry Smallegange  
Jean Williams

Staff Present: Hassaan Basit, CAO/Secretary-Treasurer  
Adriana Birza, Manager, CAO Office  
Niamh Buckley, Administrative Assistant

### 1. Acceptance of AMENDED Agenda as distributed

**GC 02 01** Moved by: Cathy Duddeck  
Seconded by: Gerry Smallegange

That the Agenda be **approved as distributed**.

*Carried*

### 2. Disclosure of Pecuniary Interest for Governance Committee

There were **NONE**

### 3. Consent Items

Roll Call & Mileage

### 4. Action Items

#### 4.1 Election of Officers for CH Governance Committee 2019/2020

The CAO/Secretary-Treasurer assumed the role of Chair during the Election Process.



The CAO/Secretary-Treasurer advised that the Elections would be conducted in accordance with Section 10 of the Conservation Authorities Act.

Only current members of the Governance Committee may vote.

#### 4.1.1 Appointment of Election Scrutineers

**GC 02 02** Moved by: Jean Williams  
Seconded by: Gerry Smallegange

That Adriana Birza, Manager, CAO Office, and Niamh Buckley, Administrative Assistant, CAO Office **be appointed as scrutineers in the event of an election and that all ballots be destroyed by the scrutineers afterwards.**

***Carried***

#### 4.1.2 Election of the position of Chair of CH Governance Committee for 2019/2020

The CAO/Secretary-Treasurer called for nominations for the position of Chair of Conservation Halton Governance Committee for the term laid out in the GC Terms of Reference.

It was Moved by Jean Williams that Cathy Duddeck be nominated for the position of Chair.

The CAO/Secretary-Treasurer called for nominations for a second time. There were no nominations.

The CAO/Secretary-Treasurer called for nominations for a third time. There were no nominations.

The CAO/Secretary-Treasurer called for a motion to close nominations for the position of Chair of Conservation Halton for 2019.

**GC 02 03** Moved by: Rob Burton  
Seconded by: Jean Williams

THAT nominations be closed for the position of Chair of Conservation Halton for 2018.

***Carried***

Cathy Duddeck confirmed she would allow her name to stand and thanked all present.

#### 4.1.3 Election of the position of Vice Chair of CH Governance Committee for the terms as laid out in the GC Terms of Reference

It was Moved by Cathy Duddeck that Rory Nisan be nominated for the position of Vice Chair.

The CAO/Secretary-Treasurer called for nominations for a second time. There were no nominations.

The CAO/Secretary-Treasurer called for nominations for a third time. There were no nominations.

The CAO/Secretary-Treasurer called for a motion to close nominations for the position of Vice Chair of Conservation Halton for 2019.

**GC 02 04** Moved by: Gerry Smallegange  
Seconded by: Jean Williams

THAT nominations be closed for the position of Vice Chair of Conservation Halton for 2018

***Carried***

Rory Nisan confirmed he would allow her name to stand and thanked all present.

4.2 CH Governance Committee Revised Terms of Reference and Appointment of Officers  
Report #: GC 02 19 01

**GC 02 05** Moved by:  
Carried by:

THAT the Conservation Halton Governance Committee **recommend to the Conservation Halton Board of Directors approval of the Updated and CH Board Governance Committee title and Terms of Reference effective November 21, 2019.**

It was agreed that the Terms of Reference for all Committees would be updated to reflect the addition of Election of Officers under Term of Appointments and brought before the CH Board at the November Meeting.

***Carried***

4.3 CH Board 2020 work plan and schedule  
Report #: GC 02 19

**GC 02 06** Moved by: Gerry Smallegange  
Seconded by: Bryan Lewis

THAT the Conservation Halton Governance Committee **recommend to the Board of Directors the approval of the Board of Directors 2020 Draft Meeting Schedule and the 2020 Board Work Plan.**

Bryan Lewis suggested that the CH Board Work plan for 2020 be amended to add "Functioning as a Hearing Board" under the Governance Committee before being brought before the CH Board. This would allow the GC to review and familiarize themselves with the finer details of the Hearing Procedures.

4.4 Survey - Board and Chair 2019 to deploy in November  
Report #: GC 02 19 03

**GC 02 07** Moved by: Rory Nisan  
Seconded by: Gerry Smallegange

THAT the Conservation Halton Governance Committee **recommends to the Conservation Halton Board of Directors that the CAO administer the 2019 Board Self Assessment Survey and Chair Evaluation survey in November and present the results in the spring of 2020 at a Board meeting.**

## **6. Other Business**

The CAO provided an introduction to the Corporate Compliance Department which was created this year and is formed from existing resources.

The CAO presented a draft of the CH Corporate Policies. Corporate Compliance are working on updating existing policies and introducing new ones. Once finalised, these will be presented to the CH Board in January 2020.

## **7. Adjournment**

**GC 02 08**

Moved by: Bryan Lewis

That the Governance Committee meeting **be adjourned at 4:05 p.m.**

*Carried*

**Signed by:**

**Hassaan Basit, CAO/Secretary-Treasurer**

**Date:**

**November 21, 2019**

CH BOARD WORK PLAN 2020  
DRAFT

Objective(s)/Solution(s)	Actions/Activities	Results	Responsibility	Timeframe											
				JAN	FEB	March	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Strategic Planning and Organizational Performance	Review Strategic Plan and Refresh		BoD			X									
	Business Planning Session		BoD				X								
	Dashboard Review	Financial data to be sent to F&A Committee; Other KPI's to the full Board (2 - 4 times / year)	BoD		X		X		X			X			
	AGM & Inaugural		BoD		X		X								
Finance and Audit	Approval of Draft and Final Budget		FA / BoD						X				X		
	Approve Audited Financial Statements		FA				X								
	Review Long-term Budget Forecast		FA / BoD										X		
	Evaluate Auditors and Select Auditors (as needed)		FA										X		
CAO Relations	Review, Budget Principles & Policies Related to Financial & Purchasing Matters (as needed, new Board members)		FA				X								
	Review and Approve Annual CAO Workplan		COMP		X										
	Coaching and other Resources for CAO		COMP									X			
	Mid-year check-in / Chair, Vice-Chair		COMP						X						
Governance	End-of-year review		COMP											X	
	Approve Performance-based Compensation for CAO		COMP											X	
	In-camera Session with CAO and Board Input		BoD											X	
	Review and Approve Committee Terms of Reference		Gov			X									
	Review and Approve Governance Policies and Procedures, BoD by-laws		Gov / BoD											X	
	Conduct Board Performance Self Assessment Survey and Review Results		Gov											X	
	Approve Annual Board Workplan		Gov / BoD											X	
	Board Development & Member Orientation Program	Engagement levels	Gov										X		
	Election of Board Chair and Vice Chair		BoD				X								
	Election of Committee Chairs/V. Chairs		BoD		X		X								
	Review of By-law		Gov/ BoD	Every four years in October											
	Specific Policy and Procedures Review and Approval		BoD	As needed											
	Functioning as a Hearing Board	Training (legal) on Board Hearing Procedures under CA Act	Gov/BoD												
	Approvals under O. Reg 162/06 for Applications that didn't meet Policy		BoD												
	Strategic Advocacy/Position on Environmental Issues and Provincial Reviews		BoD												



**BOARD OF DIRECTORS  
2020 MEETING SCHEDULE**

**Location:** Conservation Halton Admin. Office Auditorium  
2596 Britannia Road West  
Burlington ON L7P 0G3  
905.336.1158 x 2236

<b>Thursday</b>	<b>Time</b>	
February 20	3:00 – 5:00 5:00 – 6:00	Inaugural Meetings/Board meeting CAO (2019 Year in Review/2020 Priorities)
March 26	1:30 – 2:30 3:00 – 6:00	Governance and Risk Committee (Terms of Reference) Board Meeting/Strategy Session
April 9	9:30 – 11:00	Finance & Audit Committee Audited Financial Statements
April 23	3:00 – 6:00	Annual General Meeting Board Meeting
**May 21	3:00 – 6:00	PLACEHOLDER – Board Meeting if needed
June 4	9:30 – 11:00	Finance & Audit Committee
June 25	10:00 – 6:00	Board Tour/Board Meeting – Preliminary Budget
September 24	3:00 – 6:00	Board Meeting - CAO Mid Year Review
October 22	1:30 – 2:30 3:00 – 6:00	Finance & Audit Committee Budget Endorsement to Board Board Meeting
November 12	3:00 – 4:00	Governance and Risk Committee By-law Revision/Work Plan 2021
November 19	1:30 – 2:30	CAO Compensation Review
November 26	3:00 – 6:00	Board Meeting/Budget Endorsement/ Approval January 2021

**TO:** Conservation Halton Board of Directors  
**REPORT: #** CHBD 11 19 01  
**FROM:** Janelle Weppler, Associate Director, Engineering  
**DATE:** November 21, 2019  
**SUBJECT:** **Kelso Dam Update**

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## MEMO

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

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

### ***Kelso Reservoir Water Levels and Monitoring***

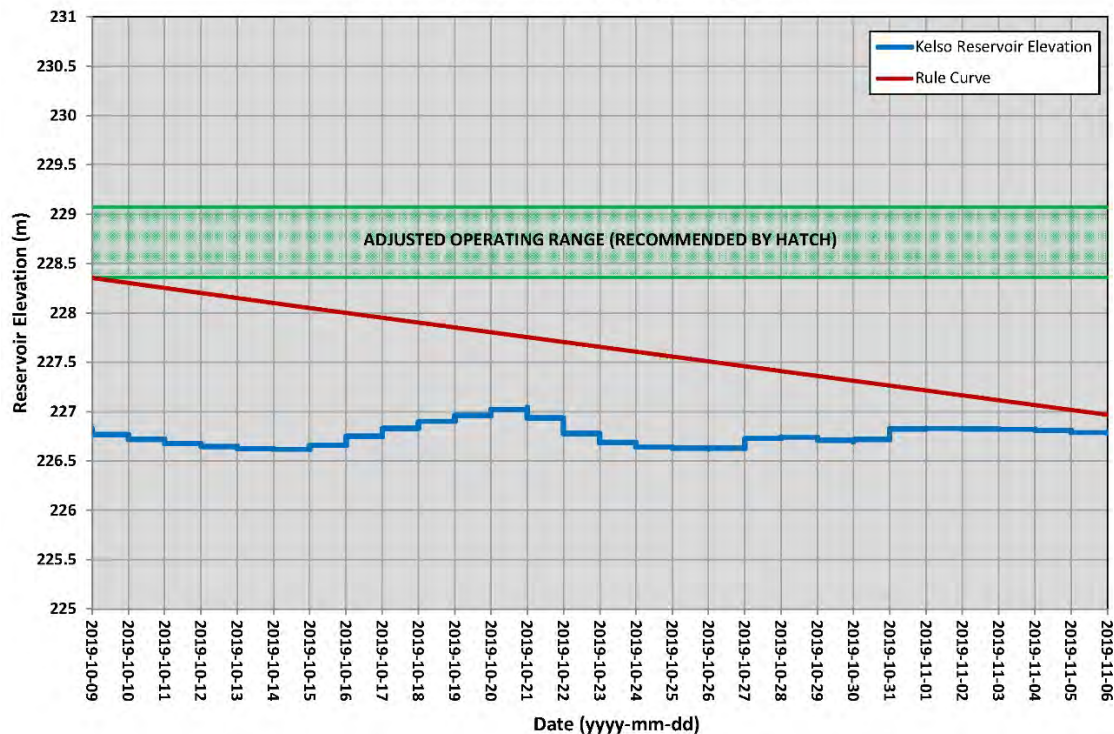
Conservation Halton staff are monitoring and recording the conditions at the Kelso dam as follows:

- Automated and continuous piezometer (groundwater) readings within the earthen embankment with automated alarming of programmed thresholds;
- Ongoing monitoring onsite on as-needed basis relative to reservoir elevation, as recommended by Hatch; and
- Review of photographic records of the identified boil area taken every 30 minutes throughout the day (visible during daylight hours) has been discontinued given that the camera was disconnected to accommodate the passage of heavy equipment over the dam, to support construction.

No visible observation of sedimentation from the boil area (e.g., no plume sightings) was found within the channel since June 2015, up until dewatering to accommodate construction (late April 2019).

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

### Kelso Reservoir Elevation October 9, 2019 to November 6, 2019



### Recent Work & Next Steps

Phase 2 of construction at the Kelso Dam continues with the operation of environmental and dewatering controls, engineering mitigation measures, significant completion of reinforced concrete works and backfilling. Return of flows to the original channel has been completed and removal of the temporary diversion channel is currently ongoing. Phase 2 of construction is scheduled for completion by the end of 2019 with some demobilization efforts and landscaping details to be completed in early 2020.

**TO:** Conservation Halton Board of Directors

**REPORT: #** CHBD 11 19 02

**FROM:** Barbara J. Veale, Director, Planning and Watershed Management

**DATE:** November 21, 2019

**SUBJECT:** **Conservation Halton Submission Regarding the Proposed Revisions to the Aggregate Resources Act**  
**ERO No. 019-0556**  
**CH File No.: PPO 052**

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## MEMO

At the Conservation Halton Board of Director's Meeting on October 24, 2019, staff were directed to submit a letter to the Ontario Ministry of Natural Resources and Forestry regarding the proposed revisions to the *Aggregate Resources Act* which were posted on the Environmental Registry (ERO No. 019-0556). In the Conservation Halton submission, staff were requested to support the comments submitted by Halton Region, Town of Halton Hills and Conservation Ontario.

In this regard, the attached letter was submitted to the Ministry of Natural Resources and Forestry on November 1, 2019 and acknowledgement of receipt of the correspondence was received from the Ministry on November 4, 2019.



November 1, 2019

Andrew MacDonald  
Natural Resources Conservation Policy Branch  
300 Water Street  
Peterborough, ON K9J 8M5

RE: Proposed Changes to the Aggregate Resources Act  
ERO No. 019-0556  
CH File No.: PPO 052

Conservation Halton has reviewed the proposed changes to the *Aggregates Resources Act* and offers the following comments, which support those submitted by the Region of Halton, Town of Halton Hills, and Conservation Ontario.

**Proposed Amendments to the Aggregate Resources Act (ARA)**

1. ***Strengthen protection of water resources by creating a more robust application process for existing operators that want to expand to extract aggregate within the water table, allowing for increased public engagement on applications that may impact water resources. This would allow municipalities and others to officially object to an application and provide the opportunity to have their concerns heard by the Local Planning Appeal Tribunal.***

Currently, aggregate operators can amend existing aggregate licenses to move extraction from above the water table to below the water table by making a request to the Minister of Natural Resources and Forestry (MNRF). This does not involve a public process and it is not mandatory for the Minister to solicit comments from municipalities. At the present time, neither municipalities nor the public have the right to object which would trigger a hearing on such an amendment. The proposed change would provide opportunities for municipal and public input and the ability to trigger a hearing where experts can provide opinions as to the suitability of extraction below the water table and the potential impacts to drinking water quality and quantity. The proposed change would also enhance protection of all water resources, including drinking water sources. Conservation Halton supports a strengthened protection of water resources, especially when expansions and below water table extraction are proposed.

**Recommendation:** Conservation Halton recommends that the application process be enhanced to require below water table expansions and new proposals to be supported by a cumulative impact assessment, building on the collaborative work with the Ministries of Natural Resources and Forestry and Environment Conservation & Parks, Grand River Conservation Authority, and the aggregate industry, which was done for the Grand River watershed entitled "*Cumulative Effects Assessment (Water*

*Quality and Quantity) Best Practices Paper for Below-Water Sand and Gravel Extraction Operations in Priority Subwatersheds in the Grand River Watershed, September 2010".* This is particularly important in areas where there is a concentration of existing licenses or new applications below the water table or in drinking water vulnerable areas under the *Clean Water Act*. This would facilitate the consideration of potential significant impacts to groundwater from multiple operations that may not be deemed singularly significant. At a minimum, hydrogeological assessments should be conducted for below water table proposals to demonstrate that local drinking water sources are not adversely impacted. Additional consideration should be given to downstream environmental effects as they relate to flooding and erosion in wetlands and along watercourses.

It is also recommended that existing applications seeking to expand below the water table should be treated as new applications with the attendant review and consultation processes. An adaptive management program which outlines a process for ceasing extraction should negative environmental impacts be detected should be required.

The Province should consult further on the specific details of this amendment to ensure local interests are fully addressed. Further, Section 13 (12) suggests that the Minister can add or vary a condition to support the implementation of a Source Protection Plan under the *Clean Water Act* and that no hearing needs to be undertaken in these circumstances. However, consultation with the local Source Protection Authority is recommended prior to a decision being made.

2. ***Clarify that depth of extraction of pits and quarries is managed under the Aggregate Resources Act and that duplicative municipal zoning by-laws relating to the depth of aggregate extraction would not apply.***

The proposed change would have significant implications for municipalities and may affect groundwater quality and quantity in areas where there are a several pits and quarries in "close proximity."

**Recommendation:** Conservation Halton recommends that the Province carry out further consultation with municipalities and conservation authorities to ensure that they can have input on projects that potentially impact the community and the environment. In addition, we recommend that an enhanced application process include an assessment of the cumulative impacts on surface and groundwater quality and quantity (as per our response to question 1).

3. ***Clarify the application of municipal zoning on Crown land does not apply to aggregate extraction.***

Conservation Halton offers no comment on this proposed change as Bronte Provincial Park is the only Crown land in Halton Region.

4. ***Clarify how haul routes are considered under the Aggregate Resources Act so that the Local Planning Appeal Tribunal and the Minister, when making a decision about issuing or refusing a license, cannot impose conditions requiring agreements between municipalities and aggregate producers regarding aggregate haulage. This change is proposed to apply to all applications in progress where a decision by the Local Planning Appeal Tribunal or the Minister has not yet been made. Municipalities and aggregate producers may continue to enter into agreements on a voluntary basis.***

Conservation Halton supports the concerns expressed by the Region of Halton and Halton Hills regarding the proposed change which would preclude the Minister from imposing conditions requiring agreements between municipalities and aggregate producers regarding aggregate haulage. Heavy truck traffic from aggregate operations can give rise to increased road maintenance costs, impacts to traffic operations and road safety, noise and dust, etc. Aggregate haulage cannot be accommodated on all municipal roads.

**Recommendation:** Haul routes can have financial costs, and be a risk to human and environmental safety. Such costs and risks should not be borne by citizens and taxpayers of the host and adjacent municipalities. Conservation Halton recommends that the ability for the Minister and the LPAT to impose conditions on haul routes not be removed. In addition, we recommend that the Province prepare additional guidance to address concerns related to new haulage routes which may impact natural hazards or features outside of the license area.

5. *Improve access to aggregates in adjacent municipal road allowances through a simpler application process (i.e. amendment vs a new application) for an existing license holder, if supported by the municipality.*

Generally, a simpler application process is supported.

**Recommendation:** Municipalities should be engaged regarding the specific nature of the proposed change so that local considerations such as safety, traffic flow/movement, and haul routes can be fully and adequately addressed.

6. *Provide more flexibility for regulations to permit self-filing of routine site plan amendments, as long as regulatory conditions are met.*

Currently, the MNRF has discretion to circulate site plan amendments to municipalities and conservation authorities for comment. In some cases, the MNRF reviews and makes decisions without municipal or other agency input and the revised final site plan is provided to the municipality for information. These decisions could have implication on quarry monitoring and mitigation activities as they relate to off-site impacts.

**Recommendation:** Municipalities and conservation authorities should be consulted on the proposed change including the definition of “routine site plan amendments” as well as provide information on what the added flexibilities would be for operators. Further, information is required on how regulatory agencies such as CAs would receive notice of these routine amendments, particularly within regulated areas or within drinking water vulnerable areas under the *Clean Water Act*.

#### **Regulatory Changes Under Consideration**

The ERO website indicates that the Province “is considering some regulatory changes,” including:

1. *Enhanced reporting on rehabilitation by requiring more context and detail on where, when and how rehabilitation is or has been undertaken.*

Conservation Halton supports enhanced reporting on rehabilitation. Current reporting through annual Compliance Assessment Reports is often inconsistent and repetitive. Conservation Halton is often involved with site rehabilitation as a partner with the aggregate industry.

**Recommendation:** Conservation Halton supports more consistent and robust annual rehabilitation and monitoring information, which can be accessed digitally. In addition, we recommend that the enhanced reporting include an assessment of rehabilitation and restoration projects related to planning successfully phased restoration projects, further accompanied by enhanced compliance and/or enforcement for rehabilitation works. As many CAs have been involved with aggregate site rehabilitation projects, they can provide valuable insight as the Province provides more details on this proposed regulatory change.

**2. *Allowing operators to self-file changes to existing site plans for some routine activities, subject to conditions set out in regulation. For example, relocation of some structures or fencing, as long as setbacks are respected.***

Municipalities and other agencies do not automatically have an opportunity to comment on site plan amendment applications. The MNRF reviews and decides on such applications without input. The revised final Site Plan, containing MNRF-approved revisions is submitted to the municipality for information.

**Recommendation:** Municipalities and conservation authorities (where there are potential environmental impacts) should have the opportunity to review and have input on the conditions in the regulation and understand what “routine activities” mean in order to provide meaningful comments with respect to such regulatory changes.

**3. *Allowing some low-risk activities to occur without a license if conditions specified in regulation are followed. For example, extraction of small amounts of aggregate if material is for personal use and does not leave the property.***

**Recommendation:** Prior to approving revised regulations, Conservation Halton recommends that the Province provide opportunities to the public for input. The definitions of “low risk” and “routine activities” should be clarified. We also recommend that quarry sites within areas regulated by conservation authorities and drinking water vulnerable areas under the *Clean Water Act*, be classified as “high risk” and as such, are required to obtain a license under the ARA.

**4. *Clarifying requirements for site plan amendment applications.***

**Recommendation:** Prior to approving revised regulations, Conservation Halton recommends that the Province provide opportunities to the public for input.

**5. *Streamlining compliance assessment reporting, while maintaining the annual requirements.***

Opportunities for streamlining compliance assessment reporting and making the results publicly accessible, should be explored, provided that the report provides up-to-date, accurate and relevant information that is verified by the MNRF.



**Recommendation:** Compliance reporting should be made accessible to the public in a standard digital format.

**6. *Reviewing application requirements for new sites, including notification and consultation requirements.***

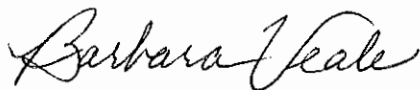
Notification and pre-consultation with municipalities and conservation authorities for new sites should be a priority. Pre-consultation with agencies would ensure that applications include the required technical information prior to circulation to facilitate a timely and efficient review.

In the GTA, pit and quarry applications tend to be in areas that are highly complex, given their proximity to the Niagara Escarpment and other sensitive natural features and natural hazards. Conservation authorities can assist Ministry of Natural Resources and Forestry staff by providing expert technical advice regarding the potential impacts, rehabilitation, mitigation, and monitoring of the existing or proposed aggregate operations. This is particularly advantageous in areas where Ministry staff resources may be overextended (e.g., GTA area). However, where there is no planning application, there is no ability for conservation authorities to collect fees and the cost of these reviews (which can be extensive) is borne by the conservation authority.

**Recommendation:** The Ministry of Natural Resources and Forestry should require pre-consultation with review agencies prior to the submission of new applications for license to ensure a timely and efficient review. The Ministry should partner with selected conservation authorities to ensure that there is a thorough environmental review of any application for new or expanded aggregate operations, where provincial resources are limited. To this end, a Memorandum of Agreement for review services, including the cost of review, between the Ministry of Natural Resources and Forestry and selected conservation authorities should be considered.

Thank you for providing an opportunity to provide comments on the proposed changes to the *Aggregate Resource Act*. If you have any questions, please contact the undersigned.

Regards,

A handwritten signature in black ink, reading "Barbara J. Veale". The signature is written in a cursive, flowing style.

Barbara J. Veale, PhD, RPP, MCIP

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 03

**FROM:** Jill Ramseyer, Director, Corporate Compliance

**DATE:** November 21, 2019

**SUBJECT:** **Purchasing Report August 1 to October 31, 2019**

### Recommendation

That the Conservation Halton Board of Directors **receives for information, the Purchasing Report dated November 21, 2019 for the period August 1 to October 31, 2019 in accordance with the Purchasing Policy.**

### Report

The following report summarizes purchases to be reported during the period August 1, 2019 to October 31, 2019. The Conservation Halton Purchasing Policy requires single or sole source purchases greater than \$25,000 (not including taxes) and Requests for Proposals awarded with a value over \$100,000 (not including taxes) and Tenders awarded with a value of \$100,000 to \$350,000 (not including taxes) to be reported to the Board of Directors for information.

### Single or Sole Source Purchases:

Vendor	Amount (excluding HST)	Details
Snomax LLC	\$31,332.25	Snomax International is the only distributor of "snomax snow inducer" in our region and are our only available option for purchasing this product.  Our snowmaking infrastructure is already setup & equipped to handle this product, and using an alternative product would require changes to that infrastructure and additional costs.
9080457 Canada Inc.	\$97,345.13	Due to a recent resignation on the senior leadership team, Conservation Halton has been faced with a talent gap. In order to mitigate the gap, interim staffing leadership has been secured by way of a temporary staff augmentation engagement.

EBS Geostuctural Inc.	\$116,500.00	Associated with the Kelso Spill remediation project - Works provided by EBS include the installation of Helical piers beneath a portion of the East Chalet. This work is required to allow for excavation and removal of contaminated soil associated with the December 24 <sup>th</sup> fuel spill. Due to the technical nature of the work, Stantec Consulting managed the procurement of EBS on Conservation Halton's behalf.
Stantec Consulting	\$155,000.00  *Historical spend: \$170,000.00 plus this Change Order (CO) \$155,000.00; Cumulative total: \$325,000.00	Stantec Consulting was recommended to Conservation Halton by our insurance adjusters to provide engineering consulting services for the furnace fuel leak at Kelso/Glen Eden which occurred on December 24, 2018. The preliminary estimated costs and insurance recoveries were recorded in 2018. Insurance adjusters are in the process of making a recommendation as to the insurance coverage for this claim. This CO reflects the ongoing Project Management services associated with the remediation initiative.

### Impact on Strategic Goals

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

### Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Jill Ramsey  
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Pavan Seth, Procurement Specialist; [pseth@hrca.on.ca](mailto:pseth@hrca.on.ca);  
905-336-1158, ext. 2249

**REPORT TO:** Board of Directors

**REPORT NO: #** CHBD 11 19 04

**FROM:** Jill Ramseyer, Director, Corporate Compliance

**DATE:** November 21, 2019

**SUBJECT:** **Health & Safety Summary 2019 Q1 – Q3**

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## Recommendation

THAT the Conservation Halton Board of Directors **receives for information the 2019 health and safety summary for Q1 to Q3.**

## Report

The attached summary provides a high-level overview of Conservation Halton's health and safety performance for Q1 through Q3 of 2019. The number of incidents are tracked and are categorized depending on severity (whether there was lost time and the number of lost days) and frequency (number of incidents and whether they are reportable to WSIB or not). Several other indicators are tracked such as area of injury, root cause, location, job type and more. Analysis of the data allows us to determine what type of prevention programs, including training, should be implemented.

Looking at the 2018 data from other Ontario ski resorts (illustrated in Appendix A), WSIB reportable incidents went up over the prior year for all but one of the comparator organizations. This was likely due in part to weather which created an abundance of slick surfaces and a longer ski season.

The 2019 data is trending positively overall, showing an improvement over 2018 year to date with reduced total WSIB incidents, fewer lost time claims and fewer lost days as highlighted in the statistics below. Prevention programs implemented that are supporting this journey to zero incidents include a Safety Observation pilot to encourage safety conversations and recognition of safe acts and corrective coaching for unsafe acts observed. This program will roll out to the entire organization in 2020 along with several other initiatives as highlighted in the below statistical report.

## Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency.

The following report is linked to the strategic objective of creating a corporate performance culture that is results driven and people focused and the strategic initiative of improving safety culture within the organization using formalized metrics for leading and lagging indicators.

## Financial Impact

There is no financial impact to this report.



November  
2019

Signed & respectfully submitted:

Approved for circulation:

Jill Ramseyer  
Director, Corporate Compliance

Hassaan Basit  
CAO/Secretary-Treasurer

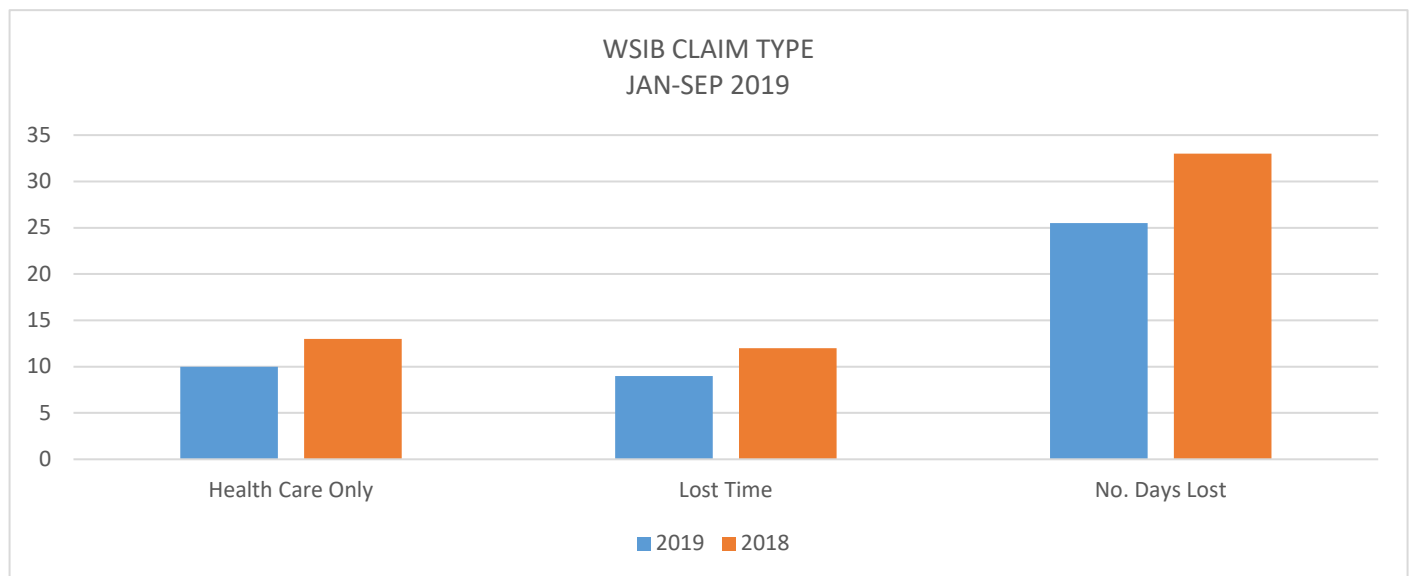
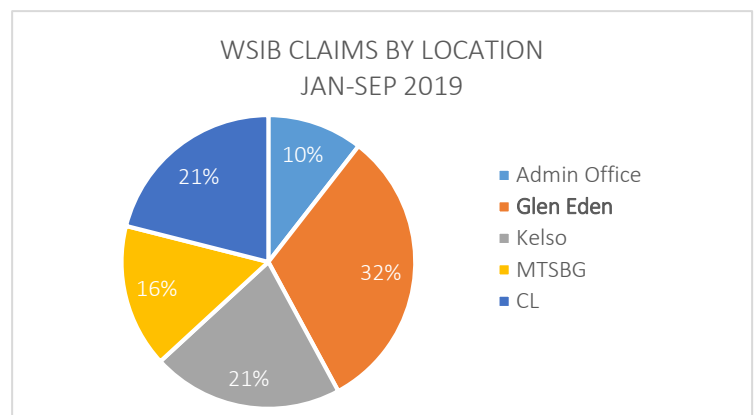
**FOR QUESTIONS ON CONTENT:** Jill Ramseyer, Director, 905 336 1158 x2316, [jramseyer@hrca.on.ca](mailto:jramseyer@hrca.on.ca)

## Appendix A

# HEALTH & SAFETY BOARD REPORT 2019 Q1 – Q3

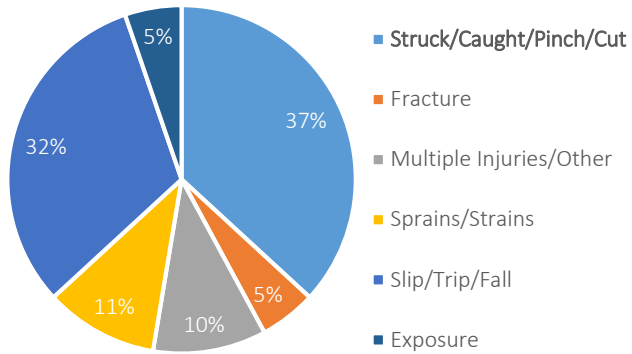
## WSIB INJURY STATISTICS

LOCATION	Jan-Sep 2019	Jan-Sep 2018
Admin Office	2	2
Glen Eden	6	18
Kelso	4	3
Mountsberg	3	1
Crawford Lake	4	0
Hilton Falls	0	0
Rat-MN	0	0
Workshop	0	1
<b>Total</b>	<b>19</b>	<b>25</b>

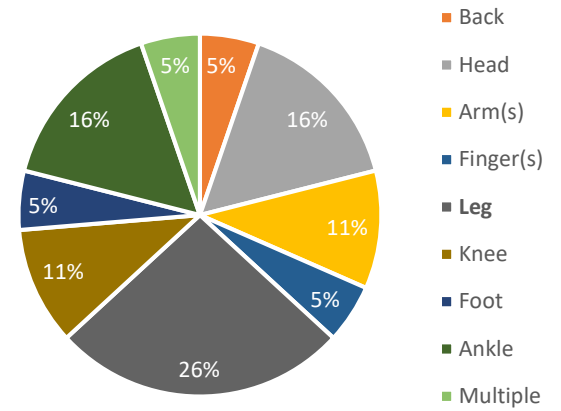




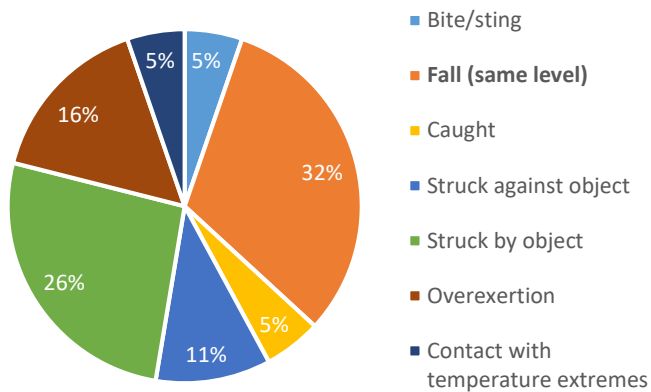
INJURY TYPE



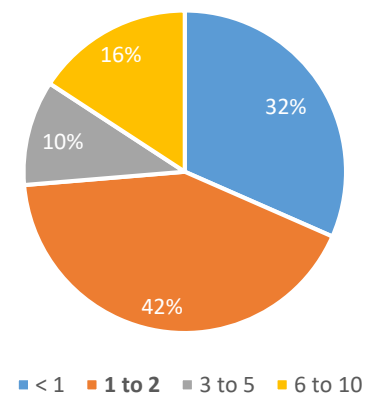
AREA OF INJURY



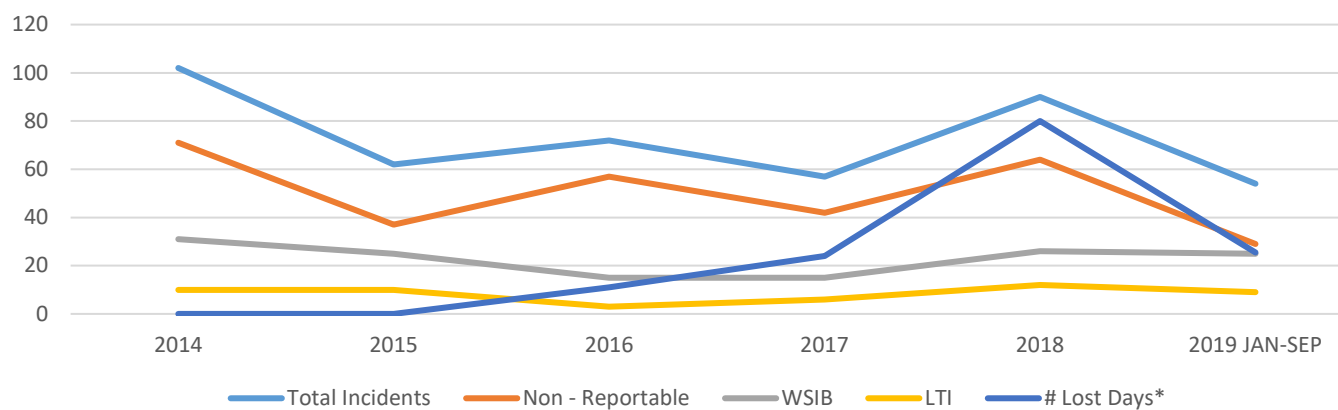
IMMEDIATE CAUSE



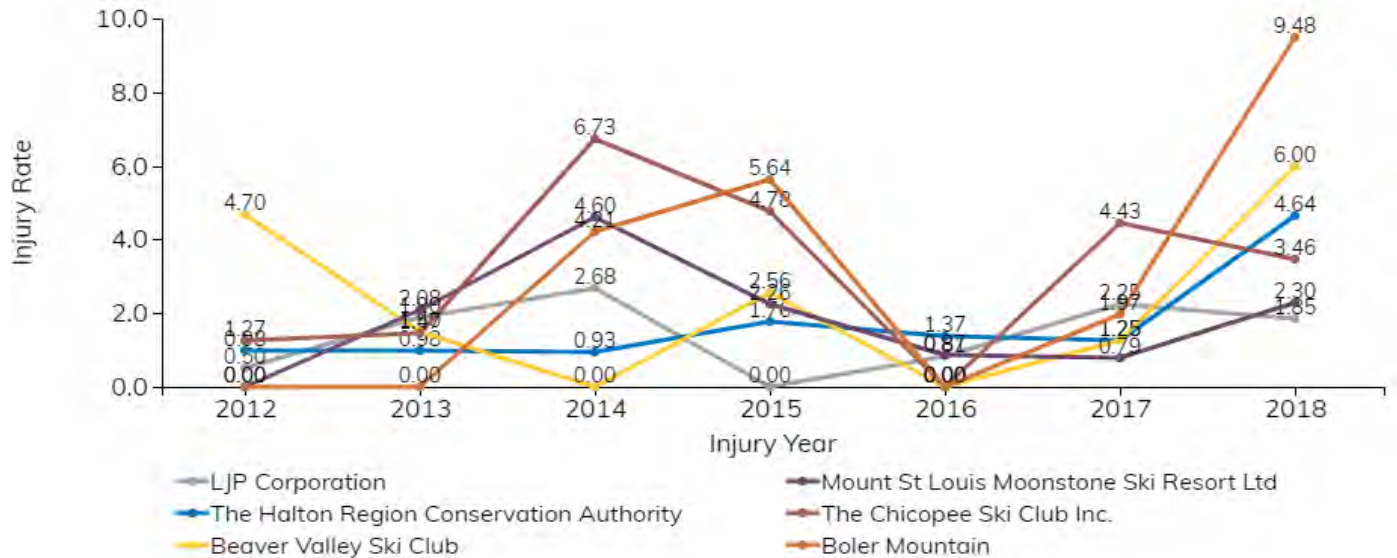
YEARS OF SERVICE



YEAR-OVER-YEAR TRENDING



## ONTARIO SKI INDUSTRY LOST-TIME COMPARISON – Year over Year



LJP = Hockley Valley

## AREAS OF FOCUS

- Implementation of recommendations based on the health and safety program audits conducted across the organization
- Complete operations training needs analysis to identify gaps and make recommendations to ensure legal compliance, due diligence, and consistency across all business functions
- Improved safety culture:
  - Safety Observation Program pilot completed. Full roll-out commencing December 2019 to foster a culture of safety through regular feedback and coaching from people leaders in order to reduce the number of unsafe acts while recognizing and encouraging safe behaviours
  - Add safety award to reward and recognition program
  - Join WSIB Safety Excellence Program for 2020

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 05

**FROM:** Jill Ramseyer, Director, Corporate Compliance

**DATE:** November 21, 2019

**SUBJECT:** **CH Corporate Policies & Procedures**

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### Recommendation

THAT the Conservation Halton Board of Directors **receives for information the proposed Conservation Halton Corporate Policies Document Control Log that will used to manage policies contained in the Conservation Halton Corporate Policy Manual.**

### Report

The Conservation Halton Corporate Policy Manual (CHCPM) will contain all of the current and new policies approved by the Board of Directors and current and new policies approved by Conservation Halton staff. The manual will be comprised of the corporate administrative policies and procedures applicable to all CH departments.

The Policies and Procedures are designed in such a manner to influence and determine all major decisions and actions, and all activities in the day-to-day operations of the organization.

### Reasons for Adoption

The reasons for adopting this document include:

- Efficiency of having all Conservation Halton policies listed in one place and easily accessible
- Ability to quickly orient new Board members, staff and the public (where applicable) with current CH policies
- Allows for the elimination of redundancy or conflicting policies over time
- Ease of reviewing current policy when considering new issues
- Provides a system for clear, proactive and legally compliant policy management to guide Conservation Halton's CAO and staff

### Consistency

Each policy in the manual is expected to be consistent with the law, the articles of incorporation, and the by-law. Except for time limited or procedural only Board decisions (approving minutes, electing an officer, etc.), which are recorded in regular Board minutes, all standing CH policies shall be included or referred to in this document. With oversight and approval of the CAO, staff who are subject matter experts are responsible for developing the organizational and administrative policies and procedures that are listed in this control log.

#### Transition

Whether adopted part-by-part or as a complete document, as soon as a version of a policy is voted on as the “one voice” of the Board, that policy becomes a part of the CHCPM and supersedes any past policy that might be found in old minutes unless a prior Board resolution or contract obligates the organization with regard to a specific matter.

#### Changes

Policies are meant to be regularly reviewed and updated. Proposed changes to Board approved policies may be submitted by any Board member as well as by the CAO. When language is recommended for deletion, it will be shown in strike-through format. Proposed new language will be underlined. Wherever possible, proposed changes shall be referred to and reviewed by the appropriate committee before being presented to the Board for action. Whenever changes are adopted, a new document shall be dated, and quickly made available to the Board and staff. The previous version will be retained for reference purposes.

#### Responsibility and Ownership

Policies will have an official owner or steward within the organization. The owner or steward will be a subject matter expert in that area. The Director, Corporate Compliance or his/her designate shall maintain the CHCPM and provide updated copies to the Board whenever the policies change or upon request. The Board may ask that legal counsel review the CHCPM to ensure compliance with the law.

The CHCPM contents will be posted on the Conservation Halton intranet and updated regularly as per any applicable legislation and best practices. All policies and procedures will be available in PDF format.

#### CHCPM SECTIONS (Document Control Log follows as Appendix A)

Section 1: Board of Directors

Section 2: Human Resources

Section 3: Corporate Compliance

Section 4: Corporate Services

Section 5: Planning and Watershed Management

Section 6: Parks & Operations

#### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Striving for service excellence and efficiency. In order to achieve our goals and objectives as an organization, we will use innovative technologies and creative solutions to operate in a way that is more effective, efficient and agile. We will listen, cooperate and take a proactive approach to accountability and transparency. We will pursue knowledge, share our expertise and offer leadership. Above all, we will strive for service excellence for our customers, clients, partners and staff.

#### Financial Impact

There is no financial impact to this report

Signed & respectfully submitted:



Jill Ramseyer  
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Jill Ramseyer, [jramseyer@hrca.on.ca](mailto:jramseyer@hrca.on.ca), 905 336 1158 x2316

CATEGORY NAME	Staff Approved Policy	Board Approved Policy	Document Name	Document Type	Document Reference ID	Status	Issue Date	Last Revision Date
Board of Directors							yyyy-mm-dd	yyyy-mm-dd
		X	By-law - Includes Code of Conduct	Policy/Procedure	NA	Approved	2018-11-22	2018-11-22
Human Resources							yyyy-mm-dd	yyyy-mm-dd
Code of Conduct	X		An Introduction to the Code of Conduct - Code of Conduct	Policy/Procedure	NA	Approved	2016-04-28	2016-04-28
	X		Business Conduct Policy	Policy/Procedure	NA	Approved	2003-01-07	2016-04-28
	X		Company Events Policy	Policy/Procedure	NA	Approved	2016-04-26	2016-04-26
	X		Conflict of Interest Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-04-28
	X		Gifts and Gratuities Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-04-28
	X		Other Employment and Activities Policy	Policy/Procedure	NA	Approved	2016-04-28	2016-04-28
	X		Progressive Discipline Policy	Policy/Procedure	NA	Approved	2001-01-04	2016-04-26
Compensation and Benefits	X		CH Statutory & Declared Holiday Policy	Policy/Procedure	NA	Approved	2008-01-04	Annually
	X		Bereavement Leave Policy	Policy/Procedure	NA	Approved	2008-01-04	2016-10-28
	X		Health Benefits Policy	Policy/Procedure	NA	Approved	2016-10-28	2016-10-28
	X		Job Evaluation Maintenance Program Policy	Policy/Procedure	NA	Approved	2016-04-26	2016-04-26
	X		Jury Witness Duty Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-04-26
	X		Performance Management Program Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-04-26
	X		Retirement and Termination of Employment Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-07-26
	X		Retirement Health Benefits Policy	Policy/Procedure	NA	Approved	2016-10-11	2016-10-11
	X		Return to Work Policy	Policy/Procedure	NA	Approved	2016-04-26	2016-04-26
	X		Salary Administration Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-10-28
	X		Seasonal Pay Administration Policy	Policy/Procedure	NA	Approved	2016-01-10	2016-10-01
	X		Short Term Disability (STD) Plan Policy	Policy/Procedure	NA	Approved	2008-04-01	2016-04-26
	X		Sick Day Policy Full Time Contracts	Policy/Procedure	NA	Approved	2008-04-01	2016-04-28
	X		Workplace Accommodation Policy	Policy/Procedure	NA	Approved	2016-04-26	2016-04-26
Organizational - HR	X		Accessibility Standards for Customer Service Policy	Policy/Procedure	NA	Approved	2016-04-26	2019-01-01
	X		AODA Multi-Year Accessibility Plan	Framework/Plan	NA	Approved	2014-12-01	2019-09-13
	X		CA Park Access Policy	Policy/Procedure	NA	Approved	2018-04-01	2016-10-07
	X		Dress Code Policy	Policy/Procedure	NA	Approved	2011-03-01	2016-04-28
	X		Impairment Policy	Policy/Procedure	NA	Approved	2016-10-28	2018-11-10



	X		Employee Discount Policy	Policy/Procedure	NA	Approved	2008-04-01	2016-07-10
	X		Employment Standards Act Protected Leave Policy	Policy/Procedure	NA	Approved	2009-01-01	2016-07-10
	X		Freedom of Info Act Policy	Policy/Procedure	NA	Approved	2003-07-01	2016-10-28
	X		Hours of Work Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-06-13
	X		Human Rights Policy	Policy/Procedure	NA	Approved	2000-01-10	2016-04-28
	X		Open Door Policy	Policy/Procedure	NA	Approved	2016-04-28	2016-04-28
	X		On Call Policy	Policy/Procedure	NA	Required	NA	NA
	X		Overtime Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-11-16
	X		Professional Development-Memberships-Licensing Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-02-09
	X		Recruitment Policy	Policy/Procedure	NA	Approved	2001-01-01	2016-10-28
	X		Travel and Business Expenses Policy	Policy/Procedure	NA	Approved	2009-10-01	2016-04-29
	X		Vacation Policy	Policy/Procedure	NA	Approved	2009-01-01	2016-04-28
	X		Workplace Violence and Harassment Policy	Policy/Procedure	NA	Approved	2008-01-10	2018-03-23
<b>Corporate Compliance</b>							yyyy-mm-dd	yyyy-mm-dd
<b>Health &amp; Safety</b>	X		Employer, Supervisor & Worker Responsibilities	Policy/Procedure	HS-A-1	Approved	1994-07-04	2016-10-31
	X		Contractors and Sub-Contractors Responsibilities	Policy/Procedure	HS-A-2	Approved	1994-07-04	2016-10-31
	X		Contractor Pre-Qualification Checklist	Form	HS-A-2-F1	Approved	1994-07-04	2016-10-31
	X		Visitors	Policy/Procedure	HS-A-H3	Approved	1994-07-04	2016-10-31
	X		Visitor Responsibilities Poster	Form	HS-A-3-F1	Approved	1994-07-04	2016-10-31
	X		Visitors Register	Form	HS-A-3-F2	Approved	1994-07-04	2016-10-31
	X		Non-Retaliation Policy	Policy/Procedure	HS-A-4	Approved	2011-04-08	2016-10-31
	X		Legislative Posting Requirements	Policy/Procedure	HS-A-5	Approved	2010-07-04	2016-10-31
	X		Safe Purchasing	Policy/Procedure	HS-A-6	Approved	2010-04-07	2016-10-31
	X		Pre-Purchasing Checklist	Form	HS-A-6-F1	Approved	2010-04-07	2016-10-31
	X		Hazard Assessment	Policy/Procedure	HS-B-1	Approved	2016-10-31	2016-10-31

X		Hazard Assessment Tool	Form	HS-B-1-F1	Approved	2016-10-31	2016-10-31
X		Hazard Control Action Plan	Form	HS-B-1-F2	Approved	2016-10-31	2016-10-31
X		Reporting Hazards	Policy/Procedure	HS-B-2	Approved	1994-07-04	2016-10-31
X		Hazard Report Form	Form	HS-B-2-F1	Approved	2010-01-08	2016-10-31
X		First Aid	Policy/Procedure	HS-B-3	Approved	1994-07-04	2016-10-31
X		First Aid Treatment Log	Form	HS-B-3-F1	Approved	2009-01-01	2016-10-31
X		First Aid Kit Inspection Card	Form	HS-B-3-F2	Approved	2008-01-01	2016-10-31
X		First Aid Kits Non-Owned CH Vehicles	Policy/Procedure	HS-B-4	Approved	2008-07-04	2016-10-31
X		Injury, Incident and Near Miss Reporting	Policy/Procedure	HS-B-5	Approved	1994-07-04	2016-10-31
X		Incident Investigation	Policy/Procedure	HS-B-6	Approved	1994-07-04	2016-10-31
X		CH Incident Report	Form	HS-B-6-F1	Approved	Unknown	2016-10-31
X		Near Miss Report	Form	HS-B-6-F2	Approved	2009-01-01	2016-10-31
X		Witness Statement Form	Form	HS-B-6-F3	Approved	2013-01-09	2016-10-31
X		Incident Reporting and Investigation Chart	Policy/Procedure	HS-B-6-F4	Approved	2008-01-09	2016-10-31
X		Critical Injury Response and Reporting	Policy/Procedure	HS-B-7	Approved	1994-07-04	2016-10-31
X		Report of Critical Injury or Fatality	Form	HS-B-7-F1	Approved	2016-10-31	2016-10-31
X		Member of the Public Critical Injury Response and Reporting Chart	Policy/Procedure	HS-B-7-F2	Approved	2009-01-06	2016-10-31
X		Work Refusal	Policy/Procedure	HS-C-1	Approved	1994-07-04	2016-10-31
X		Work Refusal Record	Form	HS-C-1-F1	Approved	2010-01-08	2016-10-31
X		Work Stoppage	Policy/Procedure	HS-C-2	Approved	2016-10-31	2016-10-31
X		Health and Safety Orientation and Training	Policy/Procedure	HS-D-1	Approved	1994-07-04	2016-10-31
X		Health and Safety Orientation Checklist	Form	HS-D-1-F1	Approved	2004-01-11	2016-10-31
X		Training Record	Form	HS-D-1-F2	Approved	2013-02-28	2016-10-31
X		Re-Training Matrix	Procedure	HS-D-1-F3	Approved	1994-07-04	2016-10-31
X		WHMIS	Policy/Procedure	HS-E-1	Approved	2008-07-04	2016-10-31
X		Sharps and Biohazards	Policy/Procedure	HS-E-2	Approved	2010-05-14	2016-10-31
X		Mould Management	Policy/Procedure	HS-E-3	Approved	2008-07-04	2016-10-31
X		Compressed Gas	Policy/Procedure	HS-E-4	Approved	1994-07-04	2016-10-31
X		Spill Control	Policy/Procedure	HS-E-5	Approved	1994-07-04	2016-10-31

X		Listing of Material Incompatibilities and Spills Requiring Special Handling	Policy/Procedure	HS-E-5-F1	Approved	2008-01-01	2016-10-31
X		Spill Control Emergency Contact List	Procedure	HS-E-5-F2	Approved	2010-01-01	2016-10-31
X		Spill Report Form	Form	HS-E-5-F3	Approved	2008-01-01	2016-10-31
X		Personal Protective Equipment - General	Policy/Procedure	HS-F-1	Approved	2016-10-31	2016-10-31
X		Supervisor's Audit PPE	Form	HS-F-1-F1	Approved	2013-01-09	2016-10-31
X		PPE Annual Inspection Form	Form	HS-F-1-F2	Approved	2013-01-09	2016-10-31
X		Protective Footwear	Policy/Procedure	HS-F-3	Approved	2010-07-04	2016-10-31
X		Footwear Risk Assessment	Form	HS-F-3-F1	Approved	2010-07-04	2016-10-31
X		Protective Headwear	Policy/Procedure	HS-F-4	Approved	2010-10-09	2016-10-31
X		Respiratory Protection	Policy/Procedure	HS-F-5	Approved	1994-07-04	2016-10-31
X		Respirator Fit-Test and Screening Form	Form	HS-F-5-F1	Approved	2008-01-02	2016-10-31
X		Respirator User Guide	Guideline	HS-F-5-F2	Approved	2016-10-31	2016-10-31
X		Working Alone	Policy/Procedure	HS-G-1	Approved	2010-07-04	2016-10-31
X		Working Alone Risk Assessment	Form	HS-G-1-F1	Approved	2010-07-04	2016-10-31
X		Working Alone Check-in Log	Form	HS-G-1-F2	Approved	2010-07-04	2016-10-31
X		Working Alone Training Record	Form	HS-G-1-F3	Approved	2010-07-04	2016-10-31
X		Working Alone After Hours	Procedure	HS-G-2	Approved	1994-07-04	2016-10-31
X		After Hours Notice to Security	Procedure	HS-G-2-F1	Approved	1994-07-04	2016-10-31
X		MSD Prevention and Awareness	Policy/Procedure	HS-H-1	Approved	2008-07-04	2016-10-31
X		Ergonomic Assessment Request Form	Form	HS-H-1-F1	Approved	2013-09-30	2016-10-31
X		Office Ergonomic Self Assessment Checklist	Form	HS-H-1-F2	Approved	2008-07-04	2016-10-31
X		MSD Risk Factor Identification Worksheet	Form	HS-H-1-F3	Approved	2016-10-31	2016-10-31
X		MSD Risk Factor Prioritization Worksheet	Form	HS-H-1-F4	Approved	2016-10-31	2016-10-31
X		Heat Stress	Policy/Procedure	HS-I-1	Approved	2010-07-21	2016-10-31
X		Heat Stress Response Plan	Procedure	HS-I-2	Approved	2010-07-21	2016-10-31
X		Extreme Cold	Policy/Procedure	HS-I-3	Approved	2010-04-07	2016-10-31
X		Cold Stress Prevention Plan	Procedure	HS-I-4	Approved	2016-10-31	2016-10-31
X		Vehicle Safety	Policy/Procedure	HS-J-1	Approved	1994-07-04	2016-10-31
X		Vehicle Pre-Trip Inspection Log	Form	HS-J-1-F1	Approved	2016-10-31	2016-10-31

	X		Machine Guarding and Pre-Start of Equipment	Policy/Procedure	HS-K-1	Approved	1994-07-04	2016-10-31
	X		Equipment Lockout	Policy/Procedure	HS-K-2	Approved	2009-07-04	2016-10-31
	X		Ladder Use	Policy/Procedure	HS-K-3	Approved	2009-07-04	2016-10-31
	X		Ladder Inspection Checklist	Form	HS-K-3-F1	Approved	2013-01-09	2016-10-31
Risk & Lands Management	X		Waivers, informed Consents, Hold Harmless/Indemnification & Insurance	Policy	NA	Approved	2018-08-01	2018-08-01
		X	Land Securement Strategy	Policy/Procedure	NA	Approved	2017-01-01	NA
	X		Risk Management Manual - Parks and Operations	Manual	NA	Draft	NA	NA
		X	Classification of Land Policy	Policy/Procedure	NA	Approved	Unknown	Unknown
	X		Mail Opening	Policy/Procedure	NA	Approved	Unknown	Unknown
	X		After Hours Meetings - Admin Office	Policy/Procedure	NA	Approved	Unknown	2017-07-01
		X	CH Lands Naming Policy	Policy/Procedure	NA	Approved	2014-11-13	NA
Ethics & Compliance		X	Purchasing Policy	Policy/Procedure	NA	Approved	2015-05-01	2019-03-21
			Ethics and Compliance Policy & Framework	Policy/Procedure	NA	Draft	NA	NA
	X		Ethics and Compliance Non- Retaliation Policy	Policy/Procedure	NA	Draft	NA	NA
			Ethics and Compliance Reporting	Policy/Procedure	NA	Draft	NA	NA
			Ethics and Compliance Investigations	Policy/Procedure	NA	Draft	NA	NA
			Ethics and Compliance Monitoring and Auditing	Policy/Procedure	NA	Draft	NA	NA
	X		Use of Authorized Electronic Signatures	Policy/Procedure	NA	Proposed	NA	NA
	X		Records and Retention	Guideline	NA	Approved	Unknown	Unknown
Corporate Services							yyyy-mm-dd	yyyy-mm-dd
Finance		X	Budget Principles	Policy	NA	Approved	2005-11-03	2017-06-22
		X	Investment Policy	Policy	NA	Approved	2002-09-01	2008-12-01
		X	Tangible Capital Assets	Policy/Procedure	NA	Approved	2010-03-25	NA
	X		Accounting & Financial Principles	Policy/Procedure	NA	Proposed	NA	NA

	X		Accounts Payable	Policy/Procedure	NA	Proposed	NA	NA
	X		Accounting Receivables	Policy/Procedure	NA	Proposed	NA	NA
	X		Rates & Fees	Policy	NA	Approved	2019-02-28	NA
		X	Reserves	Policy	NA	Proposed	NA	NA
GIS	X		Data Dissemination	Policy	NA	Approved	2007 03 01	2013 09 30
	X		Data Holdings and Availability	Policy	NA	Approved	2007 03 01	2013 09 30
	X		Open Data	Policy	NA	Approved	10-07-1905	2019 02 11
	X		Data Ownership	Form	NA	Approved	2018 07 17	2018 10 04
	X		Digital Submissions	Procedure	NA	Draft	NA	NA
	X		Data Security	Policy	NA	Draft	NA	NA
	X		Move to Production/Sign-off	Form	NA	Approved	2019 05 27	2019 06 26
	X		CH Digital Information Request Form	Form	NA	Approved	N/A	2018 11 30
	X		CH Custom Mapping Request Form	Form	NA	Approved	N/A	2016 10 21
Marketing & Communications	X		Brand Style Guide	Guideline	NA	Approved	Unknown	NA
	X		Logo Usage	Guideline	NA	Approved	Unknown	NA
	X		Photo Release Form	Form	NA	Approved	Unknown	NA
IT	X		PCI Policies and Procedures	Policy/Procedure	NA	Draft	NA	NA
	X		Mobile Device Policy	Policy/Procedure	NA	Draft	NA	NA
	X		IT Policy: Security Awareness, Acceptable Use and Data Use	Policy/Procedure	NA	Draft	NA	NA
	X		Onboarding/Offboarding	Procedure	NA	Draft	NA	NA
	X		Phone case policy	Policy	NA	Approved	01-01-2018	NA
	X		Data Storage policy	Policy	NA	Proposed	NA	NA
	X		Data Management policy	Policy	NA	Proposed	NA	NA
	X		Disposal of IT equipment policy	Policy	NA	Proposed	NA	NA
	X		Data storing archive policy	Policy	NA	Proposed	NA	NA
	X		Back up policy	Policy	NA	Proposed	NA	NA

Planning & Watershed Management							yyyy-mm-dd	yyyy-mm-dd
Planning & Regulations		X	Conservation Halton Policies and Guidelines for the Administration of Ontario Regulation 162/06 and Land Use Planning	Policy	NA	Approved	2011-11-09	2015-11-26
		X	Conservation Halton Large Fill Policy and Procedural Guidelines	Policy	NA	Approved	2016-01-12	2016-01-12
		X	Conservation Halton Shoreline Policy Update	Policy	NA	Approved	Unknown	2015-02-01
		X	Conservation Halton Fee Schedules (approved annually)	Policy	NA	Approved	Annually	Annually
	X		Conservation Halton Landscaping and Tree Preservation Guidelines	Guide	NA	Approved	2010-04-01	2017-01-01
	X		Conservation Halton's Guidelines for Ecological Studies	Guide	NA	Approved	2017-08-01	2017-08-01
	X		Requirements for completion of hydrological studies to facilitate Conservation Halton's reviews	Guide	NA	Approved	2014-11-01	2014-11-01
		X	Conservation Halton Client Service Policy	Policy	NA	Approved	2019-06-27	2019-06-27
		X	Conservation Halton Hearing Procedures (Section 28(3))	Policy	NA	Approved	2008-06-06	2015-02-01
Science & Partnerships	X		Science & Partnerships Working Alone Procedure	Policy/procedure	NA	Approved	2018-01-08	2018-07-07
	X		Water Festival Standard Operating Procedures Manual	Policy/procedure	NA	Approved	Annually	Annually
	X		SOP- Backpack Electrofishing Unit	Policy/procedure	NA	Approved	2011-02-14	NA
	X		SOP- Ethyl Alcohol	Policy/procedure	NA	Draft	2011-02-14	NA
	X		SOP- Benthic Sampling	Policy/procedure	NA	Approved	Unknown	2012-03-01
Parks & Operations							yyyy-mm-dd	yyyy-mm-dd
Parks	X		Garbage/Recycling Collection	Policy	Operations 1.1	Approved	2015-12-01	2017-06-26
	X		Mowing and Trimming	Policy	Operations 2.1	Approved	2015-12-04	2017-06-26



	X		Washroom/Outhouse Cleaning	Policy	Operations 3.1	Approved	2015-12-01	2017-06-26
	X		Water Testing	Policy	Operations 4.1	Approved	2015-12-01	2017-06-26
	X		Sleeve and Lamp Maintenance	Policy	Operations 5.1	Approved	2015-12-01	2017-06-26
	X		UV System Disinfection	Policy	Operations 6.1	Approved	2015-12-01	2017-06-26
	X		Seasonal Closure of Water Systems	Policy	Operations 7.1	Approved	2015-12-01	2017-06-26
	X		Office Space Cleaning	Policy	Operations 8	Approved	2017-10-01	NA
	X		Construction Tree Protection	Policy	Operations 9	Approved	2017-05-12	NA
	X		Tree Removal and Clearing	Policy	Operations 11	Approved	2017-10-01	NA
	X		Vehicle and Equipment Cleanliness	Policy	Operations 12	Approved	2018-01-16	NA
	X		Visitor Impact Monitoring	Policy	Operations 13	Approved	2016-04-01	2017-06-26
	X		Drainage Systems	Policy	Operations 10	Approved	2018-01-08	NA
	X		Rock Climbing	Policy	Rec. Activity 1.1	Approved	2015-07-15	2017-06-26
	X		Metal Detecting	Policy	Rec. Activity 2.1	Approved	2015-07-15	2017-06-26
	X		Orienteering	Policy	Rec. Activity 3.1	Approved	2015-07-15	2017-06-26
	X		Geocaching	Policy	Rec. Activity 4.1	Approved	2015-07-15	2017-06-26
	X		Bird Watching or Birding	Policy	Rec. Activity 5.1	Approved	2015-07-15	2017-06-26
	X		Equestrian	Policy	Rec. Activity 6.1	Approved	2015-07-15	2017-06-26
	X		Hiking	Policy	Rec. Activity 7.1	Approved	2015-07-15	2017-06-26
	X		Drones	Policy	Rec. Activity 8.2	Approved	2015-09-11	2017-06-26
	X		Camping	Policy	Rec. Activity 9.1	Approved	2015-09-11	2017-06-26
	X		Mountain Biking	Policy	Rec. Activity 10.2	Approved	2015-09-11	2018-11-15

	X		Fishing	Policy	Rec. Activity 11.1	Approved	2015-09-11	2017-06-26
	X		Cross Country Skiing and Snowshoeing	Policy	Rec. Activity 12.1	Approved	2015-12-04	2017-06-26
	X		Snowboard and Alpine Skiing	Policy	Rec. Activity 13.1	Approved	2015-12-01	2017-06-26
	X		Boating	Policy	Rec. Activity 14.1	Approved	2015-12-04	2017-06-26
	X		Swimming	Policy	Rec. Activity 15.1	Approved	2015-12-01	2017-06-26
	X		Caving	Policy	Rec. Activity 16.1	Approved	2015-12-01	2017-06-26
	X		Smudging	Policy	Rec. Activity 17	Approved	2017-04-04	NA
	X		RC Vehicles	Policy	Rec. Activity 18	Approved	2017-11-17	NA
	X		Park Operating Hours	Policy	Visitor Services 1.1	Approved	2015-02-10	2017-06-26
	X		Park Admissions	Policy	Visitor Services 2.1	Approved	2015-02-10	2017-06-26
	X		Cash Handling	Policy	Visitor Services 3.2	Approved	2016-12-01	2017-06-26
	X		Cancellations and Refunds	Policy	Visitor Services 4.1	Approved	2015-02-10	2017-06-26
	X		Bruce Trail	Policy	Visitor Services 5.1	Approved	2015-02-10	2017-06-26
	X		Media Protocol	Policy	Visitor Services 6.1	Approved	2015-02-10	2017-06-26
	X		Power Failure and Blackout	Policy	Visitor Services 7.1	Approved	2015-02-10	2017-06-26
	X		Stranded Motorists	Policy	Visitor Services 8.1	Approved	2015-03-19	2017-06-26
	X		Dogs Off Leash	Policy	Visitor Services 9.1	Approved	2015-03-19	2017-06-26
	X		Counterfeit Bills	Policy	Visitor Services 10.1	Approved	2015-03-19	2017-06-26
	X		Building Alarm Systems	Policy	Visitor Services 11.1	Approved	2015-03-19	2017-06-26

	X		Fires	Policy	Visitor Services 12.1	Approved	2015-03-19	2017-06-26
	X		Overnight Parking	Policy	Visitor Services 13.1	Approved	2015-03-19	2017-06-26
	X		Robbery Prevention	Policy	Visitor Services 14.1	Approved	2015-03-19	2017-06-26
	X		Lost and Found	Policy	Visitor Services 15.2	Approved	2015-03-23	2017-06-26
	X		Missing or Lost Person	Policy	Visitor Services 16.1	Approved	2015-04-29	2017-06-26
	X		Aggressive Animal	Policy	Visitor Services 17.1	Approved	2015-04-29	2017-06-26
	X		Emergency Services	Policy	Visitor Services 18.1	Approved	2015-04-23	2017-06-26
	X		Keys	Policy	Visitor Services 19.1	Approved	2015-04-23	2017-06-26
	X		Sudden Severe Weather	Policy	Risk 1.1	Approved	2017-04-04	2017-06-26
	X		Trails	Policy	Risk 2	Approved	2017-11-02	NA
	X		Managing Water Safety	Policy	Risk 4.1	Approved	2018-05-01	2019-02-19
	X		Snow Removal	Policy	Risk 5	Approved	2018-01-08	NA
	X		Bolt Testing	Policy	Risk 6	Approved	2019-01-15	NA
	X		Hazard Tree	Policy	NA	Approved	2012-03-23	2013-07-05
	X		Archeology Investigations	Policy/Procedure	NA	Draft	NA	NA
	X		VIM SOP	Procedure	Ops SOP 13-1	Approved	2018-03-01	NA
	X		Chalet Maintenance Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Food Services Manual	Manual	NA	Approved	Annually	2018-10-15
	X		GE Staff Handbook	Manual	NA	Approved	Annually	2018-10-15
	X		Grooming Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Lift Operations Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Patrol Services Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Rental Shop Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Schools and Groups Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Snowmaking Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Tech Shop Reference Guide	Guideline	NA	Approved	Annually	2018-10-15
	X		Terrain Park Manual	Manual	NA	Approved	Annually	2018-10-15

	X		Transit Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Visitor Services Manual	Manual	NA	Approved	Annually	2018-10-15
	X		Kelso Food Services Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Kelso Boat Rental Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Kelso Staff Handbook	Manual	NA	Approved	Annually	2019-05-01
	X		Kelso Summer Operations Departmental Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Lifeguard Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Special Events Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Trail Manual	Manual	NA	Approved	Annually	2019-05-01
	X		Wow Camp Manual	Manual	NA	Approved	Annually	2019-05-01
Forestry	X		Aerial Rescue	Procedure	NA	Draft	NA	NA
	X		Brusher/Chipper	Procedure	NA	Draft	NA	NA
	X		Chainsaw	Procedure	NA	Draft	NA	NA
	X		Elevated Work Platforms	Procedure	NA	Draft	NA	NA
	X		Skidding/Winch	Procedure	NA	Draft	NA	NA
	X		Tree Climbing	Procedure	NA	Draft	NA	NA
	X		Tree Felling	Procedure	NA	Draft	NA	NA
	X		Working at Height Emergency Plan	Procedure	NA	Draft	NA	NA
Engineering	X		Flood Duty Officer - Compensation	Policy	NA	Approved	2010-2012	NA
	X		CH Channels - Operations, Maintenance & Surveillance Manual	Procedure	NA	Approved	2017-12-01	NA
	X		CH Dam - Operations Manuals	Manual	NA	Draft	NA	NA
	X		CH Dams - Emergency Preparedness and Response Plans	Procedure	NA	Draft	NA	NA
	X		Flood Contingency Plan	Procedure	NA	Approved	Annually	2019-04-15
	X		Annual Dam Inspections	Procedure	NA	Approved	Annually	2018-10-01



**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 06

**FROM:** Janelle Wepler, P.Eng., Associate Director, Engineering

**DATE:** November 21, 2019

**SUBJECT:** **Milton Flood Conveyance Channel – Carriage Square Pedestrian Bridge**

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### **Recommendation**

THAT the Conservation Halton Board of Directors **approves the decommissioning of the Carriage Square Pedestrian Bridge crossing over the Milton Flood Conveyance Channel effective immediately;**

AND

THAT the Conservation Halton Board of Directors **directs staff to assess costs for the decommissioning of the Carriage Square Pedestrian Bridge crossing over the Milton Flood Conveyance Channel and report to the Board as part of future capital expenditures.**

### **Executive Summary over the Milton Flood Conveyance Channel**

The Carriage Square Pedestrian Bridge crossing over the Milton Flood Conveyance Channel within the Town of Milton's downtown urban core. This bridge was initially constructed during the 1930's and 1940's to maintain access across Sixteen Mile Creek by the private land owner. This bridge was assumed under the ownership of Conservation Halton with the construction of the flood conveyance channel during the 1970's.

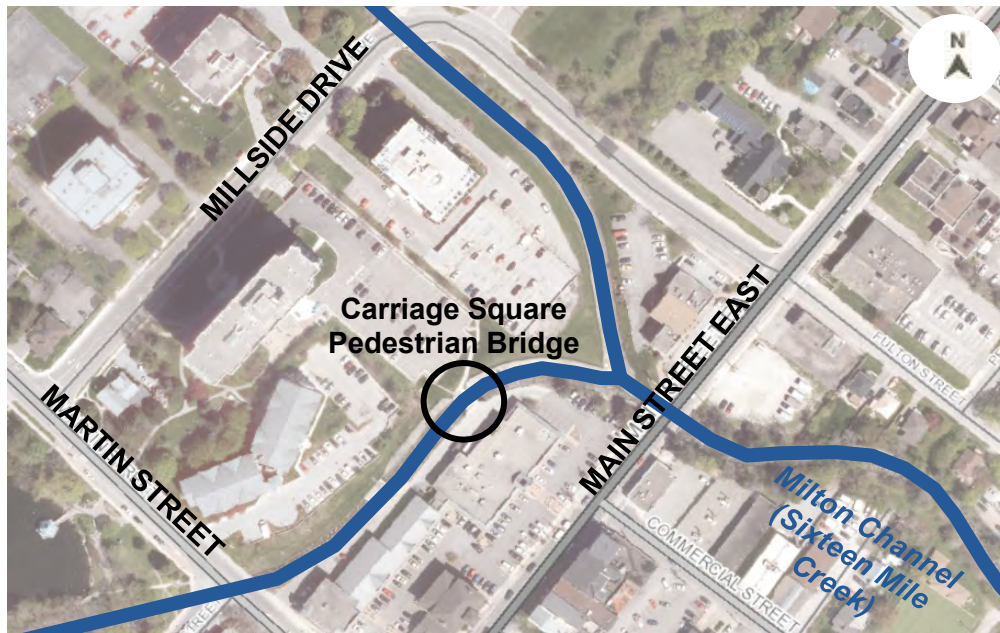
A structural assessment carried out in 2012 identified safety and structural concerns and that the bridge was near the end of its functional lifespan and in need of replacement or removal.

Conservation Halton and Town of Milton confirmed that adjacent landowners value access provided by the pedestrian bridge but are unable to assume any responsibility or liability for the bridge.

Conservation Halton has stated that the bridge is not required to fulfill its mandate but is willing to work with the Town of Milton if they should take on ownership and maintenance of the bridge. The Town of Milton approved funding within their 2017 Capital Budget to replace the bridge, however this project was canceled in 2018 citing that legal easements cannot be obtained to support construction and maintenance of the bridge.

## Report

The Carriage Square Pedestrian Bridge crossing over the Milton Flood Conveyance Channel is located at the rear (north) of the Carriage Square Plaza, north of the intersection of Martin Street and Main Street East, within the Town of Milton's downtown urban core as shown in Figure 1.



**Figure 1 - Carriage Square Pedestrian Bridge Crossing Milton Flood Conveyance Channel**

This bridge was initially constructed during the 1930's and 1940's to maintain access across Sixteen Mile Creek by the private land owner. This bridge was assumed under the ownership of Conservation Halton with the construction of the flood conveyance channel during the 1970's. Since the installation of the flood conveyance channel, the property has been divided into separate parcels on either side of the bridge that now each have different owners and purposes. Over the years, the use of this pedestrian bridge has transitioned from being a private access by a single land owner, to a bridge that is now used by the public to access two separate and privately-owned properties.

The bridge was assessed by a structural engineer on behalf of Conservation Halton in 2012, which identified the following:

- No major repairs have been carried out on the bridge since its initial construction;
- Safety and structural concerns; and,
- The bridge was near the end of its functional lifespan and in need of replacement or removal.

A letter dated July 27, 2016 was sent by Hassaan Basit to Bill Mann at the Town of Milton that indicated Conservation Halton needs to remove the pedestrian bridge within the next six (6) months due to its deteriorated condition, safety concerns and associated liability risk. This letter also indicated that Conservation Halton does not require the bridge to fulfill its mandate but is willing to work with the Town of Milton if they decide that a replacement bridge is required, provided that all capital costs as well as future management and maintenance of the bridge structure is assumed by the Town.



Town of Milton Staff issued a report to the Town of Milton Committee of the Whole on September 26, 2016 that provided background information including ownership of the pedestrian bridge. This report also indicated that Conservation Halton determined that the structure needs repair/replacement or removal. In addition, this Staff report included a discussion outlining costs for easements and legal support as well as costs associated with designing and installing a new structure, and long-term maintenance costs and associated liabilities. Town of Milton Staff also identified safety concerns for pedestrians using the bridge and entering the loading area for the Carriage Square Plaza. This report concluded that "If Committee and Council would like to proceed with the installation of a new structure, it is recommended that the project be considered as part of the 2017 Capital Budget and Forecast and that a figure of \$200,000 be carried forward". Resolution from Town of Milton Committee of the Whole directed Town of Milton Staff to work with interested parties, including but not limited to all four adjacent building owners, Carriage Square and Conservation Halton to develop a pedestrian bridge proposal for budget review.

Town of Milton Staff issued a second report to the Town of Milton Committee of the Whole on February 27, 2017 that summarized liability and bridge usage. This report provided a summary of responses from the adjacent property owners which indicated that none of the abutting properties were able to assume responsibility for the replacement or maintenance of the pedestrian bridge. As a result, Town Staff indicated that abutting property owners would not assume any liability related to any incident even if it were to occur on their lands, therefore, the Town could be found wholly responsible for any damages that may arise from such an incident. Resolution carried by the Town of Milton Committee of the Whole was "that staff be directed to undertake design and tender for a new pedestrian bridge replacement".

On July 26, 2018 a project cancellation notice for the Carriage Square Pedestrian Bridge was posted on the Town of Milton website indicating that "a legal easement that would allow for the construction and maintenance of the proposed pedestrian bridge cannot be obtained. As a result, the Town cannot proceed with the design or construction of the bridge as planned and the project will be cancelled".

This bridge creates liabilities for Conservation Halton as property of which the Authority is deemed to be the owner and occupier of, under the Occupier Liability Act. These liabilities impose due diligence obligations onto Conservation Halton with respect to the maintenance and management of the bridge including:

- Regular inspections of the bridge to ensure that it is safe and structurally sound and,
- Reasonable maintenance, which would include maintaining the bridge for pedestrian use through all seasons, in particular, the need to consider winter maintenance and the liabilities assumed through the provision or lack thereof.

This pedestrian bridge raises liability concerns for Conservation Halton that include:

- Directing bridge users into an unprotected and privately-owned traffic laneway located at the rear of Carriage Square Plaza; and
- Providing a tax-supported infrastructure that leads between two privately owned properties but does not provide a public right of access to the bridge.

Conservation Halton's primary mandate includes the prevention of loss of life and property due to flooding. The flood conveyance channel within Milton serves to support this primary mandate. The

purpose and function of this flood conveyance channel does not include a need for this pedestrian bridge.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Taking care of our growing communities.

Decommissioning of the Carriage Square Plaza Pedestrian bridge supports the Strategic Plan key objective to *enhance public safety through the modernization of flood management operations to protect communities from severe weather and natural hazards* by decommissioning a deteriorated structure that is dangerous to pedestrian users and is not required to fulfill Conservation Halton's mandate.

### Financial Impact

Financial implications will be brought back to the Conservation Halton Board of Directors through a Board Report for further review and approval at a subsequent date if needed.

Signed & respectfully submitted:



Janelle Wepler  
Associate Director, Engineering

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Janelle Wepler, 905-336-1158 x2294, [jwepler@hrca.on.ca](mailto:jwepler@hrca.on.ca)

July 27, 2016

Mr. Bill Mann  
CAO  
Town of Milton  
150 Mary Street  
Milton ON L9T 6Z5

Dear Bill:

**Re: Milton Flood Control Channel – Pedestrian Bridge at Carriage Square Plaza**

The above referenced bridge was initially constructed during the 1930's and 1940's to maintain access across Sixteen Mile Creek by the private land owner. This bridge was assumed under the ownership of Conservation Halton with the construction of the flood conveyance channel during the 1970's. Since the installation of the flood conveyance channel, the property has been divided into separate parcels on either side of the bridge that now each have different owners and purposes. This pedestrian bridge has gone from being a private access by a single land owner, to a bridge that is now used by the public to access two separate and privately owned properties.

The bridge was assessed by a structural engineer on behalf of Conservation Halton in 2012, which identified the following:

- No major repairs have been carried out on the bridge since its initial construction;
- Safety and structural concerns; and,
- The bridge was near the end of its functional lifespan and in need of replacement or removal.

The bridge creates liabilities for Conservation Halton as property of which the Authority is deemed to be the owner and occupier of, under the Occupier Liability Act. These liabilities impose due diligence obligations onto Conservation Halton with respect to the maintenance and management of the bridge including:

- Regular inspections of the bridge to ensure that it is safe and structurally sound and,
- Reasonable maintenance, which would include maintaining the bridge for pedestrian use through all seasons, in particular, the need to consider winter maintenance and the liabilities assumed through the provision, or lack thereof.

The south side of the pedestrian bridge terminates onto a privately owned roadway which serves as a rear-access delivery route for the Carriage Square Plaza shopping centre. This delivery route is confined and does not include a defined or designated

pedestrian walkway. In addition, this confined delivery route has limited visibility for vehicles that need to access and maneuver within the laneway. In particular, delivery vehicles drive in reverse in the immediate termination area of the pedestrian bridge, where pedestrians immediately enter the laneway of the plaza. Whilst the liability rests on the delivery and land owner at this location, it is highly likely that an argument could be made that the owner of the bridge shares that liability as without the bridge being present, the concern at the delivery location would not exist. In summary, the pedestrian bridge raises liability concerns for Conservation Halton that include:

- Leading bridge users into an unprotected and privately-owned traffic laneway delivery zone for a busy shopping plaza and
- Providing a tax payer supported item of infrastructure that leads between two privately owned properties but does not provide a public right of access to the bridge.

In addition, although this bridge does not currently fall under the Minimum Maintenance Standards (O.Reg 239/02), it may be alleged that these standards apply, which in turn, gives rise to a need for Conservation Halton to defend a claim, consequentially attracting associated costs.

Conservation Halton's primary mandates include the prevention of loss of life and property due to flooding. The flood conveyance channel within Milton serves to support this primary mandate only. Its purpose and function does not include a need for this pedestrian bridge, nor do we have the staff resources or expertise to maintain such a structure in a safe working condition.

In addition, I would like to note that all other bridges (pedestrian or otherwise), that cross flood conveyance channels managed by Conservation Halton within Milton, Burlington and Oakville, are owned and managed by the municipality, which has the appropriate resources for management and maintenance.

Conservation Halton has to remove this bridge within the next six (6) months due to the identified structural concerns and the associated liabilities and the lack of ongoing management of the bridge. Conservation Halton is willing to work with the Municipality if they decide that a replacement bridge is required and will work with the Municipality to implement a crossing over the flood conveyance should the Municipality assume costs, management and maintenance of the replacement bridge.

I hope this helps to clarify our position and if you have further questions, please feel free to contact me at: 905.336.1158 x 2270 or [hbasit@hrca.on.ca](mailto:hbasit@hrca.on.ca)

Yours truly,



Hassaan Basit  
CAO/Secretary-Treasurer

cc Town of Milton Councillors Colin Best, Mike Boughton, Robert Duvall, Mike Cluett and Mayor Gord Krantz

# THE CORPORATION OF THE TOWN OF MILTON

## COMMITTEE OF THE WHOLE MINUTES

27TH SESSION

SEPTEMBER 26, 2016

PAGE 1

The Committee of the Whole for the Corporation of the Town of Milton met in regular session at 7:09 p.m. in the Council Chambers at Town Hall West with Councillor Boughton in the Chair. All members were present.

**I. AGENDA ANNOUNCEMENTS / AMENDMENTS**

**II. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

Councillor Best disclosed a pecuniary interest on Item # 1 under Section VI. – Items for Consideration, because his wife is a part time contract fitness employee.

**III. CONSENT ITEMS**

**Rec. COW-073-16: THAT Consent Items numbered 1 to 3 be hereby approved.**  
**CARRIED**

**1**                      [Staff Report CORS-055-16](#)

Subject: Capital and Operating Financial Statements – August 2016

**THAT report CORS-055-16, covering the capital and operating financial statements as at August 31, 2016, be received for information.**

**2**                      [Staff Report ENG-027-16](#)

Subject: Emerald Ash Borer Strategy (EAB) Update – 2017  
Proposed Budget Projection

**THAT Council receive report ENG-027-16 for information and consideration while reviewing the Town's 2017 budget requirements.**

**3**                      [Staff Report FIRE-004-16](#)

Subject: Quarterly Fire Department Activity Report Q2 2016

**THAT Report FIRE-003-16 be received for information.**

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**IV. PUBLIC MEETING**

**1** Staff Report PD-041-16

Subject: Public Meeting and Initial Report: Zoning By-law Amendment application by Manaman Centre Inc. applicable to lands described as Part of Lots 8 & 9, Concession 1 NS (Trafalgar). (Town File: Z-08/16)

As no members of the public came forward at this time, the Chair closed the public meeting.

**Rec. COW-074-16: THAT Planning and Development Report PD-041-16 BE RECEIVED FOR INFORMATION. CARRIED**

**V. PRESENTATIONS / DELEGATIONS**

**1** Staff Report ENG-030-16

Subject: Carriage Square Pedestrian Bridge

Paul Cripps, Commissioner, Engineering Services and Robert Crowe, Halton Condominium Corporation #238 addressed Council with respect to Staff Report ENG-030-16.

**Rec. COW-075-16: That Report ENG-030-16 be received for information.**

***And that staff be directed to work with interested parties, including but not limited to all four adjacent building owners, Carriage Square and Conservation Halton to develop a pedestrian bridge proposal for budget review. CARRIED***

*\*This recommendation varies from the recommendation contained in Staff Report ENG-030-16.*

**2** Halton Healthcare Presentation

Subject: Milton District Hospital Expansion Update

**VI. ITEMS FOR CONSIDERATION**

Councillor Best disclosed a pecuniary interest and refrained from discussion and voting on the item below:

**1** Staff Report COMS-018-16

Subject: Fitness Service Levels and Action Plan



---

**Rec. COW-076-16:** That clause three of the recommendation contained in Staff Report COMS-018-16 which reads “AND THAT the Fitness Services 3-Year Strategic Plan be approved;” be postponed until further information is provided by staff, with respect to the additional services and their competitiveness with the private sector. **CARRIED**

**Rec. COW-077-16:** THAT COMS-018-16 be received for information;

**AND THAT the Commissioner of Community Services and Deputy CAO/CFO be authorized to amend program fees in User Fee Bylaw No. 073-2016 as discussed through this report;**

**AND THAT staff report to Council annually for the next 3 years with an update on the identified targets and action plans outlined in the Fitness Services Strategic Plan. CARRIED**

*\*This recommendation varies from the recommendation contained in Staff Report COMS-018-16.*

**VII. REGIONAL COUNCIL UPDATE**

**VIII. STATEMENTS BY MEMBERS**

**IX. ADJOURNMENT**

There being no further business to discuss Chair Boughton adjourned the meeting at 9:28 p.m.

\_\_\_\_\_  
G.A. Krantz Mayor

\_\_\_\_\_  
Troy McHarg Town Clerk



# The Corporation of the TOWN OF MILTON

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Report To:	Committee of the Whole
From:	M. Paul Cripps, P. Eng., Commissioner, Engineering Services
Date:	September 26, 2016
Report No:	ENG-030-16
Subject:	Carriage Square Pedestrian Bridge
Recommendation:	<b>It is recommended that Report ENG-030-16 be received for information.</b>

---

## REPORT

### Background

Prior to the development of the Carriage Square Plaza and the condominium building to the north (100 Millside Drive) the associated lands were occupied for employment uses, which included a bridge across the 16 Mile Creek for truck access. Once the lands were redeveloped, the structure was no longer required for vehicular access and the bridge evolved into a pedestrian crossing (see Appendix I). The creek block, including the structure, are currently owned by Conservation Halton and no easements exist to facilitate the pedestrian crossings. Recently, Conservation Halton (CH) determined that the structure needs to be rehabilitated if it is going to remain in place. Given that the bridge is not required by CH and that they have no desire to assume the liability associated with the pedestrian crossing, CH is planning to remove the structure. Council asked staff to investigate and report back on the possibility of establishing a new pedestrian crossing at this location, once the existing bridge has been removed.

### Discussion

There are a number of technical issues associated with the existing pedestrian crossing behind Carriage Square that would have to be addressed if the Town pursued the option of creating a new permanent creek crossing at this location:

- An easement would have to be negotiated with Conservation Halton and registered on title, with the Town assuming all liability and maintenance costs associated with the new structure.
- Work outside the creek block would also require easements from the abutting property owners for any access or ramps.
- Costs associated with legal work and the required legal surveys would be in the range of \$20,000 to \$30,000.
- Costs for the installation of a new structure have been investigated and would likely be somewhere between \$77,000 and \$102,000 for design, going through the approval process and the supply and delivery of the new structure. In addition



# The Corporation of the TOWN OF MILTON

Report #:  
4TENG-030-16  
Page 2 of 3

to these costs, the existing pedestrian ramps would have to be removed and reconstructed in order to meet current AODA requirements.

- The Town would have to assume the long term maintenance costs and liabilities associated with the new structure.

In addition to the above, the issue of pedestrian safety is of great concern. The area behind Carriage Square is used as the loading area for the plaza, as a result, a significant portion of the traffic in this area is heavy vehicles either delivering products or removing waste. Given the configuration, many of the maneuvers carried out by these trucks require the drivers to back into, or out of loading areas. The introduction and encouragement of pedestrians into this environment cannot be recommended. In fact, the Town is in receipt of a letter (see Appendix II) from the property manager clearly stating that they have similar concerns for the safety of pedestrians using this area.

In order to determine the extent of pedestrian usage of the bridge, a pedestrian count was done on September 14. During an 11 hour period (7:00 a.m. to 6:00 p.m.) a total of 47 round trips were observed.

Concerns have been raised about the increased distance that residents would have to walk if the structure were to be permanently removed and residents were forced to use Martin Street as the alternative. Obviously the actual distance would depend on origin and destination, but the following information is offered for Committee's information. Using a common starting point being the rear door of 100 Millside Drive, if a person was walking to the west end of the plaza, the distance is approximately 100m shorter to use Martin Street vs. the existing bridge, if a person is going to the midpoint of the plaza, the distance is virtually the same, and if a person is traveling to the store at the east end of the plaza, the distance is approximately 130m shorter to use the bridge rather than traveling along Martin Street.

## Financial Impact

As the recommendation associated with Report ENG-030-16 is to receive the report for information, there is no financial impact associated with this report. If Committee and Council would like to proceed with the installation of a new structure, it is recommended that the project be considered as part of the 2017 Capital Budget and Forecast and that a figure of \$200,000 be carried forward.

Respectfully submitted,  
M. Paul Cripps, P. Eng.  
Commissioner, Engineering Services

For questions, please contact:

Paul Cripps 905-878-7252 Ext. 2501



# The Corporation of the TOWN OF MILTON

Report #:  
4TENG-030-16  
Page 3 of 3

Attachments
Appendix I – Location Map Appendix II – Correspondence from Kerr Realty Management Ltd.

CAO Approval

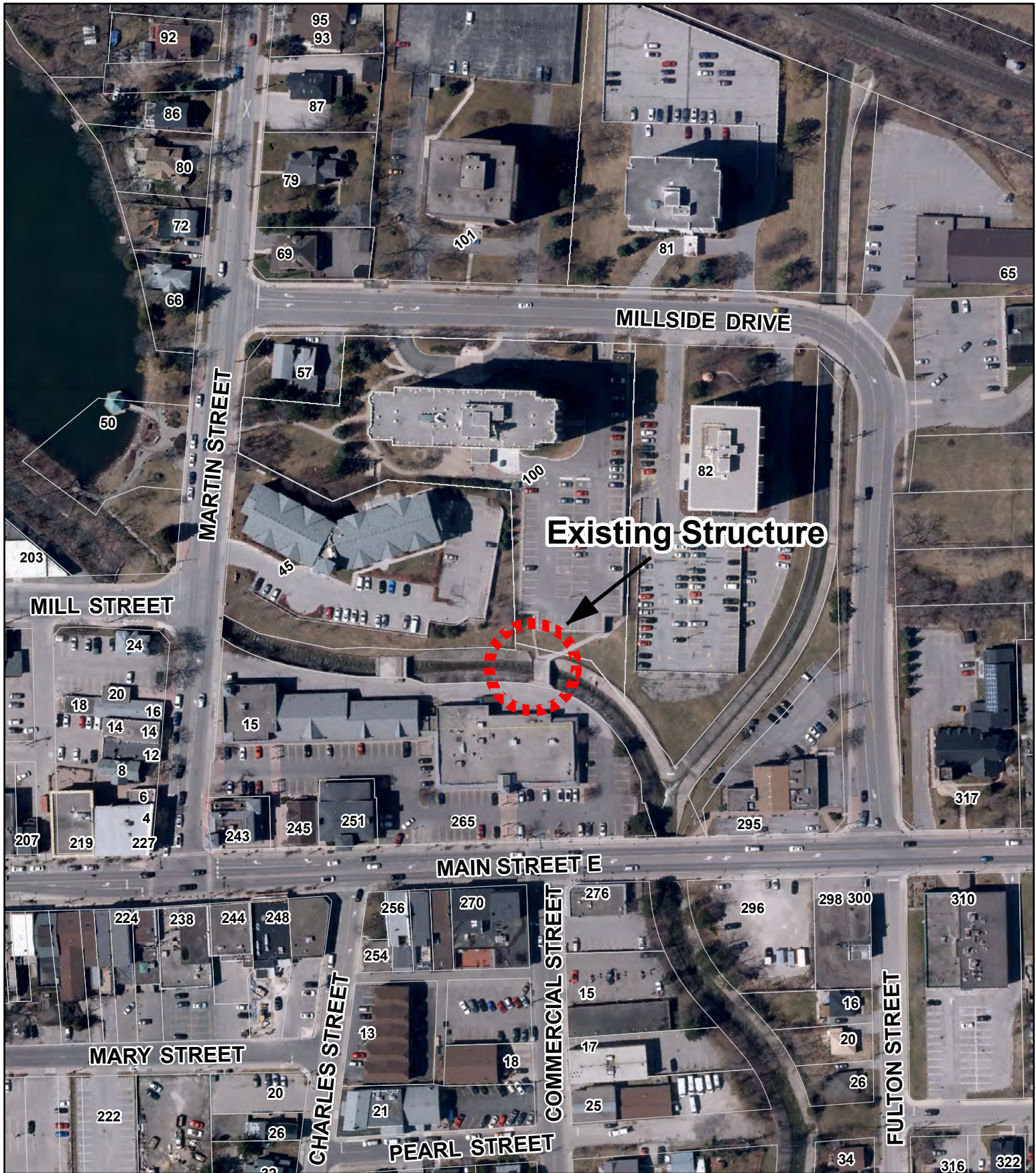
William Mann, MCIP, RPP, OALA, CSLA, MCIF, RPF

Chief Administrative Officer





# Pedestrian Bridge behind 100 Millside Drive



**Kerr Realty Management Ltd.**

*Brokerage*

Suite #LO1, 251 Main Street E.

Milton, ON

L9T 1P1

RECEIVED

JUL 29 2013

ENGINEERING SERVICES DEPT.

Telephone: (905) 876-0407 Facsimile: (905) 878-1169 e-mail: kerr\_realty@hotmail.com

July 25, 2013

Mr. Ray Guther  
Conservation Halton  
2596 Britannia Road West  
Burlington, ON L7P 0G3

Dear Mr. Guther:

Re: Walkway over Channelization to Carriage Square, Milton

Further to our meeting with you, myself and Paul Cripps of the Town of Milton on July 11, 2013 I wish to confirm the following in relation to the pedestrian bridge at the rear of Carriage Square that passes over the channelization owned by Conservation Halton.

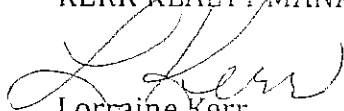
I have spoken with the owners of Carriage Square and they confirm, as I do, that they are unable to assume any responsibility for maintenance or liability of the bridge itself.

While we do appreciate that the bridge is of great convenience to residents of Millside Drive, many of who are customers of our tenants here at the plaza, we are concerned about the safety of pedestrians who exit the bridge and enter upon the rear roadway at the back of Carriage Square plaza as this is the route taken by transport trucks to delivery goods to tenants within the plaza. I know that I often drive through that roadway and frequently, pedestrians do not even hear traffic coming up behind them.

We would be agreeable to retaining the status quo whereby another party takes responsibility for the maintenance of the bridge and pedestrians have that access to our plaza; however, we do so with continued concern as to the safety of the area for pedestrians.

Regards,

KERR REALTY MANAGEMENT LTD.

  
Lorraine Kerr  
Property Manager

cc Paul Cripps, Town of Milton, 150 Mary Street, Milton, ON L9T 6Z5





The Committee of the Whole for the Corporation of the Town of Milton met in regular session at 7:05 p.m. in the Council Chambers at Town Hall West with Councillor Malboeuf in the Chair. All members were present with the exception of Councillor Huffman.

**I. AGENDA ANNOUNCEMENTS / AMENDMENTS**

**II. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

None

**III. CONSENT ITEMS**

**Rec. COW-012-17: THAT Consent Items numbered 1 to 3, with item # 3 as amended, be hereby approved. CARRIED**

**1 [Staff Report ES-001-17](#)**

Subject: Halton Court Services: Provincial Offences Act  
Administration (POA)- 2017 Business Plan and Budget

**THAT the 2017 Business Plan and Budget for Halton Court Services, attached as Appendix "A" to Staff Report be approved.**

**2 [Staff Report PD-004-17](#)**

Subject: Heritage Milton Annual Report 2016

**THAT Report PD-004-17 be received for information**

**3 [Staff Report PD-011-17](#)**

Subject: Approval of New Street Names Pursuant to Naming –  
Streets Policy No. 70

**THAT the Town of Milton Council approve the names Boyd, Detlor, Fullum, St.Cyr, Thornborrow and Waddington for inclusion in the Street Name Bank;**





**AND THAT the Town of Milton Council approve the name Kitchen for inclusion in the Street Name Bank subject to approval from the Emergency Services;**

**AND FURTHER THAT the street name Toletza be changed to Toletzka.**

*\*This recommendation varies from the recommendation contained in Staff Report PD-011-17.*

#### **IV. PUBLIC MEETING**

##### **1 [Staff Report PD-006-17](#)**

Subject: Public Meeting and Initial Report: Proposed Zoning By-law Amendment by Mattamy (Willmott) Limited (Lots 69-86 on Plan 20M-1180, Town of Milton, Regional Municipality of Halton.) (Town File: Z-01/17).

As no members of the public came forward at this time, the Chair closed the public meeting.

**Rec. COW-013-17: THAT Planning and Development Report PD-006-17, BE RECEIVED FOR INFORMATION;**

**AND THAT, upon completion of the review and evaluation of the application, a Technical Report be brought forward by the Planning and Development Department for consideration.**

**CARRIED**

#### **V. PRESENTATIONS / DELEGATIONS**

##### **1 [Staff Report COMS-005-17](#)**

Subject: Milton Youth Advisory Committee – 2016 Annual Report

Milton Youth Advisory Committee members Daniel Jolic and Ahmed Khan addressed Committee of the Whole with respect to Staff Report COMS-005-17.

**Rec. COW-014-17: THAT report COMS-005-17 be received.**

**CARRIED**

##### **2 [Staff Report ENG-003-17](#)**

Subject: Carriage Square Pedestrian Bridge



**Rec. COW-015-17: THAT staff be directed to undertake design and tender for a new pedestrian bridge replacement. CARRIED UNANIMOUSLY**

**3 Staff Report ENG-002-17**

Subject: Pilot Transit Service to Campbellville

Tony D' Alessandro, Coordinator, Transit, and Shawn Saulnier, Ad Hoc Committee for Campbellville Transit and Malcolm Friedland addressed Committee of the Whole with respect to Staff Report ENG-002-17.

**Rec. COW-016-17: THAT ENG-002-17 be received;**

**AND THAT conventional transit service to Campbellville be piloted effective April 3, 2017, as per staff recommended service delivery plan in ENG-002-17;**

**AND THAT the contract increase for Diversified Transportation in the amount \$150,000 (exclusive of HST) be approved;**

**AND THAT the Manager, Purchasing and Risk Services be authorized to execute contracts, and the Mayor and Town Clerk be authorized to sign any required paperwork;**

**AND FURTHER THAT staff report back to Committee of the Whole to recommend further action in Q3.**

<u>Name of Councillor</u>	<u>In Favour</u>	<u>Opposed</u>
Councillor R. Di Lorenzo	X	
Councillor M. Boughton	X	
Councillor C. Best	X	
Councillor R. Duvall	X	
Councillor A. Huffman		ABSENT
Councillor R. Malboeuf	X	
Councillor J. Pollard	X	
Councillor M. Cluett	X	
Councillor C. Lunau	X	
Councillor Z. Hamid	X	
Mayor G. Krantz	X	
Totals	10	0

Motion was **CARRIED UNANIMOUSLY**



## VI. ITEMS FOR CONSIDERATION

### 1 [Staff Report PD-005-17](#)

Subject: Technical Report: Official Plan Amendment and Zoning By-law Amendment Application by York Trafalgar Corp. applicable to lands known municipally as 610 Farmstead Drive, Milton (Files: LOPA-01/16 and Z-06/16)

Fred Spohr addressed Committee of the Whole with respect to Staff Report PD-005-17.

**Rec. COW-017-17: THAT Planning and Development Report PD-005-17 outlining applications for amendments to the Town of Milton Official Plan and Zoning By-law 016-2014, as amended, to facilitate the construction of a six (6) storey apartment building, BE APPROVED;**

**AND THAT staff be authorized to bring forward Official Plan Amendment No. 43 in accordance with the draft Official Plan Amendment attached as Appendix 1 to Report PD-005-17 for Council adoption;**

**AND THAT staff be authorized to bring forward an amending Zoning By-law in accordance with the draft By-law attached as Appendix 2 to Report PD-005-17 for Council Adoption;**

**AND THAT WHEREAS the Planning Act limits the ability to apply for a minor variance for a 2-year period following approval of this By-law, BE IT RESOLVED that a privately-initiated application for a minor variance may be made;**

**And FURTHER THAT the Town Clerk forward a copy of Report PD-005-17 and the decision to the Region of Halton for their information.**  
**CARRIED**

### 2 [Staff Report ENG-001-17](#)

Subject: 2016 Milton Transit Q4 Key Performance Indicators and Annual Summary



Paul Cripps, Commissioner, Engineering Services addressed Committee of the Whole with respect to Staff Report ENG-001-17.

**Rec. COW-018-17: THAT ENG-001-17 be received.**

**CARRIED**

**VII. REGIONAL COUNCIL UPDATE**

**VIII. STATEMENTS BY MEMBERS**

**IX. ADJOURNMENT**

There being no further business to discuss Chair Malboeuf adjourned the meeting at 9:41 p.m.

\_\_\_\_\_  
G.A. Krantz Mayor

\_\_\_\_\_  
Troy McHarg Town Clerk



# The Corporation of the TOWN OF MILTON

Report To:	Committee of the Whole
From:	M. Paul Cripps, P. Eng., Commissioner, Engineering Services
Date:	February 27, 2017
Report No:	ENG-003-17
Subject:	Carriage Square Pedestrian Bridge
Recommendation:	<b>It is recommended that Report ENG-003-17 be received for information purposes and that no further action be taken.</b>

## REPORT

### Background

Once it became known that Conservation Halton had plans to remove the existing pedestrian bridge over the 16 Mile Creek behind Carriage Square Plaza, as a result of a conditional assessment, report ENG-030-16 was submitted to Committee in response to the request by local citizens for the Town to replace the structure. At that time, staff were directed to gather more information related to liability, bridge usage and to formalize the position of property owners abutting, or in the immediate vicinity of the structure. This report summarizes those findings.

### Discussion

On October 7, 2016 a letter was forwarded from the Town to the condominium associations of the four buildings in the immediate vicinity of the pedestrian bridge behind Carriage Square Plaza and the property manager for Carriage Square Plaza requesting information related to the following items (see Appendix I):

- Would the Condominium Corporation (CC) or owner assume any liability associated with the use of the bridge, if the Town were to undertake its replacement?
- Would the CC or owner assume responsibility for the maintenance of the structure if it were to be replaced?
- Would the CC or owner be willing to grant the necessary easements to the Town, if the structure were to be replaced?

A summary of the responses the Town received are outlined below. Copies of the correspondences are attached as Appendix II.

The property management firm for **82 Millside Drive** (east of the bridge), has indicated that they are unable to assume any liability or maintenance costs associated with the



# The Corporation of the TOWN OF MILTON

Report #:  
ENG-003-17  
Page 2 of 3

bridge, however, if easements were required to facilitate construction or ongoing use of the bridge, they would be willing to grant those easements.

The property manager for **101 Millside Drive** (north side of Millside Drive) have also advised that they would not be able to assume maintenance or liability responsibilities for the bridge, and given that the bridge does not immediately abut their property, easements from their property would not be required.

The property manager for **81 Millside Drive** (north side of Millside Drive) has advised the Town that while they cannot contribute to the construction or maintenance costs of the bridge, they are in support of the Town replacing the structure and keeping the crossing in place.

Correspondence has been received from Mr. Crowe (delegation at September Committee meeting) representing **100 Millside Drive**, stating that they would be unable to assume any liability responsibilities associated with the bridge, but that they would be willing to continue to provide “snow clearing and de-icing services for the bridge structure and associated access footpaths and ramps.”

The owners of **Carriage Square Plaza** have also advised us that they would be unwilling to assume maintenance and liability responsibilities for the crossing, however, they would be willing to grant easements for construction and the ongoing use of the bridge. Tenants of the plaza are also in support of maintaining the crossing.

As part the background research, the Town’s insurer (Jardine Lloyd Thompson Canada Inc.) was also contacted about this issue. Their response confirms staff’s earlier position that even if the Town is found to be 1% responsible for any incident on the bridge, or on the area leading pedestrians to the bridge, under the 1% rule as outlined on the second page of their correspondence, the Town could be held up to 100% responsible for any judgment. The letter from Jardine Lloyd Thompson Canada Inc. (see Appendix III) also states that the Town “could be in a poor defensible position” with the correspondence on file from Kerr Realty (dated July 25, 2013).

As noted above, additional pedestrian count information was also requested by the Committee. Counts, in addition to the original observations completed on September 14 (47 round trips), were completed on November 18 and November 24. At that time the original count was confirmed when 51 and 40 round trips were observed on those respective dates.

If the bridge were to be replaced, it is clear from the above that the abutting property owners would not assume any liability related to any incident, even if it were to occur on their lands, therefore, the Town could be found responsible for same. Given the 1% rule, as noted in the Jardine Lloyd Thompson correspondence, the Town could be wholly responsible for any damages that may arise from such an incident. It is worth



# The Corporation of the TOWN OF MILTON

Report #:  
ENG-003-17  
Page 3 of 3

noting, as stated in our previous report ENG-030-16 that “the introduction and encouragement of pedestrians into this environment cannot be recommended” given the characteristics of traffic and that the area is a loading zone where trucks frequently back up into loading areas.

## Financial Impact

As part of the 2017 Capital budget process, funds were allocated for this project, in the event it was to proceed. As a result, there are no financial impacts associated with ENG-003-17 as presented.

Respectfully submitted,  
M. Paul Cripps, P. Eng.  
Commissioner, Engineering Services

For questions, please  
contact:

Paul Cripps 905-878-7252 Ext. 2501

## Attachments

Appendix I: Town’s letter to Condominium Associations/Property Owners  
Appendix II: Response Correspondences  
Appendix III: Letter from Jardine Lloyd Thompson Canada Inc.

CAO Approval  
William Mann, MCIP, RPP, OALA, CSLA, MCIF, RPF  
Chief Administrative Officer





Town of Milton  
150 Mary Street  
Milton, Ontario  
L9T 6Z5

Phone 905-878-7252  
Fax 905-878-6995  
[www.milton.ca](http://www.milton.ca)

## Appendix I

October 7, 2016

Dear Sir/Madame:

On Monday, September 23, Town Council received report ENG-030-16 (copy attached) dealing with the removal and replacement of the existing pedestrian bridge over the 16 Mile Creek behind Carriage Square Plaza. You will see from the report that the existing structure, owned by Conservation Halton, is scheduled for removal due to its structural condition.

Report ENG-030-16 was not approved by Council but instead staff was directed to contact the neighbouring property owners to explore two important issues, those being liability and maintenance associated with an alternative scenario where the Town agrees to install a new pedestrian bridge once the existing crossing is removed. We are therefore posing the following questions:

1. If the Town of Milton was to assume the responsibility of installing a new pedestrian crossing of the 16 Mile Creek behind the Carriage Square Plaza, would your condominium corporation/company enter into an agreement with the Town whereby the condominium corporation/company would assume all potential liabilities associated with the use of the structure and indemnify the Town with respect to same, and provide third party insurance coverage protecting the Town of Milton from any and all claims?
2. Would the condominium corporation/company be willing to also assume responsibility for the maintenance of the structure including, but not limited to, snow clearing?
3. Would the condominium corporation/company be prepared to provide any necessary easements or temporary access to facilitate the construction and/or on-going use of the bridge?

Recognizing that you will likely wish to consult with your insurance and legal representatives, we are requesting a written response by November 7, 2016 to the undersigned.

Sincerely,

M. Paul Cripps, P. Eng.  
Commissioner, Engineering Services  
905-878-7252 Ext. 2501  
[Paul.cripps@milton.ca](mailto:Paul.cripps@milton.ca)

Attachment

# realstar management

## SENT VIA EMAIL

November 14, 2016

M. Paul Cripps, P. Eng  
Commissioner, Engineering Services  
Town of Milton  
150 Mary Street  
Milton, ON L9T 6Z5

M. Paul Cripps,

We represent the interests of the owner of 82 Millside Drive. Our responses to your questions in your letter dated October 7, 2016 regarding the pedestrian crossing are as follows:

1. *If the Town of Milton was to assume the responsibility of installing a new pedestrian crossing of the 16 Mile Creek behind Carriage Square Plaza, would your condominium corporation/company enter into an agreement with the Town whereby the condominium corporation/company would assume all potential liabilities associated with the use of the structure and indemnify the Town with respect to the same, and provide third party insurance coverage protecting the Town of Milton from any and all claims?*

We are not in a position to assume potential liabilities associated with the use of the structure and indemnify the Town with respect to the same, and provide third party insurance coverage protecting the Town of Milton from any and all claims.

2. *Would the condominium corporation/company be willing to also assume responsibility for the maintenance of the structure including, but not limited to, snow clearing?*

We are not in a position to assume responsibility for the maintenance of the structure.

3. *Would the condominium corporation/company be prepared to provide any necessary easements or temporary access to facilitate the construction and/or on-going use of the bridge?*

We are prepared to provide necessary easements or temporary access to facilitate construction and/or on-going use of the bridge.

Our resident base consists largely of senior citizens and many of these residents have mobility issues. The pedestrian crossing is a crucial amenity for our residents. The existing crossing allows our residents to complete daily activities, such as travelling to the local drug store in order to fill their prescriptions. We estimate that the distance from 82 Millside to the Shopper's Drug Mart at Carriage Square is 130 metres when using the pedestrian crossing, while the distance without the crossing is 350 metres. The additional 220 metres is substantial for a senior citizen with mobility issues.

**realstar management**

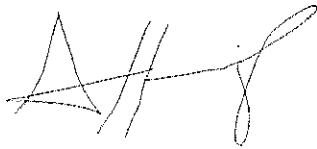
It is our view that property tax payments from the surrounding multi-residential buildings provide sufficient revenue to fund the ongoing capital and operating costs for the crossing, including snow clearing and insurance. Property tax payments for 82 Millside for the past 3 years averaged over \$200,000 annually.

We spoke to the Condominium Board at 100 Millside Drive, whose residents also utilize the crossing on a daily basis. We understand they expressed similar concerns regarding the removal of the bridge, and that they have been working with Colin Best, local ward councillor, in order to arrive at an equitable solution.

We are open to a one-time contribution to the capital costs of a new pedestrian crossing, subject to further discussion and negotiation with the Town. The \$200K capital cost estimate prepared by the Town is significant relative to the scope of work for the replacement of the crossing. As property managers, we execute on capital projects of a similar size, scope, and scale on a regular basis. We understand our neighbours at 100 Millside Drive sourced a pre-fabricated bridge at a capital cost of \$19K. Any potential contribution on our part is subject to further refinement of the capital cost estimate and a competitive tender process.

We look forward to arriving at an amicable and equitable resolution to the matter.

Kind Regards,



Asad Hanif  
Director, Asset Management  
Realstar Management Partnership

101 MILLSIDE DRIVE INC.

101 Millside Drive

Milton Ontario

L9T 3C2

RECEIVED

OCT 25 2016

Engineering Services Dept

October 20, 2016

Mr. Paul Cripps

Commissioner, Engineering Services

150 Mary Street

Milton Ontario L9T 6Z5

Dear Mr. Cripps

Re: Walkway over Channelization to Carriage Square, Milton

In response to your letter dated on October 7<sup>th</sup> 2016 I wish to inform you that 101 Millside Drive Inc. is unable to assume any responsibility for maintenance or liability of the bridge or any form of third party insurance.

Please note that the location of the bridge has no direct bearing to the property of 101 Millside Drive therefore any easements or temporary access to facilitate construction is not a concern for my property.

Regards,

101 MILLSIDE DRIVE INC.



John Pacitto

Property Manager

**The Board of Directors**  
**Halton Condominium Corporation No. 57**  
c/o Kerr Realty Management Ltd.  
*Brokerage*  
15 Martin Street, Suite 201, Milton, ON L9T 2R1

Telephone: (905) 876-0407    Facsimile: 1 (866) 847-0735    e-mail: kerr\_realty@hotmail.com

November 15, 2016

Mr. Paul Cripps  
Commissioner, Engineering Services  
Town of Milton  
150 Mary Street  
Milton, ON L9T 6Z5

Dear Mr. Cripps:

Re: Pedestrian Crossing between Carriage Square & 100 Millside Drive over 16 Mile Creek

The Board of Directors of Halton Condominium Corporation No. 57 located at 81 Millside Drive, Milton is in receipt of your letter dated October 7, 2016 concerning the subject matter. Your letter was discussed at our recent Board Meeting.

After much discussion, the Board of Directors would like to make you aware of our position on the matter which is as follows:

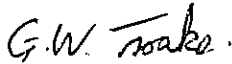
- The Board of Directors of HCC#57 recognizes the convenience of the pedestrian crossing behind Carriage Square over the 16 Mile Creek and the ease of passage to the downtown area that it affords all residents of Millside Drive and we express our desire to see that pedestrian crossing remain;
- This pedestrian crossing is a convenience to access not only Carriage Square, but the downtown area as well;
- This condominium corporation is unable to contribute to the construction or maintenance of the crossing as the Declaration of the Corporation does not permit expenditures by the Corporation on any items that are not within the Corporation's owned property;
- The Board of Directors is aware that the Town of Milton finances the promotion of the downtown core through tax revenues received through DBIA levies as well as other tax measures;
- The closure of the pedestrian crossing would have a negative effect upon the promotion of the downtown core and cause inconvenience to Millside residents;
- It is estimated that the property owners contribute an estimated \$1 million dollars annually through the four (4) residential multi-unit buildings located on Millside Drive;

- The pedestrian crossing could be considered infrastructure between private property not entirely different from a public roadway that is financed through municipal funds;


In consideration of the above, the Board of Directors of HCC#57 takes the position that the Town of Milton, by repairing and maintaining the pedestrian crossing across the 16 Mile Creek, would be doing a service to the residents of Millside Drive as well as to the merchants and business located in the downtown core.

Best regards,

HALTON CONDOMINIUM CORPORATION NO. 57



Graham Troake, President



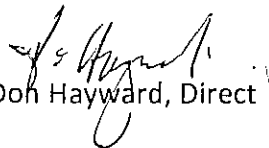
Claudette Krauter, Vice-president



Don Barrett, Treasurer



Peter Young, Secretary



Don Hayward, Direct

**Paul Cripps**

**From:** Robert E Crowe <recrowe@cogeco.ca>  
**Sent:** Monday, January 23, 2017 10:16 PM  
**To:** Paul Cripps  
**Cc:** Colin Best; Mike Boughton; Bill McLean; Bob Stoutley; Clare; Martina Hegemer; Myra Gibbs; Asad Hanif; Graham Troake  
**Subject:** RE: Carriage Square Pedestrian Bridge  
**Attachments:** Pedestrian Bridge.pdf; Bridge Quote, 22 July 2016001.pdf; Make-A-Bridge\_BrochureV2.pdf

100 Millside Dr.

Hello Paul,

Further to your email of January 6<sup>th</sup>, 2017, I felt that I had already addressed the three issues that you raised in the attached letter when, on September 26, 2016, I appeared before Town Council. However, please let me reiterate the points that I made at the time.

**1. Liability Insurance:**

As a condominium corporation, we have no ability to purchase or to commit to public liability insurance coverage on property that we do not own. Our insurance broker has confirmed this.

**2. Maintenance:**

We committed at the September 26<sup>th</sup> council meeting to provide snow-clearing and de-icing services to the bridge structure and associated access footpaths and ramps. This commitment is being fulfilled and is part of our winter maintenance contract. (Please Note: The quotation and specifications that I presented to council at the first meeting that I attended on July 25, 2016, was for a modular aluminum structure. I believe that the use of aluminum would greatly reduce future maintenance costs.)

**3. Bridge Access from Millside Drive:**

For the past 25 years, our corporation has permitted anyone who needs to access the pedestrian bridge from the north to use the pathway on the east side of our property. Signs are posted to confirm that such use of the pathway is at an individual's own risk. Naturally, we will provide the necessary access across our property for equipment and personnel to install a new bridge structure that is needed as the result of Conservation Halton's decision to remove the existing bridge deck.

Please let me know if further input is needed in this regard.

Sincerely,  
 Ernie Crowe  
 VP, HCC-238

**From:** paul.cripps@milton.ca [mailto:paul.cripps@milton.ca]  
**Sent:** January-06-17 10:19 AM  
**To:** 'recrowe@cogeco.ca'  
**Cc:** Colin.Best@milton.ca; Mike.Boughton@milton.ca  
**Subject:** Carriage Square Pedestrian Bridge

Ernie,

The attached letter was delivered back in October (I believe we were directed to deliver it to unit 104) and as of this time, we have not received any sort of response. I was wondering if I could impose on you to find out if the property manager, and/or the Condo Board had dealt with this issue and if a response was forthcoming.



**Paul Cripps**

---

**From:** Lorraine Kerr <kerr\_realty@hotmail.com>  
**Sent:** Wednesday, October 19, 2016 3:13 PM  
**To:** Paul Cripps  
**Subject:** pedestrian bridge behind Carriage Square

Good afternoon, Paul:

I am in receipt of your letter dated October 7, 2016 regarding the pedestrian bridge located behind Carriage Square, Main & Martin Street in Milton. I noted that the front has a sticker on it saying "Regarding 81 Millside Drive, Milton".

I wanted to clarify that you requested a reply from the condominium corporation located at that address. I do manage that property and will pose your questions to the Board of Directors of that building at our meeting scheduled for October 25, 2016. I will report to you following that meeting.

Did you also require a reply to your questions in that letter from the property owner of Carriage Square? If so, I wish to advise that I did discuss the matter with the owner yesterday evening and the owner replied "No" to questions 1 & 2. The answer to question 3 is "Yes."

To confirm the Carriage Square property owner's position, as you know, they are not willing to accept any legal liability nor maintenance and construction costs for the bridge itself. Although they do have some safety concerns as stated in previous correspondence, they would be agreeable to putting up signage and pavement markings to caution users of the bridge that they should be careful of oncoming traffic.

Tenants in Carriage Square have expressed their desire to have bridge access remain and we would support that position as the loss of the bridge may result in lost revenue to those tenants and other businesses located in the downtown area. I believe that the bridge is convenient access for residents of Millside Drive to Carriage Square as well as other downtown locations.

Best regards,

Lorraine Kerr  
Kerr Realty Management Ltd., Brokerage  
15 Martin Street, Suite 201  
Milton, ON L9T 2R1

Bus. (905) 876-0407  
Fax. 1 (866) 847-0735  
Cell. (905) 875-6173 emergency number  
e-mail: [kerr\\_realty@hotmail.com](mailto:kerr_realty@hotmail.com)



December 21, 2016

Ms. Leslie Williamson  
Town of Milton

Jardine Lloyd Thompson Canada Inc.  
Suite 1200, 55 University Avenue  
Toronto, ON M5J 2H7

Tel: 416 941 2139  
Fax: 416 941 9323  
Toll Free: 1 800 268 9189

[www.jltcanada.com](http://www.jltcanada.com)

Dear Ms. Williamson,

**Carriage Gate Square Bridge/Walkway over Channelization to Carriage Square in Milton**

**Background research**

We reviewed the Committee of the Whole report dated September 26, 2016 and authored by Mr. Paul Cripps. In said report, Mr. Cripps notes that the construction and maintenance costs will be borne by the Town. He also states "...An easement would have to be negotiated with Conservation Halton and registered on title, with the Town assuming all liability and maintenance costs associated with the new structure...The Town would have to assume the long term maintenance costs and liabilities associated with the new structure."

The report also contained a letter from Kerr Realty Management Ltd. In that letter, the individual addresses some concern with pedestrians crossing the back parking lot where there is a lot of vehicle activity in the form of delivery trucks who service the business in the plaza.

**Liability**

The addition of any new piece of property to a municipal risk program brings with it additional risk as well as additional costs associated not only with the physical structure, but from the risks that structure presents.

In this case, there is a letter on file detailing some hazards that pedestrians face. It is not only from the use of the bridge and the land leading to and from the bridge, but where pedestrians walk once they enter the back parking lot of the plaza. If the Town were to take on this project, they would be exposed to slip/trip and falls on the land leading to and from the bridge and on the bridge itself. There is also a risk of being called into an action if a pedestrian is hurt in the

back parking lot of the plaza. While that is not Town property, the Town would be responsible for the structure that led the pedestrians to the back parking lot and there is a letter on record from the owner of said parking lot outlining concerns for pedestrians in an area that is not designed for pedestrians and whose primary use contradicts pedestrian use.

In the event of a claim, Milton could be in a poor defensible position if a claim arises out of an injury from the back parking lot.

A compounding factor at play is Joint and Several Liability. In 2010, the Association of Municipalities of Ontario issued a white paper addressing Joint and Several Liability. The executive summary states "The joint and several provisions of the *Negligence Act*, indicate, "Where damages have been caused or contributed to by the fault or neglect of two or more persons ... and, where two or more persons are found at fault or negligent, they are jointly and severally liable to the person suffering the loss or damage..."

Also known as the 1% rule, the joint and several provisions may oblige a defendant, which is only 1% at fault, to pay the plaintiff's entire judgment particularly in cases where the other defendant is unable to meet a court ordered award. As "deep pocket" defendants with seemingly limitless public resources at their disposal through the power of taxation, municipalities have often become the targets of litigation when other defendants do not have the means to pay high damage awards."

In the event a claim occurs and the Town is drawn in, the Town could be found even 1% liable for the ownership of the path which led to the back parking lot.

It is important to note that there could also be other types of claims associated with the bridge. Slips/trips and falls would likely be most common and would require documentation which showed how the bridge was designed, how it was maintained (especially through the winter months) and how the land leading up to and away from the bridge was maintained through all seasons. Additional risk concerns are as follows:

- Lighting
- Safety
- Management of unintended users in the area (particularly after hours)
- Environmental claims given the proximity of construction and use of the bridge to the waterway below
- Signage and lighting from the end of the path on CH land to the pedestrian designed portion of the adjacent plaza

### Conclusion

From an insurance perspective, the additional cost to add this structure would depend on the type of coverage the municipality would be interested in purchasing. The construction phase can be insured under the contractor's policy as is standard for most Town projects. From a total cost of risk perspective, this bridge would bring additional costs in the form of deductible payments from any claims and the increased cost of maintenance, documentation and policy updates. The future impact on insurance premiums would depend on the frequency and severity of claims coming out of the area.

We would recommend that you seek a legal opinion on this matter and we would like to offer our assistance by way for a risk management review should you chose to move forward with the project.

Sincerely,

Gwen Tassone  
Vice-President, Public Sector



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## News

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### Carriage Square Pedestrian Bridge – Project Cancellation Notice

Posted on Thursday July 26, 2018

Like 1



Subscribe

On March 6, 2017, Council directed staff to proceed with the design and construction of a new pedestrian bridge (replacement) over 16 Mile Creek, behind Carriage Square Plaza. Unfortunately, a legal easement that would allow for the construction and maintenance of the proposed pedestrian bridge cannot be obtained. As a result, the Town cannot proceed with the design or construction of the bridge as planned and the project will be cancelled.

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150 Mary Street, Milton,  
ON, L9T 6Z5  
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**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 07

**FROM:** Adriana Birza, Manager, Office of the CAO

**DATE:** November 21, 2019

**SUBJECT:** CH Committees Terms of Reference Update

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### Recommendation

THAT the Conservation Halton Board of Directors **approves the Updated Terms of Reference for the CH Governance Committee and name change to “Governance and Risk Committee”;**

AND

THAT the Conservation Halton Board of Directors **approves the Updated Terms of Reference for the CH Finance and Audit Committee;**

AND

THAT the Conservation Halton Board of Directors **approves the Updated Terms of Reference for the CH CAO Compensation Committee.**

### Report

Terms of Reference for all 3 Committees will include the following update:

#### Term of Appointment and Election of Officers

**Members Appointment and Election of Officers to a CH Board Committee will take place every four years to align with the timing of the Municipal Elections and Appointment of Members to the CH Board of Directors as per the CH By-law No 2018-01 (revised October 24, 2019).**

Signed & respectfully submitted:



Adriana Birza  
Manager, CAO Office

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Adriana Birza, 905.336.1158 x 2273; abirza@hrca.on.ca

## Governance and Risk Committee

### Purpose:

The purpose of the Governance and Risk Committee is to advise the Conservation Halton Board of Directors on the appropriate policies and bylaws in the areas of governance of the Board. The committee will ensure that management has in place policies, procedures and processes to manage risks to which Conservation Halton is exposed, including compliance with applicable laws and regulations.

### Mandate:

The Governance and Risk Committee will operate in accordance with the approved Terms of Reference and provide recommendations to the Board of Directors of Conservation Halton.

1. To recommend and regularly review, on an annual basis, guiding principles, policies and bylaws related to Conservation Halton's Board of Directors and Committees and any amendments thereto.
2. To approve the Finance and Audit Committee and the CAO Review Committee Terms of Reference.
3. **To assist the Board of Directors in fulfilling its oversight responsibilities with regard to the risk appetite and risk tolerance of the organization, the risk management framework and the governance structure that supports it. Information related to risk will be received by the Board through various reporting processes depending on the area of risk which include but are not limited to:**
  - **Legal risk**
  - **Operational risk, Health and Safety**
  - **Reputation risk**
  - **Strategic risk**
  - **Financial risk**
4. To establish and conduct a Board of Directors evaluation process on an annual basis.
5. To fulfill any other duties as assigned by the Board of Directors of Conservation Halton.

### Frequency of Meetings:

The committee will meet 2 times annually or as requested by the Chief Administrative Officer or delegate. Dates will be determined based on need.



**Staff Support:**

The CAO/Secretary-Treasurer and the Director, Corporate Compliance will act as advisors and resources to the Committee, accountable for all records and documentation and ensuring consistency and compliance with Conservation Halton's and Board of Directors policies and procedures.

**Membership:**

6 members of the Board of Directors and the Chair of the Board as ex-officio.

**Term of Appointment and Election of Officers:**

**Members Appointment and Election of Officers to the CH Governance and Risk Committee will take place every four years to align with the timing of the Municipal Elections and Appointment of Members to the CH Board of Directors as per the CH By-law No 2018-01 (revised October 24, 2019).**

## **Finance and Audit Advisory Committee**

### **Purpose:**

The purpose of the Finance and Audit Advisory Committee is to advise the Conservation Halton Board of Directors on the appropriate policies in the areas of finance and financial management.

### **Mandate:**

The Finance and Audit Committee will operate in accordance with the approved Terms of Reference and provide recommendations to the Board of Directors of Conservation Halton.

1. To review the annual budget and long-term budget forecast for Conservation Halton.
2. To review, annual audited financial statements and auditors' report and make applicable recommendations to the Board of Directors of Conservation Halton.
3. To establish and regularly review guiding principles and policies related to budget, purchasing, other financial matters.
4. To fulfill any other duties as assigned by the Board of Directors of Conservation Halton.

### **Frequency of Meetings:**

The Committee will meet a minimum of 3 times annually:

- a) Mid April for the Audited Financial Statements
- b) June for the Preliminary Budget
- d) October for the Budget Approval to the Board

### **Staff Support:**

The Senior Director, Corporate Services and Director, Finance will act as the advisors and resource to the Committee, accountable for all records and documentation and ensuring consistency and compliance with Conservation Halton's policies and procedures.

### **Membership:**

5 members of the Board of Directors and the Chair of the Board as ex-officio.

### **Term of Appointment and Election of Officers**

**Members Appointment and Election of Officers to the CH Finance and Audit Committee will take place every four years to align with the timing of the Municipal Elections and Appointment of Members to the CH Board of Directors as per the CH By-law No 2018-01 (revised October 24, 2019).**

## **CAO Compensation Committee**

### **Purpose:**

The purpose of the CAO Compensation Committee is to advise the Conservation Halton Board of Directors on recommendations on the compensation for the CAO on an annual basis following a successful performance appraisal by the Chair.

### **Mandate:**

The Committee will review CAO compensation to ensure it is in line with the external market and remains competitive as a retention and motivation tool for performance and will make recommendations to the Board.

The committee will provide coaching resources and support for the CAO to ensure deliverables can be met. The committee can provide a resource for the CAO to help provide feedback and suggestions for the annual work plan.

To fulfill any other duties as assigned by the Board of Directors of Conservation Halton.  
Frequency of Meetings:

The committee will meet a minimum of 1 time annually:  
End of year, by end of November

### **Membership:**

5 members: Chair, Vice Chair and 3 members of the Board of Directors.

### **Term of Appointment and Election of Officers**

**Members Appointment and Election of Officers to the CH CAO Compensation Committee will take place every four years to align with the timing of the Municipal Elections and Appointment of Members to the CH Board of Directors as per the CH By-law No 2018-01 (revised October 24, 2019).**

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 08

**FROM:** Janelle Wepler, P.Eng., Associate Director, Engineering

**DATE:** November 21, 2019

**SUBJECT:** **Business Case – Floodplain Mapping Program**

---

### Recommendation

THAT the Conservation Halton Board of Directors **approves the Business Case for Floodplain Mapping Program**

AND

THAT the **Business Case be shared with Municipal Funding Partners as part of the funding request for 2020-2026.**

### Report

Key objectives in the Conservation Halton strategic plan Metamorphosis include protecting our communities from natural hazards, conserving our natural environment, and supporting our partners in creating sustainable communities. A key goal to achieving those objectives is the modernization of flood management operations and the updating of floodplain mapping within Conservation Halton watersheds.

Conservation Halton is working with our municipal partners and other stakeholders to reduce flood risk in our communities by updating floodplain maps, some of which are over 30 years old. This will be a multi-year program.

The floodplain mapping program started in 2018 and was included in the capital forecast at that time. The projects included in the 2018 and 2019 budgets and currently being completed are funded 50% through the National Disaster Mitigation Program (NDMP) and 50% municipal capital funding that was apportioned to all municipalities in the Conservation Halton watershed.

With NDMP funding ending in March 2020 there is currently no federal or provincial funding program to replace these funds. As such, increased municipal funding has been requested from the Halton Region to continue with the Floodplain Mapping Program.

Conservation Halton Staff have prepared the attached Business Case – Floodplain Mapping Program, which includes an overview of the program, identifies the importance and benefits of floodplain mapping and provides an estimate of costs up to the year 2026.

### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Taking care of our growing communities by providing clearly defined and defensible floodplain hazard limits.

### Financial Impact

The funding requested in the 2020 budget is \$330,000 and the total estimated amount requested in the capital forecast from 2020 to 2026 is \$3,170,000.

Signed & respectfully submitted:



Janelle Wepler  
Associate Director, Engineering

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Janelle Wepler, 905-336-1158 x2294, [jwepler@hrca.on.ca](mailto:jwepler@hrca.on.ca)

## **BUSINESS CASE FLOODPLAIN MAPPING PROGRAM**

### **APPROVAL SOUGHT:**

Conservation Halton is requesting multi-year funding from the Region of Halton for the Floodplain Mapping Update program for areas that are predominantly located in Halton Region. The funding requested in the 2020 budget is \$330,000 and the total estimated amount requested in the capital forecast from 2020 to 2026 is \$3,170,000.

### **PROGRAM OVERVIEW:**

Key objectives in the Conservation Halton strategic plan Metamorphosis include protecting our communities from natural hazards, conserving our natural environment, and supporting our partners in creating sustainable communities. A key goal to achieving those objectives is the modernization of flood management operations and the updating of floodplain mapping within Conservation Halton watersheds.

Conservation Halton is working with our municipal partners and other stakeholders to reduce flood risk in our communities by updating floodplain maps, some of which are over 30 years old. This will be a multi-year program.

A floodplain is an area of land near water bodies (rivers, lakes, etc.) that is often flooded when the water body is too full. Floodplains are natural features that allow flow to spread across the landscape, limiting flooding and erosion potential.

The floodplain mapping program started in 2018 and was included in the capital forecast at that time. The projects included in the 2018 and 2019 budgets and currently being completed are funded 50% through the National Disaster Mitigation Program (NDMP) and 50% municipal capital funding that was apportioned to all municipalities in the Conservation Halton watershed.

With NDMP funding ending in March 2020 there is currently no federal or provincial funding program to replace these funds. As such we require increased municipal funding to continue with the Floodplain Mapping Program. The remaining watershed areas to be updated fall predominantly within the Halton Region portion of Conservation Halton's watersheds making it difficult to apportion these costs to other municipalities.

### **Why Floodplain Mapping is Important**

In 2016, the Government of Canada forecast spending \$673 million/year on flood-related disaster financial assistance, accounting for the largest portion of disaster recovery costs over the next five years (Canadian Press, May 18, 2017). Natural Resources Canada and Public Safety Canada have identified through the *Federal Floodplain Mapping Framework* (2018) that failure to understand and mitigate flood risk can place a community at risk of significant disaster recovery costs, productivity losses, economic losses, destruction of non-monetary cultural assets, environmental damage, injuries and deaths.

Conservation Ontario estimates that floodplain mapping and associated regulation prevent more than \$100 million per year in flood damages by identifying the floodplain and keeping development out of it. Conservation Halton is committed to working with our watershed partners to reduce flood risk in our



communities. Floodplain mapping forms the basis of mitigation planning, and provides critical information to citizens and businesses, allowing landowners and residents to prepare for and respond to potential flooding. With an understanding of flood risk, property owners can make informed decisions on their own emergency plans, property improvements, and insurance needs.

Mapping and the associated hydrologic and hydraulic models are important tools for both Conservation Halton and our partnering watershed municipalities to support flood forecasting and warning, emergency planning and response, prioritization and planning for infrastructure renewal and flood mitigation works as well as landuse planning. Municipalities use floodplain mapping to support planning policies and applications, identifying developable sites, addressing drainage and flooding concerns, and supporting emergency services through proactive maintenance in advance of forecasted storm events including identification of vulnerable populations, evacuation zones and safe access/egress routes. Halton Region additionally uses floodplain mapping to support the planning, siting and design of water and wastewater infrastructure (including emergency operation procedures), and to establish the vertical and horizontal alignments of new roads, including clearing over watercourses.

A Floodplain Mapping Workshop held on May 24, 2019 was jointly organized and attended by staff from watershed partners including City of Burlington, Town of Halton Hills, Town of Oakville, Town of Milton, Halton Region and Conservation Halton. This workshop was an initiative identified by the Area Public Works Directors Committee and included a joint presentation that highlighted the importance and application of floodplain mapping. The discussions after identified the following needs and opportunities:

- Consistent, up-to-date floodplain mapping across watershed
- Consistent software model use and process for updates
- Set of standardized assumptions and parameters
- Implications of floodline changes arising from implementing LiDAR data, standardized parameters, and software
- Additional in-house resources and expertise
- System software and hardware to support processing and analysis of LiDAR data
- Process to consider climate change
- Improved emergency preparedness strategies
- Collaborative funding approach

### **Benefits of Updated Floodplain Mapping**

Updated floodplain mapping is important as it drives efficiency for industry, watershed municipalities and Conservation Halton. Many of Conservation Halton's engineering models to support floodplain mapping were built using software platforms that need modernization. These older models were developed using programs available at that time but are now less sophisticated compared to more modern tools. New models and mapping to be generated will be based on current watershed conditions, detailed topographic information (LiDAR), and will incorporate all changes to land use and local scale floodplain modifications into one model platform. This benefits all model users as it yields more accessible, accurate, and consistent understanding of flood risk while driving industry efficiency for all parties interested in altering the floodplain, as it eliminates the need to first 'generate' a comparable 'base conditions' model to evaluate the impact of proposed watershed changes.

Ultimately, updated floodplain mapping will result in reduced review times by Conservation Halton staff for planning and permit applications, cost savings for applicants and efficiencies due to digitally enabled data sharing.

In addition, the National Research Council jointly published *Mapping the Zone, Improving Flood Map Accuracy* in 2009 that identified the following benefits for updated floodplain mapping that will also benefit our watershed communities:

- Reduced loss of life;
- Reduced loss of property;
- Reduced loss of business (fewer interruptions);
- Preservation of natural functions of floodplains (stormwater quality/quantity management, increased ecological diversity);
- Better informed insurance coverage; and
- More efficient deployment of emergency services resources.

### Conservation Halton Floodplain Mapping Areas

Conservation Halton floodplain mapping areas, shown in Figure 1 and listed in alphabetical order with status are as follows:

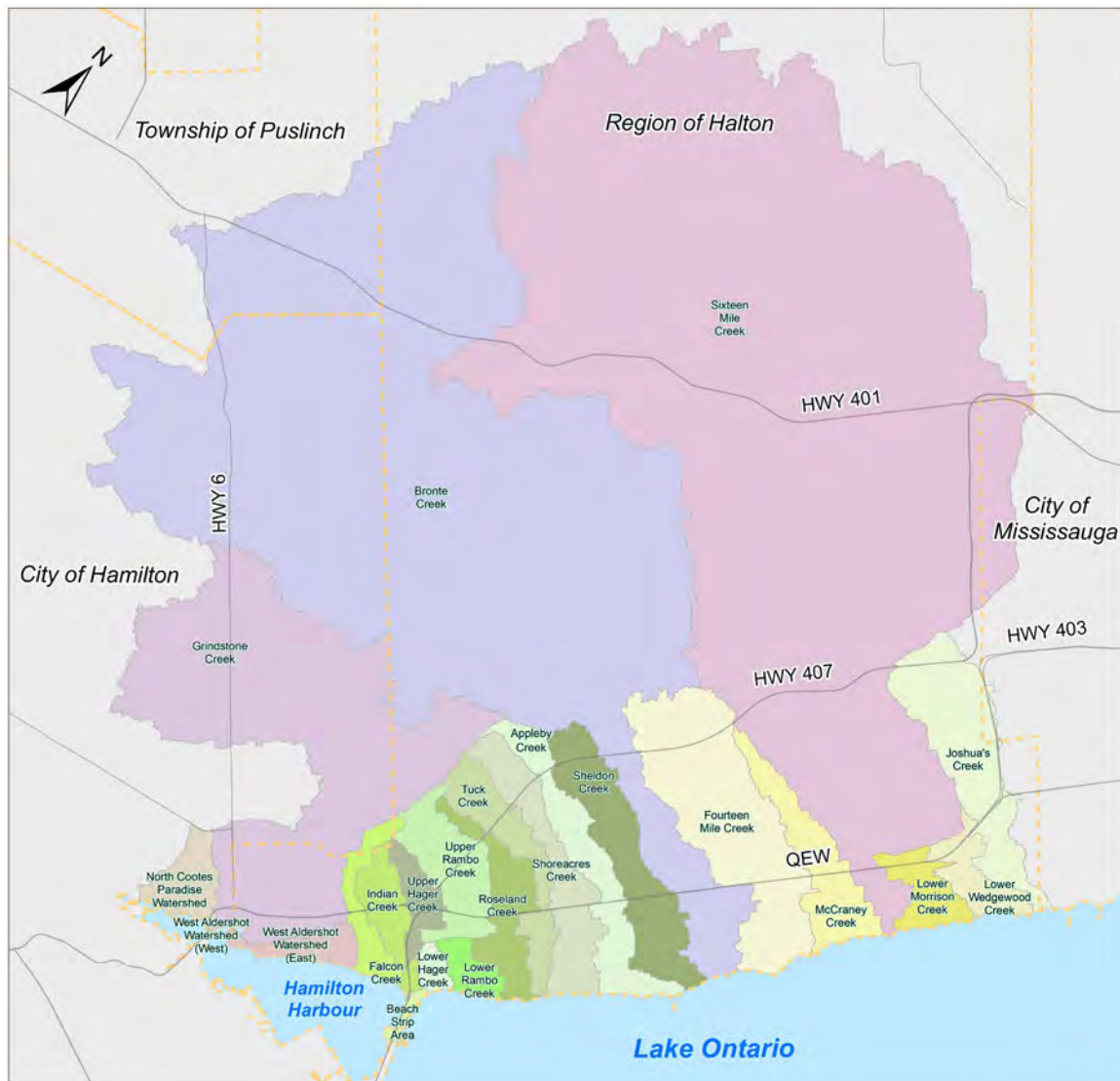


Figure 1 - Conservation Halton Watersheds

**Table 1 - Conservation Halton Watersheds and Floodplain Mapping Status**

<b>Watershed</b>	<b>Regulated Channel Length (Metres)</b>	<b>Mapping Status</b>
Appleby Creek	16,337	Needs Update for Floodplain Mapping (FPM)
Bronte Creek	372,119	Needs Update for FPM
Falcon Creek	7,497	Needs Update for FPM
Fourteen Mile Creek	57,498	Town of Oakville Updated, application for Floodplain Mapping TBD
Grindstone Creek	157,000	Update started 2018, to be completed 2019/2020
Indian Creek	24,457	Needs Update for FPM
Joshua's Creek	26,258	Town of Oakville In Process of Updating, application for Floodplain Mapping TBD
Lower Hager Creek	2,400	Needs Update for FPM
Lower Morrison Creek	3,812	Town of Oakville In Process of Updating, application for Floodplain Mapping TBD
Lower Rambo Creek	629	Needs Update for FPM
Lower Wedgewood Creek	5,210	Town of Oakville In Process of Updating, application for Floodplain Mapping TBD
McCraney Creek	12,053	Needs Update for FPM
North Cootes Paradise	6,007	Needs Update for FPM
Roseland Creek	5,336	Needs Update for FPM
Sheldon Creek	28,147	City of Burlington / Town of Oakville In Process of Updating, application for Floodplain Mapping TBD
Shoreacres Creek	23,810	Needs Update for FPM
Sixteen Mile Creek	527,669	Update started 2019; two subwatersheds, Urban Milton and Morrison Wedgewood, to be completed March 2020 and are approximately 10% of the watershed area
Tuck Creek	14,672	Needs Update for FPM
Upper Hager Creek	4,605	Needs Update for FPM
Upper Rambo Creek	1,105	Needs Update for FPM
West Aldershot	1,200	Needs Update for FPM
West Aldershot East	666	Needs Update for FPM
<b>Total</b>	<b>1,298,487</b>	

The watershed areas are located predominately within Halton Region, with some exceptions. The majority of the contributing drainage area to Grindstone Creek is located within the City of Hamilton, however, this mapping update will be completed in 2019/2020 and is not included in the 2020 budget or Floodplain Mapping Program budget estimate. For Bronte Creek, approximately 10% of the contributing drainage area is located within Wellington County, with 30% located in the City of Hamilton. As the portion of the watershed associated with Halton Region is located downstream of

these areas and cannot be mapped without understanding the impacts of the upstream contributing areas, the entire budget to complete an update to the Bronte Creek watershed has been included in this cost estimate. There are also small portions of the Sixteen Mile Creek and Joshua Creek watersheds that fall within Peel Region and the benefit to Peel Region from the floodplain mapping update would be considered relatively minimal relative to the overall watershed area. The North Cootes Paradise watershed is located outside of Halton Region and makes up 0.5% of the total length.

## Project Cost and Funding

The table below outlines the Floodplain Mapping Update estimated expenses and funding.

**Table 2 - Floodplain Mapping Update Program Budget and Forecast**

<b>Floodplain Mapping Update Project</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>2021 Forecast</b>	<b>2022 Forecast</b>	<b>2023 Forecast</b>	<b>2024 Forecast</b>	<b>2025 Forecast</b>	<b>2026 Forecast</b>	<b>Total 2018- 2026</b>
Expenditures										
<b>Total Expenditures</b>	<b>\$ 466,626</b>	<b>\$ 466,626</b>	<b>\$ 330,000</b>	<b>\$ 500,000</b>	<b>\$ 525,000</b>	<b>\$ 550,000</b>	<b>\$ 500,000</b>	<b>\$ 525,000</b>	<b>\$ 240,000</b>	<b>\$ 4,103,252</b>
Funding										
National Disaster Mitigation Program (NDMP)	\$ 233,313	\$ 233,313								\$ 466,626
Municipal capital funding - apportioned	\$ 233,313	\$ 233,313								\$ 466,626
Other municipal funding - Halton Region	\$ -	\$ -	\$ 330,000	\$ 500,000	\$ 525,000	\$ 550,000	\$ 500,000	\$ 525,000	\$ 240,000	\$ 3,170,000
<b>Total Funding</b>	<b>\$ 466,626</b>	<b>\$ 466,626</b>	<b>\$ 330,000</b>	<b>\$ 500,000</b>	<b>\$ 525,000</b>	<b>\$ 550,000</b>	<b>\$ 500,000</b>	<b>\$ 525,000</b>	<b>\$ 240,000</b>	<b>\$ 4,103,252</b>
Regulated Channel Length in Metres - Actual (2018 & 2019) Mapping completed or Estimated mapping completed (2020-2026)	157,000	62,000	111,900	169,500	178,000	186,500	169,500	178,000	81,400	1,293,800
Note: Difference in length noted in Table 2 to Table 3 is due to rounding										

Project costs provided in the ten-year capital forecast are estimated based on linear meter of regulated watercourses and external consultants to complete the mapping. Costs were estimated based on length of creeks rather than area. An area with fewer creeks would require less computation and costs than an area more densely filled with numerous creek paths. The engineering to develop the floodplain mapping intensifies with the increased length of channel.

Conservation Halton staff are in the process of working with our municipal partners, including Halton Region to develop a workplan to update floodplain mapping based on priority needs for the watershed areas to be mapped.

The project costs are based on using external consultants to provide all engineering support for mapping. Conservation Halton currently has one staff member dedicated to this program to manage, review and provide consultation to internal and external stakeholders. As part of developing our Floodplain Mapping Program workplan, Conservation Halton staff will also compare the costs, efficiencies and risks associated with completing the mapping through external consultants versus internal staff.

The work being completed by different consultants for the three watershed areas currently underway was awarded through a competitive procurement process and complied with the Conservation Halton Purchasing Policy. Consideration will be given in part to the hiring of future consultants based on their ability to manage or complete multiple projects over a longer period of time to help ensure value for money and efficient completion of all projects.

## Timeline

The projected completion for the watershed mapping update is 2026, as per the 2020 budget ten-year capital expenditures and funding forecast. Funding beyond 2026 would be required to continue to maintain the floodplain maps and ensure that they are kept up to date.

Conservation Halton staff will continue to seek other funding sources and will submit grant applications for any new funding programs. Any additional funds received would reduce the requested funding from Halton Region.

## Process and standards followed

LiDAR data will be used to update computer models required to support floodplain mapping including hydrologic models (to determine overland runoff flows resulting from a rainfall event) and hydraulic models (to determine flood elevations and velocities within watercourses resulting from runoff). Use of the LiDAR data in conjunction with modern software and analytic tools will provide a more accurate prediction and understanding of flood risk.

Stream flow gauges, precipitation gauges, and records from past flood events will be used where available to calibrate or 'ground truth' the models. Other key data that will be relied upon includes soils mapping, orthophotos, local official plans, and past engineering reports.

Analysis and mapping will be undertaken in a manner consistent with the Ontario Ministry of Natural Resources and Forestry's (MNRF) *Technical Guide – River and Stream Systems: Flooding Hazard Limit* (2002). This guideline sets out provincial expectations on analytical approaches applied in mapping the regulated flood hazard.

Conservation Halton is encouraging public engagement and will host a minimum of two Public Information Centres (PIC's) as part of each floodplain mapping study. The first PIC will be held to share details about the study area and analysis approaches being considered. The second PIC will present draft study results. The PIC sessions will seek local knowledge from area residents and stakeholders to improve the quality of the project and to raise awareness of potential flood risks.

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 09

**FROM:** Barbara Veale, Director, Planning and Watershed Management

**DATE:** November 21, 2019

**SUBJECT:** **Appointment of Provincial Offences Officer under Ontario Regulation 162/06 pursuant to the *Conservation Authorities Act***

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### Recommendation

THAT the Conservation Halton Board of Directors **approves the appointment of Andrew Fera as an Officer, as set out in the Conservation Authorities Act and Ontario Regulation 162/06.**

### Report

With the 1998/1999 amendments to the *Conservation Authorities Act*, the Province has delegated power to Conservation Authorities to appoint Officers to administer and enforce different aspects of the Act.

Regulations Program staff within the Department of Planning and Watershed Management at Conservation Halton (CH), pursuant to Section 28 of the *Conservation Authorities Act* and Section 10 of *Ontario Regulation 162/06*, administer and enforce Ontario Regulation 162/06. The appointment of Officers specifically authorizes them to gather evidence for permit compliance and potential violations.

Andrew Fera has been hired to fill a maternity leave vacancy in the Regulations Program. Andrew started his employment with CH on November 13, 2019. He is responsible for inspections, investigations and enforcement of *Ontario Regulation 162/06*. In his previous position at the Nottawasaga Valley Conservation Authority (NVCA), Andrew successfully completed Provincial Offences training, including Level II training. He has experience in enforcement as a Regulations Officer for NVCA. He also has a certificate in Environmental Law – Inspection and Enforcement. Given his credentials, Andrew meets the requirements for a designated Provincial Offences Officer. It is recommended that the CH Board of Directors appoint Andrew Fera as an Officer for CH. Upon leaving the employment of CH, Andrew will no longer be an Officer under *Ontario Regulation 162/06*.



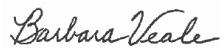
### Impact on Strategic Goals

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

### Financial Impact

Early detection of violations under *Ontario Regulations 162/06* allows staff to work with our clients to have violations restored or brought into compliance, avoiding costly legal files.

Signed & respectfully submitted:



Barbara J. Veale, Ph.D., MCIP, RPP  
Director, Planning and Watershed Services

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Barbara Veale, 905-336-1158 ext. 2273, [bveale@hrca.on.ca](mailto:bveale@hrca.on.ca)

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 10

**FROM:** Barbara J. Veale, Director, Planning and Watershed Management

**DATE:** November 21, 2019

**SUBJECT:** **Proposed 2020 Plan Review and Permit Application Fees**  
**CH File Number: ADM 049**

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### Recommendation

THAT the Conservation Halton Board of Directors **approves the proposed 2020 fees as outlined in the staff report entitled “Proposed 2020 Plan Review and Permit Application Fees,” dated November 21, 2019, with an effective date of January 1, 20 2020;**

And

THAT the Conservation Halton Board of Directors **directs staff to provide appropriate notice to municipalities and neighbouring conservation authorities; and, post the revised fee schedules to the Conservation Halton website.**

### Report

In 2018, Conservation Halton initiated a Rates and Fees Study (Watson Report) undertaken by Watson & Associates Economists Ltd. (Watson) and completed in January 2019. Based on the analysis undertaken by Watson, Conservation Halton was recovering an average of 74% of the annual review cost for all categories of planning applications and 72% of the costs for all categories of permit applications.

In February 2019, the CH Board of Director approved a target cost recovery rate of 100% for the review and processing of planning and permit applications. Major changes were made to the fees, effective March 1, 2019 to achieve a cost recovery close to 100%. Since that time, CH staff asked Watson to review and assess fees for 2020. Watson has recommended that a general 3% fee increase be made, effective January 1, 2020. This increase would cover inflation and increased direct and indirect costs anticipated for 2020.

Other Conservation Authorities within the Greater Golden Horseshoe area are increasing fees by an inflationary rate including the Grand River Conservation Authority, Central Lake Ontario Conservation Authority, and Hamilton Conservation Authority. Others prefer to increase rates less often (but with a higher fee increase), mostly following a bi-yearly schedule.

The proposed 3% increase in fees has been reviewed with the development community through the Halton Chapter of the Building Industry and Land Development Association (Canada) (BILD), as suggested in guidelines provided by the Ministry of Natural Resources and Forestry. A formal response

from BILD was received on November 8, 2019 (Attachment 1). The proposed fee schedules were also shared with Planning Directors within Halton Region for comment. No comments have been received.

In addition to including an inflationary rate of 3%, the fees have been reformatted into three discrete categories: 1) fees for permit applications under *Ontario Regulation 162/06*, 2) fees for planning applications under the *Planning Act*, and, 3) fees for technical reviews not associated with permit or planning applications under 1) and 2). The notes that accompany the fees have been updated and clarified but no substantive changes have been made.

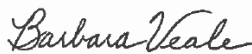
### Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of Taking care of our growing communities. The theme is supported by the objective to remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.

### Financial Impact

The fee schedules more accurately reflect the actual cost of processing different types of permit and planning applications and have been structured to meet the 2020 budget for the review of planning and permit applications.

Signed & respectfully submitted:



Barbara J. Veale, Ph.D., MCIP, RPP  
Director, Planning and Watershed Management

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Barbara J. Veale, 905.336.1158 x 2273; bveale@hrca.on.ca

**From:** [Carmina Tupe](#)  
**To:** [Barb Veale](#)  
**Cc:** [Jason Sheldon](#)  
**Subject:** CH 2020 Fees  
**Date:** November-08-19 9:40:05 AM

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Hi Barb,

Thanks again for allowing the Halton Chapter review and provide feedback on the proposed fee schedule for 2020 in advance of Board consideration. Our members value the early engagement and appreciate the CH's efforts to ensure an exemplary, transparent consultative process.

Given the minor changes to the rates and efforts to make the schedule more reader and user friendly, the BILD Halton Chapter find the 2020 schedule reasonable at this time.

Thanks again and we look forward to our continued working relationship.

Best,

**Carmina Tupe** MCIP RPP

Planner, Policy and Government Relations

**Building Industry and Land Development Association**

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**CONSERVATION HALTON PERMIT FEES 2020**  
**Development, Interference or Alteration Applications Pursuant to Ontario**  
**Regulation 162/06**  
**EFFECTIVE January 1, 2020**



<b>Category</b>	<b>Type</b>		<b>2019 Fee (\$)</b>	<b>2020 Fee(\$)</b>
<b>Letter of Permission</b>	<i>No site visit or technical review</i>	<b>PL(a)</b>	<b>250</b>	<b>260</b>
<i>(Note 1)</i>	<i>Technical Site visit <b>or</b> technical review</i>	<b>PL(b)</b>	<b>490</b>	<b>505</b>
	<i>Technical Site visit <b>and</b> technical review</i>	<b>PL(c)</b>	<b>1,540</b>	<b>1,648</b>
<b>Private Landowner</b>	<i>Minor</i>	<b>P(3a)</b>	<b>490</b>	<b>505</b>
<i>Single Residential/Single Farm</i>	<i>Intermediate</i>	<b>P(3i)</b>	<b>1,600</b>	<b>1,648</b>
	<i>Major</i>	<b>P(3b)</b>	<b>5,210</b>	<b>5,366</b>
<b>Residential Multi-Unit Lots</b>	<i>Minor</i>	<b>RM(3a)</b>	<b>1,900</b>	<b>1,960</b>
<b>Local Municipality, Utility</b>	<i>Intermediate</i>	<b>RM(3i)</b>	<b>4,000</b>	<b>4,120</b>
<b>Industrial/Commercial/</b>	<i>Major</i>	<b>RM(3b)</b>	<b>20,665</b>	<b>21,285</b>
<b>Institutional</b>	<i>Major Scale</i>	<b>RM(3c)</b>	<b>27,500</b>	<b>28,325</b>
<b>Fill Placement</b>	<i>Small (<math>\leq 30m^3</math>)</i>	<b>FP(a)</b>	<b>490</b>	<b>505</b>
<i>(Not Associated with a Planning Application)</i>	<i>Medium (<math>&gt; 30m^3</math> but <math>\leq 200 m^3</math>)</i>	<b>FP(b)</b>	<b>3,500 +0.55/m<sup>3</sup></b>	<b>3,605+0.60/m<sup>3</sup></b>
	<i>Large (<math>&gt; 200 m^3</math>)</i>	<b>FP(c)</b>	<b>12,000+1.05/m<sup>3</sup></b>	<b>12,360+1.10/m<sup>3</sup></b>
<b>Environmental Projects</b>		<b>EP</b>	<b>125</b>	<b>130</b>
<b>Fish Timing Window Extension</b>		<b>FTW</b>	<b>500</b>	<b>515</b>
<b>Red-Line Revisions by CH</b>	<i>Minor (<math>\leq 2</math> hr. to complete) (% of current fee)</i>		<b>25%</b>	<b>25%</b>
	<i>Major (<math>&gt; 2</math>hr. to complete)</i>		<b>1,500</b>	<b>1,585</b>
<b>Client-Driven Changes</b>	<i>Minor Changes to applications in progress</i>		<b>35%</b>	<b>35%</b>
<i>(% of current fee)</i>	<i>Major Changes to applications in progress</i>		<b>75%</b>	<b>75%</b>
	<i>Minor Changes to approved permits</i>		<b>50%</b>	<b>50%</b>
	<i>Major Changes to approved permits (new permit required)</i>		<b>100%</b>	<b>100%</b>
<b>Technical Resubmissions</b>	<i>Percentage of current fee for each additional technical submission after 1st resubmission</i>		<b>50%</b>	<b>50%</b>
<b>Additional Site Visit</b>			<b>225</b>	<b>230</b>
<i>(Single Residential/Single Farm)</i>				
<b>Additional Site Visit</b>			<b>1,825</b>	<b>1,875</b>
<i>(Major; Major scale) (per visit)</i>				
<b>Agreements</b>	<i>(Note 2)</i>			



# CONSERVATION HALTON PERMIT FEES 2020

## Development, Interference or Alteration Applications Pursuant to Ontario Regulation 162/06

EFFECTIVE January 1, 2020



### Definitions:

**Minor:** works are small; no technical studies are required (e.g., accessory buildings less than 20m<sup>2</sup>; additions less than 50% floor area; on-title agreement not required; generally involving less than 30 m<sup>3</sup> of fill; small works such as pond outlets, maintenance dredging of intermittent watercourse and simple culvert replacement; minor repairs /maintenance of shoreline protection works).

**Intermediate:** works require one technical study or detailed plan; an on-title agreement may be required.

**Major:** works require more than one technical study; an on-title agreement may be required; multi-disciplinary technical review is required

**Major Scale:** works are significant in scale/scope/complexity (e.g., major creek realignments; bridge crossings; significant shoreline protection works); technical studies are required; multi-disciplinary technical review is required.

**Major Changes:** Changes to the nature and extent of the development approved by permit including but not limited to: size, location, footprint, number of dwelling units, use of the building or structure, or grading.

**Environmental Projects:** Land and water stewardship projects for environmental improvement not associated with compensatory or offsetting requirements/arrangements through other approval processes.

**Development:** Development is defined in the *Conservation Authorities Act* to mean:

- the construction, reconstruction, erection or placing of a building or structure of any kind (e.g., all buildings, including accessory non-habitable structure such as gazebos, decks, storage sheds, docks, stairs, retaining walls, etc.),
- any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure or increasing the number of dwelling units in the building or structure,
- site grading, or;
- the temporary or permanent placing, dumping or removal of any material, originating on the site or elsewhere

**Alteration:** any works that result in changes to a watercourse, wetland or Great Lakes shoreline.

**Interference:** any act or instance which hinders, disrupts, degrades or impedes the natural features or hydrologic and ecologic functions of a wetland or watercourse.

### General Provisions:

- All applications must be deemed complete including all technical studies and fees before the submission can be processed.
- Pre-consultation to determine the scale and scope of issues and the technical reports/studies required for the application to be deemed complete is encouraged. The applicant is responsible for undertaking required technical reports/studies. Fees determined through the pre-consultation process, including fees noted in formal checklists, are approximate only and based on the fee schedules in place and information available at the time of pre-consultation. The final fee may change at the time of submission if the technical review requirements have changed due to the availability of new information or if the fee schedule has changed subsequent to the pre-consultation.
- Fees charged are for administration purposes and are non-refundable. Permit applications will be closed if additional information/studies have been requested by Conservation Halton and no submissions have been received from the applicant within one year.
- Conservation Halton reserves the right to charge additional fees, at a rate of 145.00/hr.
- Peer reviews may be required for technical reports, as necessary. The cost of peer review will be charged to the applicant.
- Where an application exceeds one year to process due to other approval processes (e.g., site plan; Niagara Escarpment Development Permit, etc.), it may remain active for a period of two years, if there are no major revisions. Where there are major revisions, a new permit application will be required.
- Except where specifically stated in the fee schedule (e.g., Letter of Permission, Inquiries), permit fees include one site visit. For major or major-scale permits not associated with single residential/single farm applications, the fee includes three site visits. A fee will be charged for additional site visits.
- Permits will be issued for the maximum of two years. Requests for permit issuance beyond the standard two-year time period (up to 5 years) will be considered for large projects such as municipal infrastructure. These permits require approval from the Conservation Halton Board of Directors and will be subject to an additional fee of 50% for each year the permit is valid beyond the standard two-year time period.
- Permit extensions and/or renewals will not be granted. However, applicants may re-apply for re-issuance of a permit for the original approved works in accordance with the most recent technical requirements. An additional fee of 50% of the current fee will be charged for each year the re-issuance of the permit is valid (up to two years). An expired permit is not valid. A new permit is required for any work which extends beyond the expiry date at the current fee rate.
- Permits are issued to current landowners and cannot be transferred to new owners. A change in ownership will require the submission of a new, complete permit application.
- In areas under the jurisdiction of the Niagara Escarpment Commission (NEC), Conservation Halton cannot issue a permit under Ontario 162/06 until a NEC Development Permit or Exemption Letter has been issued.
- Any dispute of fee calculations that cannot be resolved through consultation with Conservation Halton's Senior Manager, Planning and Regulations, Director of Planning and Watershed Management, and/or CAO's office, can be appealed to the Board of Directors:

### Notes

1. Letters of Permission are issued for certain activities adjacent to wetlands as per Policies 3.38.4 and 3.39.4 in the *Policies and Guidelines for the Administration of Ontario Regulation 162/06 and Land Use Planning Policy Document (as amended)* or for minor works located within the regulated area but outside of the flood or erosion hazard that are less than 10 m<sup>2</sup> and require a municipal building permit, but no site visit or technical review.
2. **Restoration Agreements** will be applied where violations can be fully removed from the regulated area. An administration fee based on the current applicable category plus a 100% surcharge will be charged, except for fill removal, where an administration fee equal to the base permit application fee for fill placement will be charged. **Compliance Agreements** will be applied for violations that can meet Conservation Halton policies and regulatory requirements. An administration fee based on the current applicable category fee plus a 100% surcharge will be charged.



# CONSERVATION HALTON FEES FOR OTHER SERVICES 2020

EFFECTIVE January 1, 2020



CATEGORY	2020 FEE (\$)	HST (\$)	TOTAL FEE (\$)	2019 FEE (\$)
<b>Fees Not Requiring HST</b>				
<b>Solicitor, Real Estate, Appraiser Inquiries</b> (Note 1)	340			330
<b>Clearance/No Objection Letters</b> (Private Landowner Single Residential, Single Farm)				
No Site Visit	130			125
With Site Visit (visual inspection)	230			225
With Site Visit (staking; field assessment)	415			400
With Site Visit & Technical Review (includes review of one report; additional reviews are charged at the rate of \$670 per submission)	670			650
<b>Pre-Application Requests (no permit or planning application has been submitted)</b> (Private Landowner Single Residential, Single Farm) (Note 2)				
With Site Visit (visual inspection)	230			
With Site Visit (staking; field assessment) (per visit)	415			415
With One Technical Review	670			670
<b>Pre-Application Requests (no permit or planning application has been submitted)</b> (Other) (Note 2)				
With Site Visit (visual inspection) (per visit/per staff person)	230			
With Site Visit (staking; field assessment) (per visit/per staff person)	415			400
With One Technical Review	1,875			1,825
<b>Fees Requiring HST</b>				
<b>Hard Copy Maps</b> (per property)	17.70	2.30	20.00	20.00
<b>Photocopies</b> (per sheet up to 11" x17")	0.88	0.12	1.00	0.50
<b>Technical Review - EIR/FSS/SIS (or equivalent)</b>				
Base Fee (≤ 25ha)	10,513.27	1,366.73	11,880.00	11,535.00
Base Fee (> 25ha but ≤ 50ha)	21,032.74	2,734.26	23,767.00	23,075.00
Base Fee (> 50ha)	31,555.75	4,102.25	35,658.00	34,620.00
Per gross hectare (Note 3)	433.63	56.37	490.00	475.00
<b>Terms of Reference Technical Review</b>	1,535.40	199.60	1,735.00	1,685.00
<b>EA Review</b> (Notes 4 & 5)				
Master Plan	12,360.18	1,606.82	13,967.00	13,560.00
Individual EA	12,360.18	1,606.82	13,967.00	13,560.00
Schedule A or A+	0.00	0.00	0.00	0.00
Schedule B (or equivalent)	5,150.44	669.56	5,820.00	5,650.00
Schedule C (or equivalent)	8,239.82	1,071.18	9,311.00	9,040.00
EA Addendum Reports	2,175.22	282.78	2,458.00	2,445.00
<b>Niagara Escarpment Plan Amendments (Applicant Driven)</b>	16482.30	214.30	18,625.00	18,080.00
<b>Parkway Belt Applications</b>	3,090.27	401.73	3,492.00	3,390.00

## Notes

HST # 10746 2483 RT001

1. Solicitor, real estate, or appraiser inquiries for information specific to a PIN (Property Identification Number) will be charged the inquiry fee for each PIN.
2. The pre-application fee will be deducted from the cost of an application, if it is received within **one (1) year** of completing the site visit or technical review. Additional technical submissions received for review prior to a formal application will be charged separately and no additional deduction will be made.
3. A gross hectare is calculated based on the geographic extent of the study area.
4. When technical reviews of studies associated with an EA go beyond two submissions, a graduated fee of 25% of the current fee for the third submission and 50% of the current fee for subsequent submissions will be charged.
5. Review fees do not apply for Region of Halton infrastructure projects as the Region funds a CH Regional Infrastructure Team.





CONSERVATION HALTON  
PLAN REVIEW FEES 2020

EFFECTIVE January 1, 2020



APPLICATION TYPE	CATEGORY	FEE (\$)	HST (\$)	TOTAL 2020 FEE (\$)	TOTAL 2019 FEE (\$)
Subdivisions - Residential/Condominium Multi-Residential/Mixed Use (Note 1)	Base fee	6,147.79	799.21	6,947.00	6,745.00
	Residential per unit/lot (≤ 25 units/lots)	277.88	36.12	314.00	305.00
	Residential per unit/lot (26-100 units/lots)	223.01	28.99	252.00	245.00
	Residential per unit/lot (101-200 units/lots)	177.88	23.12	201.00	195.00
	Residential per unit/lot (200+ units/lots)	140.71	18.29	159.00	155.00
	Per net hectare (Note 1)				
	≤ 2 ha	6,412.39	833.61	7,246.00	7,035.00
	> 2 ha but ≤ 5 ha	4,991.15	648.85	5,640.00	5,640.00
	> 5 ha but ≤ 10 ha	3,995.58	519.42	4,515.00	4,515.00
	> 10 ha	3,185.84	414.16	3,600.00	3,600.00
	Clearances per phase (tech review required) (Note 2)	3,382.30	439.70	3,822.00	3,710.00
	Clearances per phase (no tech review required)	1,153.10	149.90	1,303.00	1,265.00
Subdivisions - Industrial/Commercial	Base fee	6,148.67	799.33	6,948.00	6,745.00
	Per net hectare	5,998.23	779.77	6,778.00	6,580.00
	Clearances per phase (tech review required) (Note 2)	3,382.30	439.70	3,822.00	3,710.00
	Clearances per phase (no tech review required)	1,153.10	149.90	1,303.00	1,265.00
Subdivisions - Revisions/Redlines	Major/Intermediate (Note 3)	3,546.02	460.98	4,007.00	3,890.00
	Minor (Note 3)	769.91	100.09	870.00	845.00
Official Plan Amendments	Large (> 2ha)	16,479.65	2,142.35	18,622.00	18,080.00
	Major	5,924.78	770.22	6,695.00	6,500.00
	Intermediate	3,918.58	509.42	4,428.00	4,300.00
	Minor	1,138.94	148.06	1,287.00	1,250.00
Zoning By-Law Amendments	Large (> 2ha)	16,479.65	2,142.35	18,622.00	18,080.00
	Major	5,924.78	770.22	6,695.00	6,500.00
	Intermediate	3,918.58	509.42	4,428.00	4,300.00
	Minor	1,138.94	143.80	1,250.00	1,250.00
Consents	Major	3,605.31	468.69	4,074.00	3,955.00
	Intermediate (staking or one technical review)	2,600.00	338.00	2,938.00	
	Minor	1,905.31	247.69	2,153.00	2,090.00
Minor Variances	Major	1,650.44	214.56	1,865.00	1,810.00
	Intermediate (staking, visual assessment or one technical review)	567.26	73.74	641.00	590.00
	Minor (visual inspection)	230.09	29.91	260.00	
	Minor (no site visit or technical review)	130.09	16.91	147.00	120.00
Site Plans - Single Residential	Major	1,650.44	214.56	1,865.00	990.00
	Intermediate (staking, visual assessment, or one technical review)	567.26	73.74	641.00	622.00
	Minor (visual inspection)	230.09	29.91	260.00	340.00
	Minor (no site visit or technical review)	130.09	16.91	147.00	145.00
Site Plans - Commercial/Industrial/Institutional/Multi-Residential > 2ha	Major (per gross ha)	5,664.60	736.40	6,401.00	6,215.00
	Intermediate	9,890.27	1,285.73	11,176.00	10,850.00
	Minor	2,060.18	267.82	2,328.00	2,260.00
	Clearance (technical review required) (note 3)	3,823.89	497.11	4,321.00	4,195.00
	Clearance (no technical review required)	1,300.00	169.00	1,469.00	1,425.00
Site Plans - Commercial/Industrial/Institutional/Multi-Residential < 2ha	Major	9,825.66	1,277.34	11,103.00	10,780.00
	Intermediate	6,384.96	830.04	7,215.00	7,005.00
	Minor	1,376.11	178.89	1,555.00	1,510.00
	Clearance (technical review required) (Note 3)	1,736.28	225.72	1,962.00	1,905.00
	Clearance (no technical review required)	739.97	92.03	832.00	810.00
Municipal Site Alteration Applications	Major/Intermediate	3,582.30	465.70	4,048.00	3,930.00
	Minor	875.22	113.78	989.00	960.00
	Prior to draft plan approval (note 5)	8,961.06	1,164.94	10,126.00	9,831.00
Applicant-Driven Revisions (requiring re-circulation)	Major changes (% of current fee)			75%	75%
	Minor changes (% of current fee)			25%	25%
Resubmission Due to incomplete application	% of current applicable application fee	9,857.52	1,281.48	25% up to 11,139.00	25% up to 10,815.00
Technical Study/Design Resubmission	Third Submission (Note 4)			25% up to 12,500.00	25% up to 12,220
	Subsequent Submissions (per submission) (Note 4)			50% up to 26,000.00	50% up to 24,425.00
Additional Site Visit	Single residential/Single farm (private landowner)	230.09	29.91	260.00	250.00
	Commercial/Industrial/Institutional/Residential	1,876.11	243.89	2,120.00	1,475.00
File reactivation (inactive for 2 or more years)	Minor (Note 5)	520.35	67.65	588.00	570.00
	Intermediate/Major (Note 5)	1,050.44	136.56	1,187.00	1,160.00
Aggregate Extraction Technical Review Associated with a Planning Application		80,000.00	10,400.00	90,400.00	87,550.00

HST # 10746 2483 RT001

## DEFINITIONS

**Minor:** The application is within or adjacent to the area of interest to Conservation Halton (e.g., natural heritage, natural hazard areas), but no technical studies are required by Conservation Halton

**Intermediate:** One technical study is required for review by Conservation Halton

**Major:** More than one technical study is required for review by Conservation Halton

**Incomplete Submission:** The application has not met all Conservation Halton's requirements as indicated in the checklist generated through the municipal pre-consultation process, including fees

**Applicant-Driven Revision:** An amendment or revision to an application initiated by the applicant after municipal approval has been granted

**Gross Hectare:** The entire area subject to a planning application or technical study

**Net Hectare:** The total developable area of the property including development blocks, roads, parks, schools, and stormwater management facilities, but excluding areas regulated by Conservation Halton (CH) or other natural heritage system (NHS) areas.

## GENERAL

- **Plan Review Fees** – Conservation Halton's plan review fee will be paid to the municipality when the application is filed. Other review fees will be paid directly to Conservation Halton.
- **Pre-application Technical Review** – A fee will apply for the review of a technical study/analysis where a planning submission has not yet been submitted as outlined on **Schedule B – Fees for Other Services**. This fee will be paid directly to Conservation Halton and must be paid prior to review. The review of one technical submission prior to a formal application will be deducted from the cost of the planning application at the time it is submitted. Any additional technical submissions received for review prior to a formal application will be charged separately and no additional deduction will be made.
- **Pre-consultation** – Applicants are encouraged to consult with CH staff prior to the submission of a planning application to confirm the nature and extent of the information required and the appropriate fee. CH reserves the right to request a pre-consultation fee. This fee will be deducted from the application fee if a formal application is submitted within **12 months (one year)** of the pre-consultation.
- **Concurrent Applications** – Planning applications submitted concurrently for the same property will be charged at 100% of the highest fee rate and 75% the fee for each additional planning application. Fees for the technical review of EIR/FSS/SIS's or equivalent studies will be charged separately.
- **Peer Review Fees** – The cost for peer review of technical submissions will be borne by the applicant.
- **Additional Fees** – CH reserves the right to request additional fees, at a rate of \$160/hour (inclusive of HST). Additional fees are required for all applicant-initiated revisions.
- **Fee Appeal Process:** - Any dispute of fee calculations that cannot be resolved through consultation with Conservation Halton's Senior Manager, Planning and Regulations, Director of Planning and Watershed Management, and/or CAO's office, can be appealed to the Board of Directors:

## NOTES

1. **Subdivision Fees** - A per unit graduated fee applies to residential singles, duplexes, standard townhouses, and lane-based townhouses. The net hectare fee applies to multi-unit/mixed use residential (including, but not limited to, stacked townhouses, back-to-back townhouses, live-work units, and medium and high-rise units), industrial/commercial/institutional uses, and all other blocks as identified in the Net Hectare definition above.

Subdivision fees include: 1) review of first and second submissions of all studies and technical analysis required to support draft plan approval; subsequent submissions will be charged as per the current CH Planning Fee Schedule, 2) one site visit prior to draft plan approval, 3) three (3) consultation meetings, 4) preparation of draft plan conditions, 5) review of the first and second submissions of all detailed design drawings and other submissions required to clear draft plan conditions; subsequent submissions will be charged as per the current CH Planning Fee Schedule, and 6) up to 2 site visits during the detailed design process (if required). The subdivision fee assumes a single phase of detailed design and registration. If the subdivision is phased after draft plan approval, additional fees for the review of detailed design at a rate of 15% of the current total subdivision fee will apply. All works associated with municipal site alteration applications and CH permit applications are separate from the subdivision review process and associated fees.

2. **Revision and Clearance Fees** – Fees will be paid directly to CH and must be paid prior to issuance of revised draft conditions, removal of a holding provision under an attendant zoning by-law, or the final clearance letter (registration, pre-servicing and assumption). A draft plan modification fee will be applicable to applicant-driven revisions to a subdivision or condominium application. The prescribed fee assumes a standard approach to the issuance of the CH clearance. Should the applicant want to consider a different approach, CH

will charge additional fees to cover administrative and any legal costs. The payment of additional fees does not guarantee that the alternative approach will be accepted.

3. **Additional Subdivision Fees** – Where a subdivision has received draft plan approval, but conditions have not been cleared for a period of one (1) year after draft plan approval, CH reserves the right to request an additional plan review fee which represents the difference between the subdivision fee paid at the time of the initial review and the current subdivision fee. Similarly, where a subdivision has been draft plan approved and applicant-driven revisions are submitted subsequent to the approval, an additional plan review fee will be required.
4. **Technical Study/Design Resubmission** – A fee will be charged directly to the applicant when technical reviews of required studies, plans, drawings and models go beyond two submissions. A graduated fee of 25% of the current fee for the third submission and 50% of the current fee for subsequent submissions will be charged.
5. **File Reactivation** – A file reactivation fee will be charged for applications that have been inactive for two or more years. This fee will be charged in addition to the difference in the application fee paid with the original submission and the current approved fee. After five (5) years of inactivity, any technical or planning review will be charged the full current application submission fee.

DRAFT

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 11

**FROM:** Barbara J. Veale, Director, Planning and Watershed Management

**DATE:** November 21, 2019

**SUBJECT:** **Conservation Halton Approximate Regulation Mapping  
Maintenance Protocol and Consolidated 2019 ARL Mapping**

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### Recommendation

THAT the Conservation Halton Board of Directors **approves the Conservation Halton Approximate Regulation Mapping Maintenance Protocol;**

AND

THAT the Conservation Halton Board of Directors **approves the consolidated CH 2019 ARL Mapping for posting on the Conservation Halton website and for distribution to member municipalities.**

### Executive Summary

Report # CHBD 09 19 10 was presented to Conservation Halton's (CH) Board of Directors in September 2019. The report provided an overview of the adjustments made to CH's approximate regulation mapping (ARL) to reflect changes since 2012 through the review of technical studies associated with site-specific planning or permitting decisions and site visits (site observation or feature staking) or through technical studies within a municipal planning context, including public consultation. These adjustments represent refinements of the hazard limit plus the allowance prescribed by *Ontario Regulation 162/06*. The report also noted that an internal mapping maintenance protocol was being developed to ensure that, in the future, any site-specific minor adjustments are made in a timely fashion to the CH Geographic Information Systems (GIS) data layers and updated ARL mapping is distributed to the member municipalities on a regular basis. It is recommended that the Mapping Maintenance Protocol contained in this report be approved by the CH Board of Directors.

CH's ARL mapping is an important screening tool used by CA staff, municipal staff, consultants, real estate agents, and others to determine if a site may contain natural hazards and if it may be regulated by CH. Up-to-date, more accurate mapping allows CH to provide cost-effective and efficient client service. It is recommended that the updated 2019 approximate regulation mapping be approved by the CH Board of Directors for immediate release to member municipalities and posting to the CH website.

## Report

### Background

At the September 26, 2019 meeting of Conservation Halton's (CH) Board of Directors, staff presented a report (Report # CHBD 09 19 10) which provided an overview of the adjustments that have been made to CH's regulatory mapping. Although not yet released publicly, all refinements to the regulation limits are based on information obtained mainly after 2012, through the review of technical studies associated with planning or permitting decisions and site visits (site observation or feature staking). These types of mapping revisions, done with the knowledge of the landowner, are considered minor or housekeeping revisions in accordance with Conservation Ontario's (CO) *Guidelines for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations*. In addition, the updated 2019 ARL mapping includes major changes based on technical studies within a municipal planning context, including public consultation (e.g., floodplain mapping for urban creeks).

Report # CHBD 09 19 10 also noted that a mapping maintenance protocol was being developed for minor changes to CH's ARL mapping, to ensure that CH's mapping is maintained on a regular basis moving forward. Given the growth and development that has occurred in the watershed, it is imperative that CH's mapping is updated on a regular basis and that it reflects best available information. **Although Ontario Regulation 162/06 applies to all areas described in the Regulation, whether mapped or not**, CH's mapping is an important screening tool used by CA staff, municipal staff, consultants, real estate agents and others to determine if a site may contain natural hazards and if a site may be regulated by CH. More accurate mapping allows CH to provide cost-effective and efficient client service.

The protocol contained within this report allows for mapping updates to occur on a regular basis moving forward. The purpose of this report is to provide an overview of the general process for mapping changes and updating CH's ARL mapping.

### CH Approximate Regulation Mapping Maintenance Protocol

There are two categories of mapping changes outlined in the *Guidelines for Updating Section 28 Mapping*: major and minor. Major changes are mapping modifications made at the watershed, subwatershed, watercourse or shoreline reach, or multi—property scale. Minor mapping changes include, but are not limited to, the following:

- revised watercourse layer based on site-specific assessments undertaken in the field;
- revised floodplain layer based on updated hydrologic and hydraulic modelling from technical studies, supported by CH and topographic surveys, and associated with site-specific environmental assessments and planning and permit applications;
- refined wetland limits based on CH staff staking for site-specific planning or permit applications or technical studies or, in the case of Provincially Significant Wetlands (PSWs), by the MNRF;
- refined erosion hazard limits (i.e., stable top-of-bank or the meander belt) based on technical studies (slope stability or fluvial geomorphological assessment), supported by CH and with a planning or permit application; and/or

- revised 'other areas' limits based on technical studies, supported by CH staff and associated with a technical study, planning approvals issued, and/or development is substantially completed.

When minor changes to hazard limits are confirmed by technical staff, a notification and description of the nature and extent of these changes will be submitted to the GIS staff. These changes will be made to the internal GIS mapping layers within 60 days of receipt by GIS staff and recorded in the meta-data associated with the digital mapping product. This internal data layer will be available for viewing and use by internal staff and will be updated on an ongoing basis.

A consolidation of the changes made throughout the year will be made available to the partner municipalities and will be updated on CH's website for public viewing on an annual basis. The target date for the annual update is April 1<sup>st</sup>. CH will work with its municipal partners to increase the frequency of consolidated updates in the future.

### **Consolidated 2019 Conservation Halton ARL Mapping**

The updates that have been made to the ARL mapping in 2019 represent mostly minor changes. However, there have been updates and housekeeping changes to the shoreline erosion hazard limits along Hamilton Harbour/Burlington Bay and the riverine hazard as follows:

- **Hamilton Harbour Erosion Allowance:** The erosion hazard along the Hamilton Harbour shoreline was mapped to reflect an erosion allowance rate of 0.2m/year, rather than using an erosion allowance rate of 0.3m/year as applied for the Lake Ontario Shoreline. This revised rate was approved through policy by the CH Board of Directors in November 2012.
- **Lake Ontario Erosion Allowance:** Mapping was originally completed by applying a stable slope prior to erosion allowance in accordance with the Provincial Policy Statement (PPS). *Ontario Regulation 162/06*, which directs CAs to establish the shoreline erosion hazard using a different calculation, was approved after the initial mapping was created. Recent revisions have corrected this error and have been calculated using new LiDAR information available for the shoreline.
- **Flooding and Dynamic Beach for Burlington Beach:** Hazard limits as refined through the Burlington Beach Master Plan and associated technical studies have been incorporated.
- The 2019 mapping layer includes major changes based on technical studies as part of a municipal planning process, which included public consultation, mostly along urban creeks (e.g., floodplain mapping).

One study which is currently ongoing includes Fourteen Mile Creek and McCraney Creek in Oakville. The existing ARL mapping for Fourteen Mile Creek and McCraney Creek, downstream of Upper Middle Road represents a composite of floodlines obtained from floodplain mapping prepared for the Halton Region Conservation Authority Flood Damage Reduction Program (1984), the Town of Oakville Watershed Planning Study (1992), and Conservation Halton Generic Regulations (Draft).



In 2011, the Town of Oakville initiated the Flood Mitigation Opportunities Study for the Fourteen Mile Creek and McCraney Creek Systems to investigate the extent of the existing flooding risk and develop various alternative solutions to protect public safety, municipal infrastructure, and private property. It is anticipated that the Town will hold the study's third Public Information Centre later this year and file the completed report on the public record for 30 days early in 2020.

The most recent floodlines received by CH for the study was in June 2018. Refinements to the supporting hydraulic modelling have since occurred and minor modifications to the limits are anticipated. In addition, the hydrologic and hydraulic modeling completed as part of the study, while meeting the study's purposes, will require future refinements to improve the hydraulic modeling and bring it fully into compliance with current CH modeling practices. The modeling and mapping completed to date represents the best information available to CH staff to evaluate the limits and conditions of the riverine flood hazards and to assess development applications within the subject reach (Lake Ontario to Upper Middle Road). The interim floodlines (2018) have been incorporated into the 2019 ARL mapping layer.

Staff recommend that all changes incorporated into the 2019 ARL mapping layer be approved by the Conservation Halton Board of Directors for immediate public release. In the future, any major mapping changes will be brought to the Board for approval prior to incorporating them into the ARL mapping layer. For major mapping changes not associated with a planning or permitting process, the consultation and notice processes outlined in Conservation Ontario's (CO) *Guidelines for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations* will be followed. Once approved, these changes will be immediately incorporated into the internal GIS ARL mapping layer. These major changes, along with any minor changes completed according to the Mapping Maintenance Protocol, will be reflected in the annual update and consolidation of the publicly available CH ARL mapping layer.

## Conclusion

CH's mapping is an important screening tool for CH staff and stakeholders to determine if a site contains natural hazards and if it may be regulated by CH. It is recommended that the Mapping Maintenance Protocol contained in this report be approved by the CH Board of Directors to ensure that mapping updates will be completed in a timely fashion and available to partner municipalities and the public on an annual basis on or about April 1<sup>st</sup> of each year.

It is also recommended that the CH Board of Directors approve the updated 2019 ARL mapping for distribution to municipalities and for posting on the CH website. This mapping includes site-specific minor changes, corrections to shoreline mapping, and major changes which have been subject to public consultation in accordance with Conservation Ontario's (CO) *Guidelines for Updating Section 28 Mapping: Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulations*.

## Impact on Strategic Goals

This report supports the Metamorphosis strategic themes of Taking care of our growing communities;

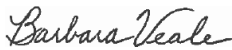
Protecting our natural, cultural, and scenic assets; and Protecting our natural, cultural, and scenic assets. The theme is supported by the objective to remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.

### Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:

Approved for circulation:



Barbara J. Veale, Ph.D., MCIP, RPP  
Director, Planning and Watershed Management



Hassaan Basit  
CAO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:** Barbara J. Veale, 905.336.1158 x. 2273; [bveale@hrca.on.ca](mailto:bveale@hrca.on.ca)



**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 12

**FROM:** Marnie Piggot, Director Finance

**DATE:** November 21, 2019

**SUBJECT:** **Conservation Halton Reserves Policy**

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### Recommendation

THAT the Conservation Halton Board of Directors **approves the Conservation Halton Reserves Policy attached to the staff report dated November 21, 2019.**

AND

THAT **a new reserve be established for Buildings – State of Good Repair (SOGR) and that the balance be established in the 2019 year-end report to include the 2019 SOGR levy in excess of actual approved state of good repair capital costs incurred in 2019.**

### Report

Conservation Halton has established various reserves, with approval of the Board of Directors, that are allocated to Watershed Management & Support Services and the Conservation Areas programs. Conservation Halton's reserves can be categorized into four basic types: Capital asset management, operating, stabilization and reserve funds designated for specific programs. The capital asset management reserves include maintaining assets in a state of good repair as well as enhancements in assets related to growth or program changes.

Conservation Halton's Budget Principles currently outline practices for the approval of transfers to and from reserves, investment revenue allocation and provides targets for stabilization reserves. A separate policy for Reserves is recommended to formalize current and best practices for the purpose of each reserve, target reserve balances and funding sources for the reserves that Conservation Halton has established. The policy will also consolidate the practices contained in the Budget Principles into one document as well as provide requirements for the reporting on reserves.

Staff have prepared the attached Reserves Policy for approval by the Board of Directors. The policy was developed from a review of policies established by Conservation Authorities that are funded by the municipalities within our watershed. Only the Grand River Conservation Authority and Toronto Region Conservation Authority have established a formal policy for reserves. Best practices available through the Municipal Finance Officers Association and example policies of municipalities were also considered.

A summary of the reserve balances included in the December 31, 2018 audited financial statements and projected for December 31, 2019 are as follows:

Conservation Halton Reserves	Balance Audited Financial Statements Dec. 31, 2018	2019 Budget & 2019 Projected Reserve Transfers	2019 Estimated New Reserve Reallocation	Reserves Projected Balance Dec. 31, 2019
<b>Watershed Management &amp; Support Services</b>				
Vehicle and Equipment	1,041,128	(87,118)		954,010
Building	442,308	(135,000)	(15,000)	292,308
Building - State of Good Repair			15,000	15,000
Watershed Management Capital - Municipal Funds	389,228	145,700		534,928
Watershed Management Capital - Self Generated Funds	356,309			356,309
Watershed Management & Support Services Stabilization	730,413	(56,000)		674,413
Capital Projects - Debt Financing Charges	335,081	-		335,081
Legal - Planning & Watershed Management	258,891	-		258,891
Legal - Corporate	200,000	-		200,000
Water Festival	188,911	(22,120)		166,791
Land Securement	9,036	25,000		34,036
Property Management	95,040	-		95,040
Stewardship and Restoration	405,511	(17,451)		388,060
<b>Conservation Areas</b>				
Capital	2,403,892	(486,247)		1,917,645
Stabilization	936,568			936,568
<b>Total Reserves</b>	<b>7,792,315</b>	<b>(633,236)</b>	<b>-</b>	<b>7,159,079</b>

The State of Good Repair (SOGR) levy for buildings was implemented at an initial amount of \$75,000 in the 2019 budget. During budget discussions with Halton Region staff, a new reserve was recommended to be established to segregate capital expenses related to maintaining facilities in a state of good repair that are partly funded by the SOGR levy from capital expenses related to other facility improvements. This will help to ensure that the SOGR levy is used only for its intended purpose.

In 2019, up to \$60,000 was approved to be transferred from the Building Reserve related to state of good repairs at the Kelso Quarry facility. The remaining balance of the 2019 SOGR levy over the actual repair costs will be confirmed in the 2019 year-end report. The year-end amounts will be used to establish the amount of the transfers to the new reserve.

### 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


There is no direct financial impact from this report. The establishing of a Reserve Policy will ensure that adequate reserves are maintained to protect Conservation Halton from unexpected financial events and also facilitate predictable funding requests from its municipal funding partners.

Signed & respectfully submitted:



Marnie Piggot  
Director, Finance

Approved for circulation:



Hassaan Basit  
CAO/Secretary-Treasurer



Lawrence Wagner  
Senior Director, Corporate Services

**FOR QUESTIONS ON CONTENT:** Marnie Piggot, 905-336-1158, ext. 2240; [mpiggot@hrca.on.ca](mailto:mpiggot@hrca.on.ca)

# Conservation Halton Reserves Policy

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## Purpose and Objectives

### Policy Statement

This policy establishes the purpose of reserves and outlines the standards and guidelines for the management and administration of Conservation Halton's existing reserves and changes to the reserves in the future.

### Application

The Board of Directors and Conservation Halton staff who are responsible for the establishing, management and administration of Conservation Halton reserves.

### Applicable Legislation

- Conservation Authorities Act (RSO 1990)
- Public Sector Accounting Board (PSAB) accounting standards for Canadian public sector organizations, including Conservation Authorities.

The Municipal Act, 2001 includes requirements for the establishment of and use of reserve funds for municipalities. Our funding municipalities will also be consulted to ensure Conservation Halton practices are consistent with their reserve funding practices.

### Purpose and Definition of Reserves

**Reserves** are essentially savings that an organization has set aside for future projects, contingencies or emergencies. Reserves promote financial stability and flexibility or may be a result of statutory requirements. Funding of a reserve may come from an operational surplus in a given period or been raised through specific funding or other revenues.

Conservation Halton has established various reserves, with approval of the Board of Directors, that are allocated to its two primary programs, Watershed Management & Support Services (WMSS) and the Conservation Areas. Conservation Halton's reserves can be categorized into four basic types: capital asset management, operating, stabilization and restricted funds designated for specific programs. The capital and asset management reserves include maintaining assets in a state of good repair as well as enhancements in assets related to growth or program changes.

Reserves may be considered discretionary or non-discretionary. The primary funding source for discretionary reserves is derived from annual year-end operating surpluses or recommendations included in the annual budget.

Non-discretionary reserves are segregated funds to meet statutory and contract requirements and funding agreements. This would include reserves currently established for the Water Festival and Stewardship and Restoration that have commitments that the funds be used for future costs for specific projects or work that is similar in nature or for the same area.

Also, according to the Conservation Authorities Act, provincial regulations and Ministry of Natural Resources and Forestry Policies and Procedures require that proceeds from the disposition of property where provincial grants were provided to acquire the property must be held in a capital reserve and used only for projects of provincial interest. Conservation Halton has not previously received proceeds from the disposal of provincial lands such that no reserve has been established.

Conservation Halton Reserves are an essential part of Conservation Halton's long-term financial plan. Reserves are an appropriate way for Conservation Authorities to maintain a stable financial position and sustainably manage significant events to:

- mitigate annual increases in municipal funding requests,
- avoid large fluctuations in other revenues to accommodate major one-time expenditures and
- support future cash requirements.

## **Reserve Requirements**

### **Governance**

The Conservation Halton Board of Directors (Board) has the ultimate responsibility for the prudent management of resources. As such, approval by the Board is required for reserve transactions. An effective system of governance is critical in carrying out this responsibility, which includes approved by-laws, policies and procedures, as well as regular receipt and approval of reports regarding financial and other matters.

### **Management Responsibilities**

The CAO/Secretary-Treasurer is responsible for implementing the Conservation Halton Reserves Policy. The CAO/Secretary-Treasurer and Finance department staff will review and make recommendations to the Board, at least annually, regarding the financial status of reserves and recommended changes and transfers to and from reserves.

All contributions to and withdrawals from reserves will be clearly identified and segregated within Conservation Halton's accounting system.

### **Creation of Reserves**

A Board Resolution is required to create a new reserve, other than a reserve that falls under one of the exceptions outlined below. The Resolution is typically recommended by staff in the annual year-end report though may also be recommended in a separate report when a specific transaction takes place.

For non-discretionary reserves that are required under legislation or a contract with others such as land sale reserves and funds provided by others for future expenses, staff are authorized to create the reserves, with the details to be included in future Board reports.

A staff recommendation to the Board for the creation of a new reserve will include:

- rationale for creating and purpose of the reserve
- funding source
- target balance for reserve if applicable
- amount and timing of projected disbursements if known

### **Transfers to/from Reserves**

Transfers to reserves must be approved by a Board Resolution, unless the transfer relates to one of the non-discretionary reserve exceptions outlined above and is required by legislation or contract. A Resolution to transfer funds to a reserve can be a one-time lump sum amount or can be a principle for staff to follow such as for funding the Stabilization Reserve.

All transfers from reserves for the use of reserve funds must be approved by a Board Resolution. When funds are to be transferred out of a non-discretionary reserve, staff will confirm that the use of the funds is consistent with the legislated or contracted requirement when presenting the recommended Resolution to the Board for consideration.

## Investment Income and Reserves

Conservation Halton investment funds are pooled or combined for investment purposes. Investment income will be allocated to reserves consistent with Budget Principles as follows:

- a) Capital Asset Management Reserves – investment revenue is allocated to capital reserves, excluding the Debt Financing Charges and Property Management Reserves. The investment revenue allocation is detailed in the annual year-end Investment Report to the Board and is based on the average reserve balance for the year and
- b) required by a funding agreement or contract for a non-discretionary reserve.

If a discretionary reserve is considered to have reached a level that is sufficient to meet the future needs that it was established for, the Board may approve the suspending of the allocation of investment income to that reserve.

## Reporting

The annual budget process will include detailed information on projected reserve balances and changes in both the preliminary budget and final budgets.

The audited financial statements will indicate the total reserve amounts and the financial statement note disclosure will provide reserve details, compared to prior year.

## **Conservation Halton Reserves**

Conservation Halton's reserves are created and funded with the approval of Board of Directors to ensure funds are available for future events.

Conservation Halton has adopted reserves and reserve financing that considers the following:

- Mitigation of current and future risks
- Reduce exposure to unpredictable revenues
- Multi-year financing of capital projects
- Replacement value of tangible capital assets and
- Asset Management Plan.

The following table includes the type and purpose of the reserve, the reserve target balance and funding sources for the reserve.

<b>Capital Asset Management Reserves</b>		
<b>Capital asset management reserves</b> are established to maintain assets in a state of good repair, asset replacement, expansion or rehabilitation as well as to fund enhancements in assets related to growth or program changes.		
<b>Reserve Name: Vehicle and Equipment</b>		
<b>Purpose</b>	<b>Target Balance</b>	<b>Funding Source</b>
To fund the replacement of Watershed Management & Support Services (WMSS) vehicles and equipment at the end of their useful life.	The target balance will be based on the average annual requirements for the replacement of vehicles and equipment in the Capital Budget and Forecast, based on lifecycle costing information. A minimum reserve balance of 25% of the estimated total vehicle and equipment replacement value will be maintained.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Surplus financing from completed capital projects</li> <li>• Proceeds from sale or disposal of used equipment</li> <li>• Investment revenue allocation</li> </ul>
<b>Reserve Name: Building</b>		
<b>Purpose</b>	<b>Target Balance</b>	<b>Funding Source</b>
To fund the replacement, expansion or rehabilitation of Watershed Management and Support Services buildings. This reserve may also be used to fund unforeseen infrastructure renewal activities that may arise as assets deteriorate over their useful life.	The target balance will be based on the average annual requirements in the Capital Budget and Forecast for buildings and lifecycle costing information as determined by Conservation Halton's Facilities Asset Management Plan for WMSS Buildings.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> <li>• Surplus funds from completed capital projects</li> <li>• Investment revenue allocation</li> </ul>
<b>Reserve Name: Building – State of Good Repair</b>		
<b>Purpose</b>	<b>Target Balance</b>	<b>Funding Source</b>
To maintain WMSS buildings in a state of good repair. This reserve will minimize the impact on municipal funding or need for debt financing by ensuring funds are available to renew assets and extend their useful life thereby reducing or delaying the replacement of assets.	The target balance will be based on the average annual requirements in the Capital Budget and Forecast for buildings and lifecycle costing information as determined by Conservation Halton's Facilities Asset Management Plan for WMSS Buildings.	<ul style="list-style-type: none"> <li>• State of Good Repair levy</li> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> <li>• Surplus funds from completed capital projects</li> <li>• Investment revenue allocation</li> </ul>



<b>Capital Asset Management Reserves</b>		
<b>Reserve Name: Watershed Management Capital – Municipal Funds</b>		
<b>Purpose</b>	<b>Target Balance</b>	<b>Funding Source</b>
<p>To fund capital related expenditures for dams and channels.</p> <p>This reserve will minimize the impact on the municipal funding levy or debt financing by ensuring funds are available to renew assets and extend their useful life thereby reducing or delaying the replacement of assets.</p> <p>This reserve may also be used to fund unforeseen infrastructure renewal activities that may arise as assets deteriorate over their useful life and become inoperable or pose a safety hazard.</p>	<p>The target balance, combined with the Watershed Management Capital – Self Generated Funds will be based on the average annual requirements in the Capital Budget and Forecast for dams and channels, based on lifecycle costing information, as determined by Conservation Halton's Asset Management Plan.</p>	<ul style="list-style-type: none"> <li>• Municipally funded State of Good Repair levy</li> <li>• Other contributions from municipal funding partners</li> <li>• Surplus funds from completed capital projects</li> <li>• Investment revenue allocation</li> </ul>
<b>Reserve Name: Watershed Management Capital – Self Generated Funds</b>		
<b>Purpose</b>	<b>Target Balance</b>	<b>Funding Source</b>
<p>This reserve is used to fund capital related expenditures for dams and channels through the annual budget. The reserve may also be used to fund emergency capital requirements outside of the annual budget process, over-expenditures in capital projects and will provide financing for capital projects where tenders exceed approved budgets.</p>	<p>The target balance, combined with the Watershed Management Capital – Municipal Funds Reserve, will be based on the average annual requirements in the Capital Budget and Forecast for dams and channels, based on lifecycle costing information, as determined by Conservation Halton's Asset Management Plan.</p>	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> <li>• Surplus funds from completed capital projects</li> <li>• Investment revenue allocation</li> </ul>

## Capital Asset Management Reserves

### Reserve Name: Land Securement

Purpose	Target Balance	Funding Source
To fund the acquisition of property to meet Conservation Halton needs as determined through the Land Securement Strategy.	The target balance will be based on amounts to be determined through the Land Securement Strategy	<ul style="list-style-type: none"> <li>• Municipal reserve funding in the Operating Budget</li> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> <li>• Proceeds from the sale of property (except provincially funded owned land sale proceeds that must be restricted)</li> <li>• Investment revenue allocation</li> </ul>

### Reserve Name: Property Management

Purpose	Target Balance	Funding Source
To fund significant one-time property management expenses and unforeseen capital requirements outside of the annual budget process, over-expenditures in capital projects and will provide financing for capital projects where tenders exceed approved budgets. This reserve may also be used to fund property acquisitions when the land securement reserve is insufficient.	The target balance will be based on the average annual requirements in the annual Budget and Forecast.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> </ul>

## Capital Asset Management Reserves

### Reserve Name: Debt Financing Charges Capital

Purpose	Target Balance	Funding Source
<p>To fund the replacement, expansion or rehabilitation of Watershed Management and Support Services assets.</p> <p>This reserve may also be used to fund unforeseen infrastructure renewal activities that may arise as assets deteriorate over their useful life.</p> <p>This asset may fund the repayment of long-term debt balances owing.</p>	<p>There is no target associated with this reserve. A minimal balance means the Operating Budget reflects reasonably accurate debt financing charges.</p>	<ul style="list-style-type: none"> <li>The difference between municipal debt financing charges budgeted and the actual debt financing charges incurred is transferred to this reserve at year-end to avoid overstating the annual operating surplus.</li> </ul>

### Reserve Name: Conservation Areas - Capital

Purpose	Target Balance	Funding Source
<p>To fund capital related expenditures for Conservation Areas infrastructure, vehicle and equipment assets through the annual budget. It may also be used to fund emergency capital requirements outside of the annual budget process, over-expenditures in capital projects, and will provide financing to capital projects where tenders exceed approved budgets.</p> <p>This reserve may also be used to fund unforeseen infrastructure renewal activities that may arise as assets deteriorate over their useful life and become inoperable or pose a safety hazard.</p>	<p>The target balance will be based on the average annual requirements in the Capital Budget and Forecast for buildings and lifecycle costing information as determined by Conservation Halton's Asset Management Plan.</p>	<ul style="list-style-type: none"> <li>Contribution from the Operating Budget</li> <li>Contribution from the year-end operating surplus</li> <li>Surplus funds from completed capital projects</li> <li>Investment revenue allocation</li> </ul>

## Stabilization Reserves

**Stabilization reserves** are established to address in-year uncontrollable or unanticipated changes in revenues or costs that are operational in nature.

### Reserve Name: Watershed Management & Support Services Stabilization

Purpose	Target Balance	Funding Source
To provide financial resources to respond to unforeseen events in the Watershed Management & Support Services programs. This reserve will be used to accommodate fluctuations in operating revenue and expenses and to protect against unforeseen expenditures that are typically one-time in nature, or unanticipated deficits that may occur in the fiscal year. This reserve also serves as a long-term financing tool to smooth impacts of municipal funding changes due to growth in programs and services.	The Government Finance Officers Association recommends that Stabilization should be 5% to 15% of operational revenues or one to two months of operational expenditures. The guideline for WMSS programs will be 10 – 15 % of annual operating revenues based on the previous three-year actual average.	<ul style="list-style-type: none"> <li>• Contribution from the Operating budget</li> <li>• Contribution from the year-end operating surplus</li> </ul>

### Reserve Name: Conservation Areas - Stabilization

Purpose	Target Balance	Funding Source
To provide financial resources to respond to unforeseen events in Conservation Areas Parks Operations. This reserve will be used to accommodate fluctuations in operating revenue and expenses and to protect against unforeseen expenditures that are typically one-time in nature, or unanticipated deficits that may occur in the fiscal year.	5 - 10% of annual operating revenues for Conservation Areas based on the previous three-year actual average. The guideline for the Conservation Areas is than WMSS programs due to the seasonality of revenues and ability to more easily reduce seasonal expenses, such as staffing.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from the year-end operating surplus</li> </ul>

## Operating Reserves

**Operating reserves** are established to address in-year unanticipated significant operating expenses not included in the budget.

### Reserve Name: Legal – Planning & Watershed Management

Purpose	Target Balance	Funding Source
To provide a funding source for unbudgeted or extraordinary legal costs and judgments associated with litigation or other Planning & Watershed Management department legal matters. This reserve is not intended to fund day to day legal expenditures contained in the operating budget.	The target balance will be based on 50% of the respective three-year average actual Planning & Watershed department legal expenses.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from year-end operating surplus</li> <li>• Surplus fees earned from compliance violations</li> </ul>

### Reserve Name: Legal – Corporate

Purpose	Target Balance	Funding Source
To provide a funding source for unbudgeted or extraordinary legal costs, severance payments and judgments associated with litigation or other legal matters. This reserve is not intended to fund day to day legal expenditures contained in the operating budget.	The target balance will be based on 50% of the three-year average actual respective legal and related expenses.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from year-end operating surplus</li> <li>• Surplus fees earned from compliance violations</li> </ul>

## Program Designated Reserves

**Program designated reserves** are established to fund the operating and capital expenses of the designated programs and projects associated with the reserve funding source.

### Reserve Name: Water Festival

Purpose	Target Balance	Funding Source
To provide a funding source for unbudgeted or uncontrollable funding decreases, such as school board program changes, or expenses associated with the Water Festival event. This reserve will ensure the long-term sustainability of the Water Festival.	The target balance will be based on the Water Festival Budget and Forecast requirements.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from year-end operating surplus</li> <li>• Water Festival Funding received in excess of related expenses</li> </ul>

### Reserve Name: Stewardship and Restoration

Purpose	Target Balance	Funding Source
To provide a funding source for the carrying out of Stewardship, Restoration and Outreach projects and events and to meet requirements for ongoing project monitoring and operating expenses and, finance project over-expenditures where tenders exceed approved budgets.	The target balance will be based on the Stewardship, Restoration and Outreach Budget and Forecast requirements.	<ul style="list-style-type: none"> <li>• Contribution from the Operating Budget</li> <li>• Contribution from year-end operating surplus</li> <li>• Stewardship and Restoration project funding received in excess of related expenses</li> </ul>

**REPORT TO:** Conservation Halton Board of Directors

**REPORT NO: #** CHBD 11 19 13

**FROM:** Marnie Piggot, Director Finance

**DATE:** November 21, 2019

**SUBJECT:** **Budget Variance Report for the Period Ended September 30, 2019 and 2019 Projected Year End Forecast**

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### Recommendation

THAT the Conservation Halton Board of Directors **receives for information the staff report dated November 21, 2019 on the Budget Variance Report for the period ended September 30, 2019 and 2019 Projected Year End Forecast;**

AND

THAT the Conservation Halton Board of Directors **approve a transfer from the Conservation Areas Capital Reserve of up to \$500,000 related to a potential shortfall in the fuel spill insurance claim recovery costs.**

### Executive Summary

Attached is the Budget Variance Report for the period ended September 30, 2019 including the projected year-end forecast. Staff have reviewed the financial results to date and considered future transactions for the remainder of the year. An operating surplus is currently projected for 2019 of \$233,304 in Watershed Management and Support Services (WMSS) and an operating surplus of \$1,042,288 is projected for the Conservation Areas.

The projected operating surplus in WMSS is primarily the result of cost savings from vacant staff positions during 2019. The cost savings have helped to mitigate higher than anticipated compensation review adjustments implemented in 2019 that were not included in the 2019 budget. The projected WMSS operating surplus of \$233,304 also has considered the reduction of \$145,000 in the provincial operating grant for 2019 and it is anticipated that the transfer from the WMSS Stabilization Reserve of \$145,000 approved in April will not be required. Several of the vacant staff positions are now filled and it has been assumed in the projection that many of the remaining vacant staff positions will be in place later in the year. The WMSS projected operating surplus has increased by over \$130,000 from the July 31, 2019 report as a result of further savings projected across many departments in materials & supplies as well as purchased services for 2019.

The projected operating surplus in the Conservation Areas has considered the Glen Eden winter season and parks results during the first nine months of the year, the average of the actual amounts for the prior three years and the reasonable consideration of the potential impact of variables in weather on visitation.

A transfer from the Conservation Areas Capital Reserve is being recommended at this time based on a projected shortfall in the insurance claim recovery related to the fuel spill remediation costs.

This transfer from the reserve is a conservative estimate of the shortfall that will assist with completion of year end financial statements. This reserve transfer is anticipated to be offset with operating surplus transfers to the reserve and savings in reserve transfers with the closing of parks capital projects at year end.

The table below provides a high-level summary of the total actual amounts as of September 30, 2019 and the projected year end surplus compared to the 2019 budget amounts for WMSS and Conservation Areas.

Further details on the projected surplus and capital project life to date costs are provided in the attached Budget Variance Report and in the information contained in this report.

				PROJECTED \$	PROJECTED %
				VARIANCE	VARIANCE
	ACTUAL	PROJECTED	BUDGET	OVER (UNDER)	OVER (UNDER)
Program	SEPTEMBER 2019	DECEMBER 2019	2019	BUDGET	BUDGET
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS)</b>					
Revenue	11,154,789	15,433,341	16,398,627	(965,286)	(5.9%)
Expenses	9,630,716	15,200,037	16,398,627	(1,198,590)	(7.3%)
Operating Surplus	1,524,073	233,304	-	233,304	1.4%
<b>CONSERVATION AREAS</b>					
Revenue	12,034,108	13,891,253	12,799,650	1,091,603	8.5%
Expenses	9,470,835	12,848,965	12,320,950	528,015	4.3%
Operating Surplus	2,563,272	1,042,288	478,700	563,588	4.2%

## Report

The following report provides explanations for variances projected to be greater than 10% that exceed \$10,000 from the 2019 budget amounts in the attached Budget Variance Report.

### Watershed Management & Support Services (WMSS)

#### 1. Finance

Purchased services in this department are expected to be under the budget amount by almost \$13,000 related to procurement consulting services. The procurement services were included in the 2019 budget prior to identifying a Procurement Specialist staff position. As a result of the new procurement staff position it is anticipated that these consulting services will no longer be required.

#### 2. General Corporate Services

Included in the General Corporate Service 2019 budget was \$50,000 as a preliminary estimate for the compensation review implemented in 2019. The actual costs reported under this department of \$41,960 are related to staff severance payments and no further costs are anticipated. The actual compensation review costs are being reported under the respective department for the affected staff.



### **3. Conservation Halton Foundation (Foundation) Administration**

Purchased services under the Foundation department include the undertaking of a capital campaign feasibility study for the park capital projects partly funded by developer contributions. The study was approved to be funded by a transfer of \$28,000 from the WMSS Stabilization reserve as part of the allocation of 2018 operating surplus approved by the Board in March 2019.

### **4. Information Technology (IT)**

IT purchased services expenses are projected to be higher than the budget amount by approximately \$42,000 for software licence costs that were included in other department budgets and the IT capital budget and have been reclassified as IT operating expenses.

### **5. Digital Transformation**

The Digital Transformation staff position is expected to remain vacant for the rest of the year while an assessment is being completed by an IT consulting firm to assess information technology, document management, point of sale, ecommerce systems, websites and provide recommendations. The staff position vacancy will result in a reduced chargeback to the Conservation Areas for this department. The Conservation Areas will be sharing in the consulting assessment cost.

### **6. Geographical Information Systems (GIS)**

Salaries and benefits will be lower than the budget amount due to staff position vacancies. Purchased services had originally been expected to fall below budget, but will now be in line with the amount budgeted due to the purchase of orthophoto titles and an overall mosaic of the full conservation authority lands.

### **7. Human Resources**

Human Resources purchased services costs include staff professional development costs of \$28,000 that were approved to be funded by the Board in a prior year funded by a transfer from the WMSS Stabilization Reserve.

### **8. Marketing & Communications**

Salaries and benefits are expected to be less than the 2019 budget amount by more than \$190,000 due to staff position vacancies and staffing changes. The Senior Manager position is currently being recruited. The reduced staff costs also impact the staff time that can be recovered through the chargeback to the parks. Materials, supplies and purchased services are expected to be less than the budget amount by almost \$57,000 with the reallocation of marketing and tourism signage costs to the Conservation Areas.

### **9. Corporate Compliance**

The projected savings in salaries and benefits costs of approximately \$63,000 is the result of staffing changes and the vacant Procurement Specialist position. The Procurement Specialist position was filled in August. The salary and benefit savings are offset by a reduction in the estimated chargeback recovery to the Conservation Areas that are associated with these positions.

## **10. Flood Forecasting & Operations**

In April, notification was received from the province that the operating grant would be reduced by \$145,277 for 2019. This funding shortfall has been mitigated by savings in other department expenses primarily related to staff position vacancies. At this time the transfer from the reserve approved to offset this funding shortfall is not expected to be needed and will be closed at year end.

## **11. Engineering**

The recovery of staff time through capital projects is based on the actual staff time worked on projects with consideration of the eligible amount that can be charged to the project. The chargeback recovery is estimated to be less than the amount included in the 2019 budget by approximately \$30,000. This shortfall has been offset by cost savings projected for engineering consulting fees not anticipated to be spent.

## **12. Planning & Watershed Management**

Applications received in 2019 for plan review and permits have consisted of more minor rather than major scale applications, in part due to the hiatus in the regional allocation program. Also, this year Planning and Watershed Management staff have spent a disproportionate amount of time compared to previous years responding to provincial proposals for legislative and policy changes, hearings (Local Planning Appeals Tribunal and the Canadian Environmental Assessment Review Panel for the CN Logistics Hub), sub-watershed studies, technical submission guidelines, and other matters not associated with planning and permit fees.

## **13. Regional Infrastructure Team (RIT)**

Staffing costs are anticipated to be lower than the budget amount by approximately \$12,000 due to staff vacancies. Further savings of almost \$18,000 in program supplies and purchased services are also anticipated, for a total spend approximately \$29,000 under budget for this program. RIT costs are fully funded by other municipal funding received from Halton Region.

## **14. Source Protection**

In mid 2018, staff in the Source Protection program relocated from the Field Office near Mountsberg to the Administration Office. The 2019 budget amounts were set at historical levels while the revised program occupancy costs were assessed. The relocation will result in program costs savings for materials and purchased services in 2019 of about \$27,000. Also, a GIS staff position under this program was vacant for part of the year and was filled in August. The combined program savings estimated at almost \$34,000 will result in lower provincial funding by a similar amount as this program is fully funded by the province based on the actual program costs incurred.

## **15. Forestry Tech. Team**

Staff salaries and benefits are projected to be less than the budget amount by approximately \$49,000 as a result of staffing changes including a staff on leave. The reduced program staffing will also impact the amount of the recovery of staff time allocated to the Emerald Ash Borer (EAB) capital project. A total shortfall of almost \$53,000 in the Chargeback Recovery is anticipated.

Program revenue is also expected to be less than the 2019 budget amount by approximately \$62,000 due to anticipated grants that will not be received such as planting projects not approved for funding by Forests Ontario. Corporate tree planting events are also now being reported under the Outreach program.

## **16. Hamilton Harbour Remedial Action Plan (HHRAP)**

We have received confirmation that the Provincial contribution to this program is anticipated to be reduced from \$50,000 to \$30,000 annually. The funding shortfall of \$20,000 for 2019 has been offset by a reduction in program purchased services and other municipal funding carried over from a prior year. A contract service provider has been converted to a contract staff position that will result in higher salaries and benefits that are more than offset by the reduced purchased services.

## **17. Restoration**

Based on the actual partnership projects being completed in 2019, contract staff positions included in the 2019 budget are not expected to be hired that will result in lower costs of almost \$172,000 and program materials and purchased services will be lower than the budget amounts by approximately \$151,000. The reduction in part time staffing and other costs will result in a lower recovery of costs from the projects by almost \$323,000.

The amount of funding in excess of actual project costs currently projected at \$77,513 will be recommended to be transferred at year end to the Stewardship & Restoration Reserve for future project expenses. There are a several partnership projects, such as Drumquin park, that will be completed in 2019 and the funding for the projects includes a portion related to future monitoring and adaptive management.

## **18. Project Management**

Staff salaries and benefits are projected to be less than the budget amount by more than \$26,000 due to a staff position vacancy that has been assumed to be filled later in the year.

## **19. Property Management**

Property management program materials and purchased service costs are estimated to be less than the 2019 budget amount by over \$54,000 based on the work to be completed for the remainder of the year.

## **20. Forestry Operations**

As a result of a staff retirement and staffing changes, salaries and benefits are projected to be less than the budget amount by \$73,582.

Forestry program revenues are estimated to be less than the budget amount by approximately \$47,000 as a result of a reduction in forest maintenance services provided to Halton Region at the Regional landfill and Agreement Forest. The recovery of staff time allocated to the EAB capital project is also expected to be less than the budget by \$15,000 due to work on other projects. The revenue shortfall is more than offset by the savings in staff and other costs.

## **21. Security**

Staff salaries and benefits are projected to exceed the budget amount by almost \$29,000. The over-expenditure is related to compensation adjustments and staffing changes including a staff leave.

## **22. Watershed Management & Support Services (WMSS) Vehicles**

Salaries and benefits are projected to be lower than the budget amount by \$22,400. This amount is related to a part time position that was added in the 2019 budget for turf maintenance that was to be shared with the parks. Turf maintenance for WMSS properties is being completed by Forestry staff and an external contract provider at the Administration Office so that the part time position is not needed at this time.

## **23. Partnership Projects**

Partnership projects expenses are expected to be over the budget amount by \$167,845 and revenues projected to be above budget by a matching amount of \$167,845. Partnership project costs are fully funded by related project grants and other funding. The increase in partnership projects is mainly due to work carried over from the prior year such as the Limestone Creek project due to permit requirements and new projects approved after the budget was prepared.

## **Conservation Areas**

### **24. Conservation Areas Administration**

Part time staffing added in the section in the 2019 budget for turf maintenance that was to be shared with WMSS Vehicles is estimated to be under the budget amount by \$22,400. This work will be completed in the conservation areas by park staff and the costs will be reflected in the respective park operating results.

Purchased services are projected to be under budget by \$176,000 due to the delay in implementation of an upgrade for the ecommerce system.

### **25. Chargeback to the Conservation Areas by WMSS**

The chargeback to the Conservation Areas by WMSS support services will be less than the budget amount as a result of staff position vacancies. The shortfall in recoveries for the WMSS program is more than offset by the related reduced staffing costs.

### **26. Kelso / Glen Eden**

Purchased service costs will exceed the budget amounts for increased expenses including an unplanned gear box repair that is expected to cost in total just under \$100,000, higher facility maintenance expenses, and increased hydro costs that are partially related to the Kelso Dam

Rehabilitation capital project. Increased revenues at this park will accommodate the increased costs for purchased services.

Kelso expenses do not include fuel spill remediation costs incurred to date of \$437,000 and groundwater remediation works approved in June of a further \$640,000. The fuel spill occurred in December 2018 and estimated total costs of \$820,000 were accrued in the 2018 financial statements for initial spill delineation, remediation and future monitoring costs based on preliminary estimates. An estimated insurance recovery of \$810,000 was also recorded as revenue in 2018 leaving a \$10,000 insurance deductible expense impact for 2018.

The fuel spill remediation works are anticipated to be completed by early December before the start of the winter ski season. At this point the insurance recovery claim is still to be determined. Staff are working with a Marsh insurance consultant on the insurance claim submission. Based on recent cost estimates we are expecting a shortfall in the amount of insurance recovery. Staff are recommending a transfer of up to \$500,000 from the Conservation Areas Capital Reserve to fund the anticipated shortfall.

The difference in actual costs, insurance recovery and the estimated amounts set up in 2018 will be recorded in 2019 and if the difference is material may require a restatement of the 2018 amounts. In order to mitigate the potential shortfall in the insurance claim recovery, parks capital projects totalling \$650,000 for Ski/Snowboarding and Facility Infrastructure Major Maintenance have been put on hold until there are further assurances provided on the insurance claim recovery.

## **27. Hilton Falls / Mount Nemo / Rattlesnake Point**

Program revenue for this park is projected to be above budget by over \$180,000 as these parks continue to receive increased visitation.

## **28. Capital Program**

Attached is the capital program budget variance report that includes the capital project budget, life to date costs and the budget remaining to be spent. The life to date capital expenses are \$9,193,026 which is almost 59% of the total budget. The Kelso Dam capital project makes up 53% of the total capital budget. The Kelso Dam project is anticipated to be substantially completed by the end of 2019.

Dams and channels capital projects have historically been funded 50% provincially with the remaining 50% funded municipally now done through a transfer from the Water Management Capital Reserve with the implementation of the State of Good Repair Levy. Approval was received from MNRF at the end of May for provincial Water and Erosion Control Infrastructure (WECI) funding for capital projects included in the 2019 capital budget.

WECI Provincial funding was not approved for 2019 for 50% of the costs for the Channel Slab replacements, the Freeman Pond Assessment study and the Channel Naturalization study with total capital project costs of \$330,927 included in the 2019 capital budget. Provincial MNRF staff have advised that studies are no longer being funded through the WECI program. The Channel Naturalization Study with a project budget of \$50,000 was approved to be closed in the July 31, 2019 Budget Variance Report until alternate funding sources can be identified.

Staff are still considering alternate funding options for the Freeman Pond Assessment study. The Milton Channel repairs will be included in the 2020 WECI application. The dams and channels projects

completed as of March 2019 to meet WECl funding requirements were approved to be closed in the April 30, 2019 Budget Variance Report.

Conservation Area capital projects are primarily funded by a transfer from the Conservation Areas capital reserve. The Crawford Lake Longhouse Roof and Floor Replacement project exceeds the \$90,000 budget amount by \$7,440. This cost overrun will be offset by savings in other parks capital projects.

### Impact on Strategic Goals

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

### Financial Impact

The report Recommendation outlines the financial impacts of the Budget Variance Report for the period ended September 30, 2019, 2019 projected year end forecast and recommended transfers from reserves.

Signed & respectfully submitted:

Approved for circulation:



Marnie Piggot  
Director, Finance



Hassaan Basit  
CAO/Secretary-Treasurer



Lawrence Wagner  
Senior Director, Corporate Services

**FOR QUESTIONS ON CONTENT:** Marnie Piggot, 905-336-1158, ext. 240; [mpiggot@hrca.on.ca](mailto:mpiggot@hrca.on.ca)

**Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019**

	ACTUAL YTD SEPTEMBER 2019	PROJECTED DECEMBER 2019	BUDGET 2019	PROJECTED \$ VARIANCE OVER (UNDER) BUDGET	PROJECTED % VARIANCE OVER (UNDER) BUDGET
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES (WMSS)</b>					
Corporate Services	4,684,196	4,859,285	4,513,817	(345,468)	(7.7%)
Corporate Compliance	(291,858)	(396,916)	(450,952)	(54,036)	12.0%
Engineering	(382,948)	(556,428)	(466,652)	89,776	(19.2%)
Planning & Watershed Management	(693,535)	(1,239,885)	(1,065,554)	174,331	(16.4%)
Science & Partnerships	(910,716)	(1,134,328)	(1,103,428)	30,900	(2.8%)
Project Management Office	(435,852)	(659,200)	(697,557)	(38,357)	5.5%
WMSS Operations	(445,214)	(639,224)	(729,674)	(90,450)	12.4%
Partnership Projects	0	0	0	0	0.0%
<b>Total</b>	<b>1,524,073</b>	<b>233,304</b>	<b>0</b>	<b>(233,304)</b>	<b>100.0%</b>

**CONSERVATION AREAS**

Vehicles & Equipment	(89,389)	(116,008)	(109,890)	6,118	(5.6%)
Conservation Areas Admin	427,655	491,941	132,957	(358,984)	(270.0%)
Chargebacks	(688,579)	(916,484)	(1,038,100)	(121,616)	11.7%
Crawford Lake/Mountsberg	(43,910)	50,781	75,277	24,496	32.5%
Kelso/Glen Eden	2,575,637	1,160,540	1,244,086	83,546	6.7%
Hilton Falls/Mount Nemo/Rattlesnake	381,859	371,520	174,370	(197,150)	(113.1%)
<b>Total - Transfer to Reserves</b>	<b>2,563,272</b>	<b>1,042,288</b>	<b>478,700</b>	<b>(563,588)</b>	<b>(117.7%)</b>



Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>CORPORATE SERVICES</b>						
<b>OFFICE OF THE CAO</b>						
<u>Expenditures</u>						
Salaries and Benefits		301,844	404,113	385,817	18,296	4.7%
Total Materials & Supplies and Purchased Services		138,769	204,526	182,400	22,126	12.1%
<b>Total Expenditures</b>		<b>440,613</b>	<b>608,639</b>	<b>568,217</b>	<b>40,422</b>	<b>7.1%</b>
<u>Revenue</u>						
Chargeback Recoveries		10,503	14,000	14,000	-	0.0%
<b>Total Revenues</b>		<b>10,503</b>	<b>14,000</b>	<b>14,000</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL OFFICE OF THE CAO</b>		<b>(430,110)</b>	<b>(594,639)</b>	<b>(554,217)</b>	<b>(40,422)</b>	<b>7.3%</b>
<b>FINANCE</b>						
<u>Expenditures</u>						
Salaries and Benefits		472,225	640,547	652,130	(11,583)	(1.8%)
Total Materials & Supplies, Purchased Services and Financial	1	33,619	77,368	92,000	(14,632)	(15.9%)
<b>Total Expenditures</b>		<b>505,844</b>	<b>717,915</b>	<b>744,130</b>	<b>(26,215)</b>	<b>(3.5%)</b>
<u>Revenue</u>						
Chargeback Recoveries		144,192	193,652	191,405	2,247	1.2%
Other		216,543	61,751	62,000	(249)	(0.4%)
<b>Total Revenues</b>		<b>360,791</b>	<b>255,459</b>	<b>253,405</b>	<b>2,054</b>	<b>0.8%</b>
<b>TOTAL FINANCE</b>		<b>(145,053)</b>	<b>(462,456)</b>	<b>(490,725)</b>	<b>28,269</b>	<b>(5.8%)</b>
<b>GENERAL CORPORATE SERVICES</b>						
<u>Expenditures</u>						
Salaries and Benefits	2	41,960	41,960	50,000	(8,040)	(16.1%)
Debt financing charges		19,553	716,639	696,639	20,000	2.9%
Transfer to Reserves		-	464,200	464,200	-	0.0%
<b>Total Expenditures</b>		<b>61,513</b>	<b>1,222,799</b>	<b>1,210,839</b>	<b>11,960</b>	<b>1.0%</b>
<u>Revenue</u>						
Municipal Funding		6,818,239	9,090,985	9,090,985	-	0.0%
<b>Total Revenues</b>		<b>6,818,420</b>	<b>9,091,166</b>	<b>9,090,985</b>	<b>181</b>	<b>0.0%</b>
<b>TOTAL GENERAL CORPORATE SERVICES</b>		<b>6,756,908</b>	<b>7,868,368</b>	<b>7,880,146</b>	<b>(11,778)</b>	<b>(0.1%)</b>



Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>CONSERVATION HALTON FOUNDATION ADMINISTRATION</b>						
<u>Expenditures</u>						
Salaries and Benefits		94,560	126,869	137,148	(10,279)	(7.5%)
Purchased Services	3	33,204	33,204	-	33,204	100.0%
<b>Total Expenditures</b>		127,764	160,073	137,148	22,925	16.7%
<u>Revenue</u>						
Program Revenue		8,750	15,000	15,000	-	0.0%
Reserve Funding	3	-	28,000	-	28,000	100.0%
<b>Total Revenues</b>		8,750	43,000	15,000	28,000	186.7%
<b>TOTAL CONSERVATION HALTON FOUNDATION ADMIN.</b>		<b>(119,014)</b>	<b>(117,073)</b>	<b>(122,148)</b>	<b>5,075</b>	<b>(4.2%)</b>
<b>INFORMATION TECHNOLOGY</b>						
<u>Expenditures</u>						
Salaries and Benefits		275,512	369,052	377,792	(8,740)	(2.3%)
Total Materials & Supplies and Purchased Services	4	82,182	107,782	69,000	38,782	56.2%
<b>Total Expenditures</b>		357,693	476,833	446,792	30,041	6.7%
<u>Revenue</u>						
Chargeback Recoveries		59,175	78,900	78,900	-	0.0%
<b>Total Revenues</b>		59,175	78,900	78,900	-	0.0%
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>(298,518)</b>	<b>(397,933)</b>	<b>(367,892)</b>	<b>(30,041)</b>	<b>8.2%</b>
<b>DIGITAL TRANSFORMATION</b>						
<u>Expenditures</u>						
Salaries and Benefits	5	-	-	99,309	(99,309)	(100.0%)
<b>Total Expenditures</b>		-	-	99,309	(99,309)	(100.0%)
<u>Revenue</u>						
Chargeback Recoveries	5	-	-	26,900	(26,900)	(100.0%)
<b>Total Revenues</b>		-	-	26,900	(26,900)	(100.0%)
<b>TOTAL INFORMATION TECHNOLOGY</b>		-	-	<b>(72,409)</b>	<b>72,409</b>	<b>(100.0%)</b>

Conservation Halton  
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For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>GEOGRAPHICAL INFORMATION SYSTEMS</b>						
<u>Expenditures</u>						
Salaries and Benefits		398,165	524,464	617,100	(92,636)	(15.0%)
Total Materials & Supplies and Purchased Services		29,168	45,347	67,000	(21,653)	(32.3%)
<b>Total Expenditures</b>	<b>6</b>	<b>427,333</b>	<b>569,811</b>	<b>684,100</b>	<b>(114,289)</b>	<b>(16.7%)</b>
<u>Revenue</u>						
Program & Other Revenue		5,915	6,665	12,500	(5,835)	(46.7%)
<b>Total Revenues</b>		<b>5,915</b>	<b>6,665</b>	<b>12,500</b>	<b>(5,835)</b>	<b>(46.7%)</b>
<b>TOTAL GEOGRAPHICAL INFORMATION SYSTEMS</b>		<b>(421,418)</b>	<b>(563,146)</b>	<b>(671,600)</b>	<b>108,454</b>	<b>(16.1%)</b>
<b>HUMAN RESOURCES</b>						
<u>Expenditures</u>						
Salaries and Benefits		256,579	346,253	323,083	23,170	7.2%
Total Materials & Supplies, Purchased Services and Financial		234,233	324,033	336,691	(12,658)	(3.8%)
<b>Total Expenditures</b>		<b>490,812</b>	<b>670,286</b>	<b>659,774</b>	<b>10,512</b>	<b>1.6%</b>
<u>Revenue</u>						
Program Revenue		-	-	-	-	0.0%
Reserve Funding	<b>7</b>	-	28,000	-	28,000	100.0%
Chargeback Recoveries		99,450	132,600	132,600	-	0.0%
<b>Total Revenues</b>		<b>99,450</b>	<b>160,600</b>	<b>132,600</b>	<b>28,000</b>	<b>21.1%</b>
<b>TOTAL HUMAN RESOURCES</b>		<b>(391,362)</b>	<b>(509,686)</b>	<b>(527,174)</b>	<b>17,488</b>	<b>(3.3%)</b>
<b>MARKETING &amp; COMMUNICATIONS</b>						
<u>Expenditures</u>						
Salaries and Benefits		323,445	439,287	631,114	(191,827)	(30.4%)
Total Materials & Supplies and Purchased Services		50,283	70,183	126,850	(56,667)	(44.7%)
<b>Total Expenditures</b>	<b>8</b>	<b>373,728</b>	<b>509,470</b>	<b>757,964</b>	<b>(248,494)</b>	<b>(32.8%)</b>
<u>Revenue</u>						
Program Revenue		8,770	15,020	15,000	20	0.1%
Chargeback Recoveries	<b>8</b>	97,722	130,300	167,800	(37,500)	(22.3%)
Reserve Funding		-	-	15,000	(15,000)	(100.0%)
<b>Total Revenues</b>		<b>106,492</b>	<b>145,320</b>	<b>197,800</b>	<b>(52,480)</b>	<b>(26.5%)</b>
<b>TOTAL MARKETING &amp; COMMUNICATIONS</b>		<b>(267,236)</b>	<b>(364,150)</b>	<b>(560,164)</b>	<b>196,014</b>	<b>(35.0%)</b>
<b>TOTAL CORPORATE SERVICES</b>		<b>4,684,196</b>	<b>4,859,285</b>	<b>4,513,817</b>	<b>345,468</b>	<b>7.7%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>CORPORATE COMPLIANCE</b>						
<b>CORPORATE COMPLIANCE</b>						
<u>Expenditures</u>						
Salaries and Benefits	9	136,643	193,373	253,063	(59,690)	(23.6%)
Total Materials & Supplies and Purchased Services		3,333	18,983	37,500	(18,517)	(49.4%)
<b>Total Expenditures</b>		<b>139,976</b>	<b>212,356</b>	<b>290,563</b>	<b>(78,207)</b>	<b>(26.9%)</b>
<u>Revenue</u>						
Chargeback Recoveries	9	56,920	88,392	125,900	(37,508)	(29.8%)
<b>Total Revenues</b>		<b>56,920</b>	<b>88,392</b>	<b>125,900</b>	<b>(37,508)</b>	<b>(29.8%)</b>
<b>TOTAL CORPORATE COMPLIANCE</b>		<b>(83,056)</b>	<b>(123,964)</b>	<b>(164,663)</b>	<b>40,699</b>	<b>(24.7%)</b>
<b>RISK &amp; LANDS</b>						
<u>Expenditures</u>						
Salaries and Benefits		194,156	261,500	264,089	(2,589)	(1.0%)
Total Materials & Supplies and Purchased Services		96,996	121,252	132,000	(10,748)	(8.1%)
<b>Total Expenditures</b>		<b>291,152</b>	<b>382,752</b>	<b>396,089</b>	<b>(13,338)</b>	<b>(3.4%)</b>
<u>Revenue</u>						
Chargeback Recoveries		82,350	109,800	109,800	-	0.0%
<b>Total Revenues</b>		<b>82,350</b>	<b>109,800</b>	<b>109,800</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL RISK &amp; LANDS</b>		<b>(208,802)</b>	<b>(272,952)</b>	<b>(286,289)</b>	<b>13,338</b>	<b>(4.7%)</b>
<b>TOTAL CORPORATE COMPLIANCE</b>		<b>(291,858)</b>	<b>(396,916)</b>	<b>(450,952)</b>	<b>54,036</b>	<b>(12.0%)</b>

Conservation Halton  
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For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>ENGINEERING</b>						
<b>FLOOD FORECASTING &amp; OPERATIONS</b>						
<u>Expenditures</u>						
Salaries and Benefits		316,664	431,500	463,458	(31,958)	(6.9%)
Total Materials & Supplies and Purchased Services		128,005	161,455	186,300	(24,845)	(13.3%)
<b>Total Expenditures</b>		<b>444,669</b>	<b>592,955</b>	<b>649,758</b>	<b>(56,803)</b>	<b>(8.7%)</b>
<u>Revenue</u>						
Program Revenue		22,217	28,023	-	28,023	0.0%
Provincial Funding	10	155,034	159,034	304,311	(145,277)	(47.7%)
<b>Total Revenues</b>		<b>177,251</b>	<b>187,057</b>	<b>304,311</b>	<b>(117,254)</b>	<b>(38.5%)</b>
<b>TOTAL FLOOD FORECASTING &amp; OPERATIONS</b>		<b>(267,418)</b>	<b>(405,898)</b>	<b>(345,447)</b>	<b>(60,451)</b>	<b>17.5%</b>
<b>ENGINEERING</b>						
<u>Expenditures</u>						
Salaries and Benefits		244,928	328,720	305,808	22,912	7.5%
Total Materials & Supplies and Purchased Services	11	6,272	17,045	40,800	(23,755)	(58.2%)
<b>Total Expenditures</b>		<b>251,200</b>	<b>345,765</b>	<b>346,608</b>	<b>(843)</b>	<b>(0.2%)</b>
<u>Revenue</u>						
Program Revenue		-	3,000	3,000	-	0.0%
Chargeback Recoveries	11	135,670	192,235	222,403	(30,169)	(13.6%)
<b>Total Revenues</b>		<b>135,670</b>	<b>195,235</b>	<b>225,403</b>	<b>(30,169)</b>	<b>(13.4%)</b>
<b>TOTAL ENGINEERING</b>		<b>(115,530)</b>	<b>(150,530)</b>	<b>(121,205)</b>	<b>(29,325)</b>	<b>24.2%</b>
<b>TOTAL ENGINEERING</b>		<b>(382,948)</b>	<b>(556,428)</b>	<b>(466,652)</b>	<b>(89,776)</b>	<b>19.2%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>PLANNING &amp; WATERSHED MANAGEMENT</b>						
<b>PLANNING &amp; WATERSHED MANAGEMENT</b>						
Expenditures						
Salaries and Benefits		2,129,434	2,897,619	3,124,497	(226,878)	(7.3%)
Total Materials & Supplies and Purchased Services		134,781	410,518	438,500	(27,982)	(6.4%)
<b>Total Expenditures</b>		<b>2,264,215</b>	<b>3,308,137</b>	<b>3,562,997</b>	<b>(254,860)</b>	<b>(7.2%)</b>
Revenue						
Program Revenue	12	1,513,444	2,057,471	2,485,862	(428,391)	(17.2%)
<b>Total Revenues</b>		<b>1,513,444</b>	<b>2,057,471</b>	<b>2,485,862</b>	<b>(428,391)</b>	<b>(17.2%)</b>
<b>TOTAL PLANNING &amp; WATERSHED MANAGEMENT</b>		<b>(750,771)</b>	<b>(1,250,667)</b>	<b>(1,077,135)</b>	<b>(173,532)</b>	<b>16.1%</b>
<b>REGIONAL INFRASTRUCTURE TEAM</b>						
Expenditures						
Salaries and Benefits		312,250	420,024	431,922	(11,898)	(2.8%)
Total Materials & Supplies and Purchased Services	13	7,521	11,257	29,000	(17,743)	(61.2%)
<b>Total Expenditures</b>		<b>319,771</b>	<b>431,281</b>	<b>460,922</b>	<b>(29,641)</b>	<b>(6.4%)</b>
Revenue						
Municipal Funding		327,407	442,063	472,503	(30,440)	(6.4%)
<b>Total Revenues</b>		<b>327,407</b>	<b>442,063</b>	<b>472,503</b>	<b>(30,440)</b>	<b>(6.4%)</b>
<b>TOTAL REGIONAL INFRASTRUCTURE TEAM</b>		<b>7,637</b>	<b>10,782</b>	<b>11,581</b>	<b>(799)</b>	<b>(6.9%)</b>
<b>SOURCE PROTECTION</b>						
Expenditures						
Salaries and Benefits		167,065	232,063	238,951	(6,888)	(2.9%)
Total Materials & Supplies, Purchased Services and Financial	14	33,639	55,844	83,215	(27,371)	(32.9%)
<b>Total Expenditures</b>		<b>200,705</b>	<b>287,907</b>	<b>322,166</b>	<b>(34,259)</b>	<b>(10.6%)</b>
Revenue						
Program Revenue		5,941	6,571	7,000	(429)	(6.1%)
Provincial Funding	14	244,364	281,336	315,166	(33,830)	(10.7%)
<b>Total Revenues</b>		<b>250,305</b>	<b>287,907</b>	<b>322,166</b>	<b>(34,259)</b>	<b>(10.6%)</b>
<b>TOTAL SOURCE PROTECTION</b>		<b>49,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL PLANNING &amp; WATERSHED MANAGEMENT</b>		<b>(693,535)</b>	<b>(1,239,885)</b>	<b>(1,065,554)</b>	<b>(174,331)</b>	<b>16.4%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>SCIENCE &amp; PARTNERSHIPS</b>						
<b>ECOLOGY</b>						
<u>Expenditures</u>						
Salaries and Benefits		390,491	519,481	538,488	(19,007)	(3.5%)
Total Materials & Supplies and Purchased Services		10,098	13,739	35,085	(21,346)	(60.8%)
<b>Total Expenditures</b>		<b>400,589</b>	<b>533,220</b>	<b>573,573</b>	<b>(40,353)</b>	<b>(7.0%)</b>
<u>Revenue</u>						
Program Revenue		7,328	23,748	20,420	3,328	16.3%
<b>Total Revenues</b>		<b>7,328</b>	<b>23,748</b>	<b>20,420</b>	<b>3,328</b>	<b>16.3%</b>
<b>TOTAL ECOLOGY</b>		<b>(393,261)</b>	<b>(509,472)</b>	<b>(553,153)</b>	<b>43,681</b>	<b>(7.9%)</b>
<b>STEWARDSHIP</b>						
<u>Expenditures</u>						
Salaries and Benefits		303,102	417,458	394,522	22,936	5.8%
Total Materials & Supplies and Purchased Services		17,488	60,960	69,326	(8,366)	(12.1%)
<b>Total Expenditures</b>		<b>320,590</b>	<b>478,419</b>	<b>463,848</b>	<b>14,571</b>	<b>3.1%</b>
<u>Revenue</u>						
Program Revenue		12,161	48,965	35,000	13,965	39.9%
Chargeback Recoveries		25,709	90,660	87,640	3,020	3.4%
Reserve Funding		-	10,000	15,000	(5,000)	(33.3%)
<b>Total Revenues</b>		<b>37,870</b>	<b>149,624</b>	<b>137,640</b>	<b>11,984</b>	<b>8.7%</b>
<b>TOTAL STEWARDSHIP</b>		<b>(282,720)</b>	<b>(328,794)</b>	<b>(326,208)</b>	<b>(2,586)</b>	<b>0.8%</b>
<b>OUTREACH</b>						
<u>Expenditures</u>						
Salaries and Benefits		117,646	156,158	156,628	(470)	(0.3%)
Total Materials & Supplies and Purchased Services		45,595	133,784	127,800	5,984	4.7%
<b>Total Expenditures</b>		<b>163,241</b>	<b>289,942</b>	<b>284,428</b>	<b>5,514</b>	<b>1.9%</b>
<u>Revenue</u>						
Program Revenue		88,825	117,529	119,250	(1,721)	(1.4%)
Municipal Funding		50,000	50,000	50,000	-	0.0%
Reserve Funding		-	6,900	7,120	(220)	(3.1%)
<b>Total Revenues</b>		<b>138,825</b>	<b>174,429</b>	<b>176,370</b>	<b>(1,941)</b>	<b>(1.1%)</b>
<b>TOTAL OUTREACH</b>		<b>(24,416)</b>	<b>(115,513)</b>	<b>(108,058)</b>	<b>(7,455)</b>	<b>6.9%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>FORESTRY TECH TEAM</b>						
<u>Expenditures</u>						
Salaries and Benefits	15	171,816	224,394	273,269	(48,875)	(17.9%)
Total Materials & Supplies and Purchased Services		130,792	131,662	133,625	(1,963)	(1.5%)
<b>Total Expenditures</b>		<b>302,609</b>	<b>356,056</b>	<b>406,894</b>	<b>(50,838)</b>	<b>(12.5%)</b>
<u>Revenue</u>						
Program Revenue		86,653	93,513	155,800	(62,287)	(40.0%)
Chargeback Recoveries		40,317	74,909	127,500	(52,591)	(41.2%)
<b>Total Revenues</b>	15	<b>126,970</b>	<b>168,422</b>	<b>283,300</b>	<b>(114,878)</b>	<b>(40.6%)</b>
<b>TOTAL FORESTRY TECH TEAM</b>		<b>(175,639)</b>	<b>(187,634)</b>	<b>(123,594)</b>	<b>(64,040)</b>	<b>51.8%</b>
<b>HAMILTON HARBOUR REMEDIAL ACTION PLAN (HHRAP)</b>						
<u>Expenditures</u>						
Salaries and Benefits		178,475	240,246	215,171	25,075	11.7%
Total Materials & Supplies and Purchased Services	16	20,717	43,175	88,250	(45,075)	(51.1%)
<b>Total Expenditures</b>		<b>199,192</b>	<b>283,421</b>	<b>303,421</b>	<b>(20,000)</b>	<b>(6.6%)</b>
<u>Revenue</u>						
Provincial Funding	16	-	30,000	50,000	(20,000)	(40.0%)
Municipal Funding		82,012	95,506	96,006	(500)	(0.5%)
Federal Funding		82,500	165,000	165,000	-	0.0%
<b>Total Revenues</b>		<b>164,512</b>	<b>290,506</b>	<b>311,006</b>	<b>(20,500)</b>	<b>(6.6%)</b>
<b>TOTAL HHRAP</b>		<b>(34,680)</b>	<b>7,085</b>	<b>7,585</b>	<b>(500)</b>	<b>(6.6%)</b>
<b>TOTAL SCIENCE &amp; PARTNERSHIPS</b>		<b>(910,716)</b>	<b>(1,134,328)</b>	<b>(1,103,428)</b>	<b>(30,900)</b>	<b>2.8%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>PROJECT MANAGEMENT OFFICE</b>						
<b>ADMINISTRATION OFFICE FACILITY</b>						
<u>Expenditures</u>						
Salaries and Benefits		58,534	78,616	75,899	2,717	3.6%
Total Materials & Supplies and Purchased Services		106,766	177,572	181,483	(3,911)	(2.2%)
<b>Total Expenditures</b>		165,300	256,188	257,382	(1,194)	(0.5%)
<u>Revenue</u>						
<b>Total Revenues</b>		-	-	-	-	0.0%
<b>TOTAL ADMINISTRATION OFFICE FACILITY</b>		<b>(165,300)</b>	<b>(256,188)</b>	<b>(257,382)</b>	<b>1,194</b>	<b>(0.5%)</b>
<b>CONSTRUCTION</b>						
<u>Expenditures</u>						
Salaries and Benefits		136,088	184,296	177,262	7,034	4.0%
Total Materials & Supplies and Purchased Services		53,810	122,360	131,000	(8,640)	(6.6%)
<b>Total Expenditures</b>		189,898	306,656	308,262	(1,606)	(0.5%)
<u>Revenue</u>						
Chargeback Recoveries		36,675	48,900	48,900	-	0.0%
<b>Total Revenues</b>		36,675	48,900	48,900	-	0.0%
<b>TOTAL CONSTRUCTION</b>		<b>(153,223)</b>	<b>(257,756)</b>	<b>(259,362)</b>	<b>1,606</b>	<b>(0.6%)</b>



Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>PROJECT MANAGEMENT</b>						
<u>Expenditures</u>						
Salaries and Benefits	18	57,204	77,832	104,821	(26,989)	(25.7%)
Total Materials & Supplies and Purchased Services		5,005	6,105	13,500	(7,395)	(54.8%)
<b>Total Expenditures</b>		<b>62,209</b>	<b>83,937</b>	<b>118,321</b>	<b>(34,384)</b>	<b>(29.1%)</b>
<u>Revenue</u>						
Chargeback Recoveries		39,078	52,100	52,100	-	0.0%
<b>Total Revenues</b>		<b>39,078</b>	<b>52,100</b>	<b>52,100</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL PROJECT MANAGEMENT</b>		<b>(23,131)</b>	<b>(31,837)</b>	<b>(66,221)</b>	<b>34,384</b>	<b>(51.9%)</b>
<b>RESTORATION</b>						
<u>Expenditures</u>						
Salaries and Benefits		129,238	178,822	351,189	(172,367)	(49.1%)
Total Materials & Supplies and Purchased Services		28,516	45,740	196,945	(151,205)	(76.8%)
Transfer to Stewardship & Restoration Reserve		-	77,513	-	77,513	0.0%
<b>Total Expenditures</b>	17	<b>157,754</b>	<b>302,075</b>	<b>548,134</b>	<b>(246,059)</b>	<b>(44.9%)</b>
<u>Revenue</u>						
Program Revenue		80	80	57,725	(57,645)	(99.9%)
Chargeback Recoveries		63,475	188,576	375,817	(187,241)	(49.8%)
<b>Total Revenues</b>	17	<b>63,555</b>	<b>188,656</b>	<b>433,542</b>	<b>(244,886)</b>	<b>(56.5%)</b>
<b>TOTAL RESTORATION</b>		<b>(94,199)</b>	<b>(113,419)</b>	<b>(114,592)</b>	<b>1,173</b>	<b>(1.0%)</b>
<b>TOTAL PROJECT MANAGEMENT OFFICE</b>		<b>(435,852)</b>	<b>(659,200)</b>	<b>(697,557)</b>	<b>38,357</b>	<b>(5.5%)</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>WMSS OPERATIONS</b>						
<b>PROPERTY MANAGEMENT</b>						
Expenditures						
Salaries and Benefits		8,928	11,900	11,900	-	0.0%
Total Materials & Supplies and Purchased Services	19	16,336	52,597	106,900	(54,303)	(50.8%)
<b>Total Expenditures</b>		25,264	64,497	118,800	(54,303)	(45.7%)
Revenue						
Program Revenue		124,123	158,307	157,000	1,307	0.8%
<b>Total Revenues</b>		124,123	158,307	157,000	1,307	0.8%
<b>TOTAL PROPERTY MANAGEMENT</b>		<b>98,859</b>	<b>93,810</b>	<b>38,200</b>	<b>55,610</b>	<b>145.6%</b>
<b>FORESTRY</b>						
Expenditures						
Salaries and Benefits		290,660	394,756	468,338	(73,582)	(15.7%)
Total Materials & Supplies, Purchased Services and Financial		12,673	15,673	34,600	(18,927)	(54.7%)
<b>Total Expenditures</b>	20	303,333	410,429	502,938	(92,509)	(18.4%)
Revenue						
Program Revenue		4,062	20,000	35,000	(15,000)	(42.9%)
Municipal Funding		26,455	34,455	82,000	(47,545)	(58.0%)
<b>Total Revenues</b>	20	30,517	54,455	117,000	(62,545)	(53.5%)
<b>TOTAL FORESTRY</b>		<b>(272,816)</b>	<b>(355,974)</b>	<b>(385,938)</b>	<b>29,964</b>	<b>(7.8%)</b>
<b>SECURITY</b>						
Expenditures						
Salaries and Benefits		234,750	313,420	284,697	28,723	10.0%
Total Materials & Supplies and Purchased Services		4,146	4,646	3,500	1,146	32.8%
<b>Total Expenditures</b>	21	238,897	318,067	288,197	29,870	10.4%
Revenue						
Program Revenue		74,403	99,200	99,200	-	0.0%
<b>Total Revenues</b>		74,403	99,200	99,200	-	0.0%
<b>TOTAL SECURITY</b>		<b>(164,494)</b>	<b>(218,867)</b>	<b>(188,997)</b>	<b>(29,870)</b>	<b>15.8%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>WATERSHED MANAGEMENT &amp; SUPPORT SERVICES VEHICLES</b>						
Expenditures						
Salaries and Benefits	22	-	-	22,400	(22,400)	(100.0%)
Total Materials & Supplies and Purchased Services		106,764	158,193	170,539	(12,346)	(7.2%)
<b>Total Expenditures</b>		106,764	158,193	192,939	(34,746)	(18.0%)
Revenue						
<b>Total Revenues</b>		-	-	-	-	0.0%
<b>TOTAL WMSS VEHICLES</b>		<b>(106,764)</b>	<b>(158,193)</b>	<b>(192,939)</b>	<b>34,746</b>	<b>(18.0%)</b>
<b>TOTAL WMSS OPERATIONS</b>		<b>(445,214)</b>	<b>(639,224)</b>	<b>(729,674)</b>	<b>90,450</b>	<b>(12.4%)</b>
<b>PARTNERSHIP PROJECTS - SCIENCE &amp; PARTNERSHIPS AND PROJECT MANAGEMENT OFFICE</b>						
Expenditures						
Salaries and Benefits		102,495	286,677	338,502	(51,825)	(15.3%)
Total Materials & Supplies and Purchased Services		195,595	575,282	355,612	219,670	61.8%
<b>Total Expenditures</b>	23	298,090	861,959	694,114	167,845	24.2%
Revenue						
Program Revenue		209,206	637,917	535,030	102,887	19.2%
Provincial Funding		66,661	119,621	56,834	62,787	110.5%
Federal Funding		22,223	104,420	102,250	2,170	2.1%
<b>Total Revenues</b>	23	298,090	861,959	694,114	167,845	24.2%
<b>TOTAL PARTNERSHIP PROJECTS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL WMSS REVENUE</b>		<b>11,154,789</b>	<b>15,433,341</b>	<b>16,398,627</b>	<b>(965,286)</b>	<b>(5.9%)</b>
<b>TOTAL WMSS EXPENDITURES</b>		<b>9,630,716</b>	<b>15,200,037</b>	<b>16,398,627</b>	<b>(1,198,590)</b>	<b>(7.3%)</b>
<b>TOTAL</b>		<b>1,524,073</b>	<b>233,304</b>	<b>-</b>	<b>233,304</b>	<b>0.0%</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>CONSERVATION AREAS</b>						
<b>VEHICLES</b>						
Expenditures						
Salaries and Benefits		-	-	-	-	0.0%
Total Materials & Supplies and Purchased Services		89,389	116,008	109,890	6,118	5.6%
<b>Total Expenditures</b>		89,389	116,008	109,890	6,118	5.6%
Revenue						
<b>Total Revenues</b>		-	-	-	-	0.0%
<b>TOTAL VEHICLES</b>		<b>(89,389)</b>	<b>(116,008)</b>	<b>(109,890)</b>	<b>(6,118)</b>	<b>5.6%</b>
<b>CONSERVATION AREAS ADMINISTRATION</b>						
Expenditures						
Salaries and Benefits		100,496	135,307	155,943	(20,636)	(13.2%)
Total Materials & Supplies and Purchased Services		302,573	480,621	653,700	(173,079)	(26.5%)
<b>Total Expenditures</b>	<b>24</b>	403,069	615,929	809,643	(193,714)	(23.9%)
Revenue						
Program Revenue		830,724	1,107,869	942,600	165,269	17.5%
<b>Total Revenues</b>		830,724	1,107,869	942,600	165,269	17.5%
<b>TOTAL CONSERVATION AREAS ADMINISTRATION</b>		<b>427,655</b>	<b>491,941</b>	<b>132,957</b>	<b>358,984</b>	<b>270.0%</b>
<b>CHARGEBACKS</b>						
<b>Total Expenditures</b>		688,579	916,484	1,038,100	(121,616)	(11.7%)
<b>Total Revenues</b>		-	-	-	-	0.0%
<b>TOTAL CHARGEBACKS</b>		<b>(688,579)</b>	<b>(916,484)</b>	<b>(1,038,100)</b>	<b>121,616</b>	<b>(11.7%)</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>CRAWFORD LAKE/MOUNTSBERG/ROBERT EDMONDSON</b>						
<u>Expenditures</u>						
Salaries and Benefits		1,138,606	1,600,915	1,652,223	(51,308)	(3.1%)
Total Materials & Supplies, Purchased Services and Financial		428,768	552,768	525,800	26,968	5.1%
<b>Total Expenditures</b>		<b>1,567,374</b>	<b>2,153,683</b>	<b>2,178,023</b>	<b>(24,340)</b>	<b>(1.1%)</b>
<u>Revenue</u>						
Program Revenue		1,343,464	1,964,464	2,013,300	(48,836)	(2.4%)
Municipal Funding		180,000	240,000	240,000	-	0.0%
<b>Total Revenues</b>		<b>1,523,464</b>	<b>2,204,464</b>	<b>2,253,300</b>	<b>(48,836)</b>	<b>(2.2%)</b>
<b>TOTAL CRAWFORD LAKE/MOUNTSBERG/ROBERT EDMONDSON</b>		<b>(43,910)</b>	<b>50,781</b>	<b>75,277</b>	<b>(24,496)</b>	<b>(32.5%)</b>
<b>KELSO/GLEN EDEN</b>						
<u>Expenditures</u>						
Salaries and Benefits		4,138,913	5,390,411	4,899,302	491,109	10.0%
Total Materials & Supplies, Purchased Services and Financial	26	2,044,526	2,938,626	2,552,862	385,764	15.1%
<b>Total Expenditures</b>		<b>6,183,440</b>	<b>8,329,037</b>	<b>7,452,164</b>	<b>876,873</b>	<b>11.8%</b>
<u>Revenue</u>						
Program Revenue		8,759,077	9,489,577	8,696,250	793,327	9.1%
<b>Total Revenues</b>		<b>8,759,077</b>	<b>9,489,577</b>	<b>8,696,250</b>	<b>793,327</b>	<b>9.1%</b>
<b>TOTAL KELSO/GLEN EDEN</b>		<b>2,575,637</b>	<b>1,160,540</b>	<b>1,244,086</b>	<b>(83,546)</b>	<b>(6.7%)</b>

Conservation Halton  
Budget Variance Report  
For the Period Ended September 30, 2019

	REPORT NOTE	ACTUAL YTD SEPTEMBER 30, 2019	PROJECTED DECEMBER 2019	2019 BUDGET	PROJECTED \$ VARIANCE OVER / (UNDER) BUDGET	PROJECTED % VARIANCE OVER / (UNDER) BUDGET
<b>HILTON FALLS/MOUNT NEMO/RATTLESNAKE</b>						
Expenditures						
Salaries and Benefits		473,454	626,793	631,330	(4,537)	(0.7%)
Total Materials & Supplies, Purchased Services and Financial		65,530	91,030	101,800	(10,770)	(10.6%)
<b>Total Expenditures</b>		<b>538,984</b>	<b>717,823</b>	<b>733,130</b>	<b>(15,307)</b>	<b>(2.1%)</b>
Revenue						
Program Revenue		920,843	1,089,343	907,500	181,843	20.0%
<b>Total Revenues</b>	<b>27</b>	<b>920,843</b>	<b>1,089,343</b>	<b>907,500</b>	<b>181,843</b>	<b>20.0%</b>
<b>TOTAL HILTON FALLS/MOUNT NEMO/RATTLESNAKE</b>		<b>381,859</b>	<b>371,520</b>	<b>174,370</b>	<b>197,150</b>	<b>113.1%</b>
<b>TRANSFER TO CONSERVATION AREA RESERVES</b>		<b>(2,563,272)</b>	<b>(1,042,288)</b>	<b>(478,700)</b>	<b>(563,588)</b>	<b>117.7%</b>
<b>TOTAL CONSERVATION AREAS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL CONSERVATION AREAS REVENUE</b>		<b>12,034,108</b>	<b>13,891,253</b>	<b>12,799,650</b>	<b>1,091,603</b>	<b>8.5%</b>
<b>TOTAL CONSERVATION AREAS EXPENDITURES</b>		<b>9,470,835</b>	<b>12,848,965</b>	<b>12,320,950</b>	<b>528,015</b>	<b>4.3%</b>
<b>TOTAL</b>		<b>2,563,272</b>	<b>1,042,288</b>	<b>478,700</b>	<b>563,588</b>	<b>117.7%</b>

**REPORT TO:** Conservation Board of Directors

**REPORT NO: #** CHBD 11 19 14

**FROM:** Marnie Piggot, Director Finance

**DATE:** November 21, 2019

**SUBJECT:** **2020 Budget & Business Plan**

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### Recommendation

THAT the Conservation Halton Board of Directors **approves Municipal funding of \$10,124,318 in the 2020 budget be approved by a weighted vote;**

AND

THAT the CH Board of Directors **approves other municipal funding of \$330,000 in the 2020 budget for the Floodplain Mapping capital project;**

AND

THAT the CH Board of Directors **approves transfers to and from reserves as outlined in this report;**

AND

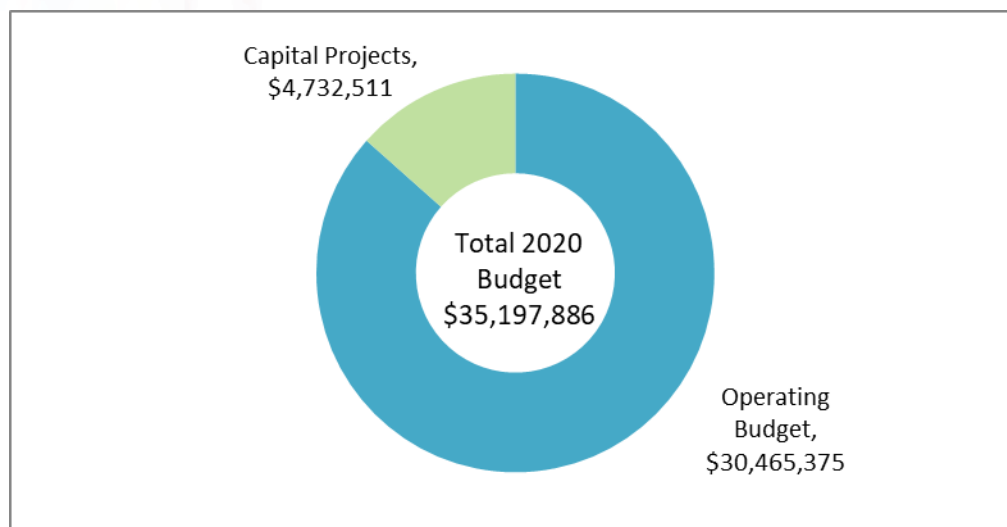
THAT the CH Board **approves the 2020 Budget & Business Plan as presented.**

### Executive Summary

The Finance & Audit Committee recommended at their October 24, 2019 meeting that the 2020 budget be recommended for approval by the Conservation Halton Board of Directors. The 2020 budget is included in the detailed 2020 Budget & Business Plan. A copy of the 2020 Budget & Business Plan is included in your Board of Directors agenda package.

Highlights from the 2020 Budget & Business Plan and staff report to the Finance & Audit Committee follow:

Conservation Halton's 2020 operating and capital budget and 2021-2029 forecast will allow Conservation Halton to continue to meet its strategic plan priorities. The 2020 operating budget of \$30.5 million and the capital budget of \$4.7 million provide for a combined investment of \$35.2 million into programs, services and infrastructure.



Municipal levies of \$10,124,318 are contained in the 2020 budget and are increasing in total by \$146,320 or 1.5%. In addition to this increase, the 2020 budget includes a new funding request of \$330,000 for other municipal funding from Halton Region for the multi-year Floodplain Mapping Update capital project.

<b>Total Municipal Funding:</b>	<b>Budget 2020</b>	<b>Budget 2019</b>	<b>\$ Increase (Decrease)</b>	<b>% Increase</b>
Operating	\$9,221,118	\$8,916,785	\$304,333	3.4%
Capital	464,000	647,013	(183,013)	-28.3%
	9,685,118	9,563,798	121,320	1.3%
State of Good Repair (SOGR) Levy - Dams & Channels; Buildings	439,200	414,200	25,000	6.0%
<b>Municipal Funding total</b>	<b>\$10,124,318</b>	<b>\$9,977,998</b>	<b>\$146,320</b>	<b>1.5%</b>

The 2020 budget addresses the following significant budget pressures in a financially sustainable manner:

- \$145,000 cut to the Provincial transfer payment designated primarily for flood prevention and operations;
- Discontinuation of the National Disaster Mitigation Program (NDMP) funding of 50% for the Floodplain Mapping capital project that was \$233,000 in the 2019 budget; and
- Compensation increase adjustments from a compensation review completed in 2019 and the annualization of the revised salary bands.

The funding reductions and increases in expenses have been mitigated through departmental reviews resulting in a decrease of 2.6 staff FTE's, decreases in other expenses as well as increases in program revenue and chargebacks to the Parks.



The Conservation Areas estimated operating surplus in the 2020 budget is \$968,411 and represents an increase of almost \$490,000 over the 2019 budget amount primarily as a result of revenue growth.

The operating and capital ten-year forecast has been prepared with municipal funding increases generally ranging from 3% to 4.5% annually including the phase in of the State of Good Repair Levy. The municipal funding forecast for 2021 to 2029 increases exceed current regional guidelines and staff will continue to work with municipal staff to mitigate these increases.

## **2020 Budget Report**

Two primary budget programs are included in the 2020 budget based on Conservation Halton's Budget Principles, 1) Watershed Management and Support Services (WMSS) and 2) the Conservation Areas. The WMSS program is partially funded through municipal funding. The 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. Park education programs do receive municipal funding of \$240,000.

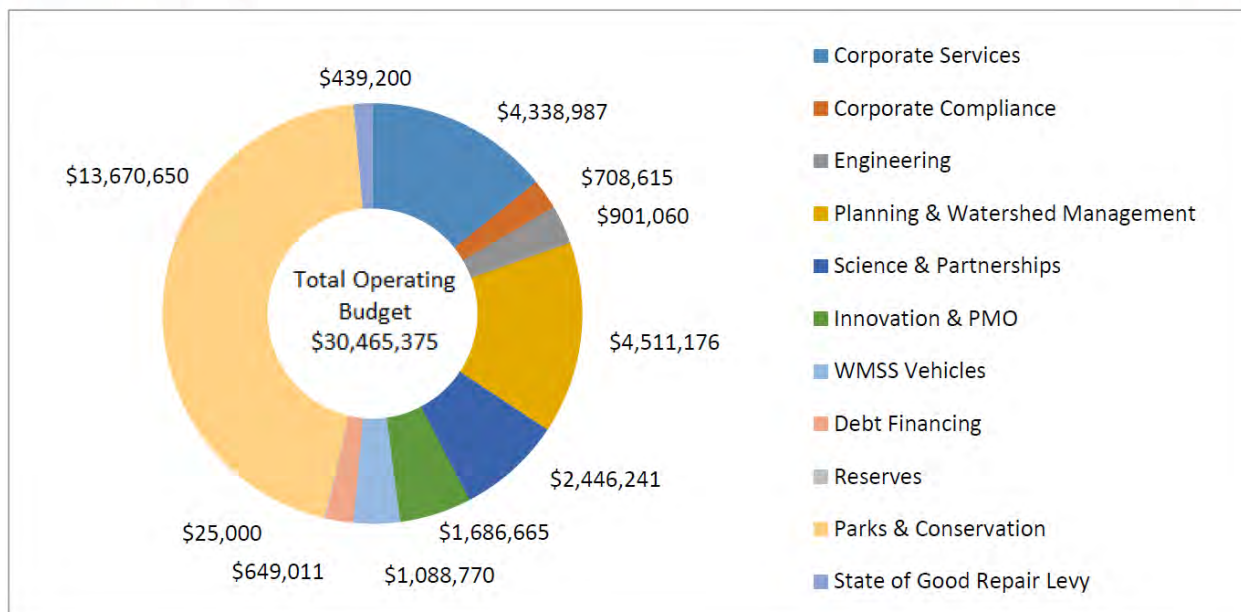
For comparison purposes, the 2019 budget has been restated based on the current organization structure.

## **Assumptions Used in Preparing the 2020 Operating Budget**

- Inflation has been assumed at 1.75% to 2%. The Bank of Canada expects inflation to average 2% in 2020 and the Royal Bank of Canada Forecast for inflation in 2020 is 1.8%. According to Statistics Canada, the Consumer Price Index as of September 2019 is at 1.9%.
- Staff salary bands for 2020 are proposed to increase by 1.75%. Salaries are based on 91% and 94% of the top of the salary band for Conservation Areas and Watershed Management and Support Services (WMSS) staff respectively. These percentages are consistent with the 2019 budget and represent the proportion of actual salaries to the top of the band. The staff salary bands take into account the compensation review completed in March 2019.

## **2020 Operating Budget**

The operating budget of \$30.5 million provides for an investment of \$16.8 million in Watershed Management and Support Services programs and an investment of \$13.7 million into the Conservation Areas. The following chart shows the distribution of the operating budget by department.



### Investing in Watershed Management & Support Services

WMSS 2020 operating budget expenses have increased by \$418,249 over the 2019 operating budget, including the State of Good Repair Levy. This increase is partially funded by operational efficiencies program revenue, grants, reserves and chargebacks to the parks. Municipal operating funding for WMSS programs is proposed to increase by \$304,333 or 3.4% for programs and services and by \$25,000 to fund an increase to the State of Good Repair Levy for Buildings.

WMSS operating budget changes include:

WMSS Staff salaries and benefits				\$599,604
Staff decrease - .4 FTE				(78,845)
Decrease in materials and supplies				(212,198)
Increase in purchased services - IT & Partnership Projects				223,837
Transfer to Stewardship and restoration reserve				11,388
Chargeback expense decrease				(76,694)
Decrease in other expenses				(1,215)
Debt financing charges decrease				(47,628)
Transfer to Vehicle & equipment reserve				(25,000)
State of Good Repair Levy				25,000
<b>Total increase in the 2020 WMSS operating budget expenses</b>				<b>\$418,249</b>

Municipal debt financing charges will decrease in 2020 by (\$67,628) based on updated debt financing charges provided by Halton Region staff. This decrease is offset by an increase of \$20,000 in debt charges for the Hamilton Community Foundation loan for the Cootes to Escarpment EcoPark land acquisition in December 2015 and principal payments starting in 2019. The loan with the Hamilton

Foundation matures in December 2020 and it has been assumed for budget purposes this loan will be renewed at that time.

### **Investing in our Parks**

The Conservation Areas 2020 operating budget provides for an investment of \$13,670,650 into the Conservation Areas.

Operating expenses have increased in the Conservation Areas 2020 operating budget by \$871,000. The increase in expenses is funded entirely by increased program revenue.

Increases in expenses of almost \$318,000 are related to staffing. Two full time positions included in the 2019 budget that are currently vacant will be filled by part time seasonal staff in the 2020 budget. The budget also includes higher costs for part time staffing partly due to the minimum wage increase that occurred January 2018.

The Conservation Areas operating budget includes enhancements to the Visitor Impact Monitoring and Management program that is identified as a Strategic Plan initiative for 2020.

The chargeback to the Conservation Areas for support services has increased slightly in the 2020 operating budget by \$155,300 to \$1,193,400. The chargeback increase is the net impact of the third year of a phased increase to the parks chargeback and changes in the allocation of staff.

Parks program revenue has increased by \$828,000 to \$13,340,250 from the 2019 Budget amount of \$12,512,050. Program revenue increases include adjustments based on the three-year average of historical actual amounts, new program offerings and proposed 2020 fee increases.

The parks revenue increase assumes average fee increases of 2 to 5% and continuing to transition to full cost recovery included in the Rates & Fees report provided by Watson & Associates in February 2019.

### **Staff Complement Changes**

The 2020 operating budget provides for a net decrease of 2.6 full time equivalent (FTE) positions made up of .4 FTE decrease in Watershed Management and Support Services and 2.2 FTE decrease in the Conservation Areas. A summary of the changes is provided below.

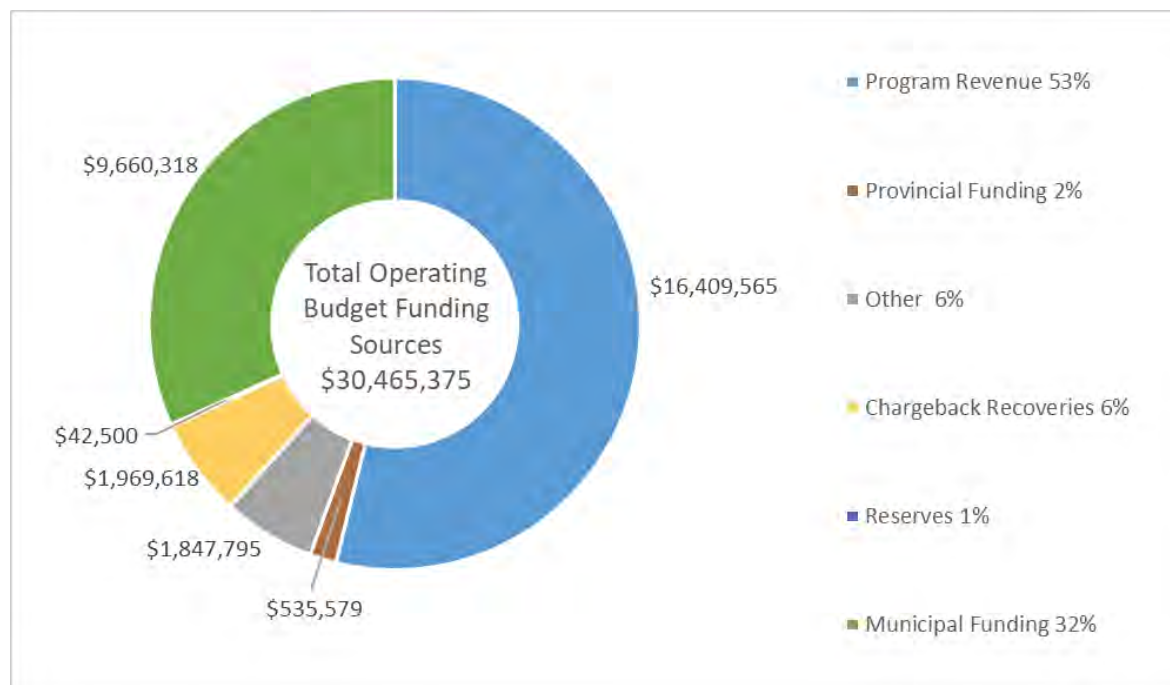
#### Staffing Overview Summary

	2019 Approved FTE	Service Adjustment	Reallocation of Staff	2020 Total FTE	Net Change 2020 vs 2019
<b>Watershed Management &amp; Support Services (WMSS)</b>					
Full-time	106.0	0.4	-1.0	105.4	-0.6
Part-time/Contract	7.6	0.2	0.0	7.8	0.2
<b>Total WMSS</b>	<b>113.6</b>	<b>0.6</b>	<b>-1.0</b>	<b>113.2</b>	<b>-0.4</b>
<b>Conservation Areas</b>					
Full-time	38.7	-1.7	0.0	37.0	-1.7
Part-time/Contract	97.0	-0.5	0.0	96.5	-0.5
<b>Total Conservation Areas</b>	<b>135.7</b>	<b>-2.2</b>	<b>0.0</b>	<b>133.5</b>	<b>-2.2</b>
<b>Total Full-time</b>	<b>144.7</b>	<b>-1.3</b>	<b>-1.0</b>	<b>142.4</b>	<b>-2.3</b>
<b>Total Part-time/Contract</b>	<b>104.6</b>	<b>-0.3</b>	<b>0.0</b>	<b>104.3</b>	<b>-0.3</b>
<b>Total Staff FTE's</b>	<b>249.3</b>	<b>-1.6</b>	<b>-1.0</b>	<b>246.7</b>	<b>-2.6</b>

#### Sources of Budget Funding

The majority of funding in the 2020 budget is derived from self-generated revenues and less than one-third of the budget funded by municipal operating funding of \$9.66 million.

Program revenue included in the operating budget has been assumed to increase based on inflationary increases, growth and some increases identified in the Watson Rates & Fees report to transition to full cost recovery.



## Apportionment of Municipal Funding

Municipal funding for operating, capital and State of Good Repair levy totals \$10,124,318. Municipal funding is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch according to the area and proportional current value assessment (CVA) of the municipality falling within the Conservation Halton watershed.

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 % 2020</b>	<b>Municipal Funding 2020</b>	<b>Apportion- ment % 2019</b>	<b>Municipal Funding 2019</b>	<b>% Increase</b>
Region of Halton	87.7576%	\$8,884,859	87.6577%	\$8,746,484	1.6%
Region of Peel	4.8142%	487,405	4.8745%	486,378	0.2%
City of Hamilton	7.2109%	730,054	7.2456%	722,966	1.0%
Township of Puslinch	0.2173%	22,000	0.2222%	22,170	(0.8%)
	<b>100.0000%</b>	<b>\$10,124,318</b>	<b>100.0000%</b>	<b>\$9,977,998</b>	

Municipal apportionment percentages were revised by Conservation Halton starting in the 2018 budget after a decision by the Ontario Mining and Lands Commissioner (MLC) in December 2017. The decision ruled that historical apportionment percentages used since 2001 based on a "local agreement" with the City of Hamilton and the Conservation Authorities within the city of Hamilton did not constitute an agreement. The City of Hamilton requested a judicial review of this decision that related to the 2016 budget apportionment. A decision was handed down on April 30<sup>th</sup>, 2019 dismissing the request for a judicial review. However, the City of Hamilton has further appealed the 2018 and 2019 Conservation Halton levy apportionments to the Mining and Lands Tribunal. These appeals are currently being held in abeyance as the City of Hamilton is currently assessing whether it needs to pursue these appeals.

## State of Good Repair Levy

Included in the operating budget is a request for a State of Good Repair (SOGR) Levy of \$439,200, an increase of \$25,000 over the 2019 amount of \$414,200. The 2020 State of Good Repair Levy consists of \$339,200 for dams and channels assets that is the same as the 2019 amount and \$100,000 for buildings and facility assets, an increase of \$25,000.

The Building SOGR levy for 2019 was based on facility condition assessments completed by a consultant in late 2018 and has been increased due to estimated required capital work. The State of Good Repair Levy will be transferred to the Watershed Management Capital and Building Reserve to fund 2020 and future capital works. The Facilities Asset Management Plan approved in October 2019 determined the recommended annual reserve contribution amount is \$159,000. Conservation Halton staff will work towards phasing in the shortfall the 2021 budget to minimize the municipal funding impact.

## Debt Financing and Debt Capacity

Municipal debt financing included in the 2020 budget of \$176,430 is related to 50% of the Scotch Block dam and channel capital projects that were established in the 2019 budget forecast. These projects will be partly funded by municipal debt financing as the Watershed Management Capital Reserve

balance is not sufficient to fund the 50% municipal portion. The reserve is funded by the State of Good Repair Levy of \$339,200 for 2020. The State of Good Repair Levy is being phased in to an estimated amount of \$750,000 according to the Dams & Channels Asset Management Plan completed in 2017.

The Debt Financing Charges included in the 2020 operating budget of \$649,011 includes \$599,011 municipal debt financing charges and \$50,000 for estimated principal and interest payments on the land acquisition loan with the Hamilton Community Foundation.

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 \$4,828,211. This amount includes 50% Kelso Dam capital project financing for costs incurred to March 31, 2019. The debt capacity ratio estimated for 2020 of 4.8% 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, 2019 and 2020 along with the proposed transfers to and from reserves in the 2020 budget. A reserve continuity schedule with reserve balances to 2029 is also provided in the 2020 Budget & Business Plan.

Conservation Halton Reserves	Reserves Projected Balance Dec. 31, 2019	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, 2020
<b>Watershed Management &amp; Support Services</b>							
Vehicle & Equipment	954,010				(194,339)		759,671
Building	307,308			100,000	(352,000)		55,308
Watershed Management Capital - Municipal Funds and Self Generated Funds	891,237			339,200	(479,756)		750,681
Watershed Management & Support Services Stabilization	674,413						674,413
Capital Projects - Debt Financing Charges	335,081						335,081
Legal - Planning & Watershed Management	258,891						258,891
Legal - Corporate	200,000						200,000
Water Festival	166,791				(15,000)	(15,000)	136,791
Land Securement	34,036	25,000					59,036
Property Management	95,040						95,040
Stewardship and Restoration	388,060				(32,000)	(16,112)	339,948
<b>Conservation Areas</b>							
Capital	1,917,645		968,411		(720,556)		2,165,500
Stabilization	936,568						936,568
<b>Total Reserves</b>	<b>7,159,079</b>	<b>25,000</b>	<b>968,411</b>	<b>439,200</b>	<b>(1,793,651)</b>	<b>(31,112)</b>	<b>6,766,927</b>

The reserve funding transfer to the Vehicle and Equipment Reserve funding of \$25,000 has been eliminated in the 2020 budget. The annual reserve contribution was based on the planned ten-year average of the WMSS vehicle and equipment replacements. With the reduction in vehicle replacements and vehicle fleet in recent years the Vehicle and Equipment Reserve balance has grown in excess of current needs. Vehicle replacements and reserve funding have been reassessed in the budget and forecast to bring this reserve balance to a more appropriate level.

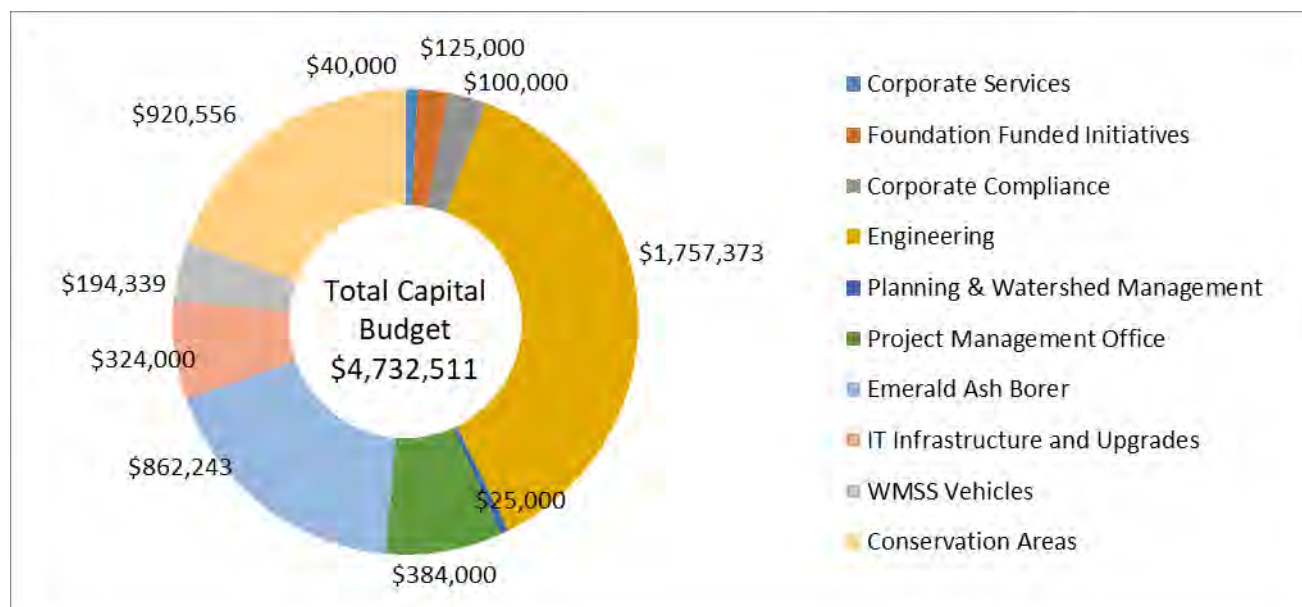


## 2020 Capital Budget Summary

The 2020 capital budget represents an investment of almost \$4.7 million into infrastructure and studies to provide programs and services in the watershed of \$3.8 million and conservation areas of \$921,000.

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of floodplain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, development of studies and plans, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

The total capital budget is decreasing by almost \$860,000. Conservation Areas infrastructure projects have been reduced in the 2020 budget by approximately \$684,000 based on proposed capital project work in the parks. The Emerald Ash Borer (EAB) capital project is decreasing by almost \$300,000 consistent with the EAB project business plan prepared in 2017. Floodplain mapping project cost is decreasing by \$136,000 based on reduced funding sources and the areas proposed for updating in 2020.



## WMSS 2020 Capital Budget

Municipal capital funding required for WMSS capital projects of \$464,000 has decreased by \$183,013. The decreased municipal capital funding is a largely the result of a new request for other municipal funding from the Region of Halton for the Floodplain Mapping Update project in 2020 and future years.

The Floodplain Mapping Update project was identified as a priority in the strategic plan. The program commenced in 2018 and was included in the 2018 and 2019 budgets. The projects currently being completed are funded 50% through the National Disaster Mitigation Program (NDMP) and 50% municipal capital funding that was apportioned to all municipalities in the Conservation Halton watershed.

With NDMP funding ending in March 2020 there is currently no federal or provincial funding program to replace this funding. As such, increased municipal funding is needed for the floodplain mapping update. 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. A business case is being provided to the Board of Directors in conjunction with the 2020 budget approval to approve the continuation of this multi-year program funded through this funding source.

The WMSS 2020 capital budget consists of the following projects by department:

<b>Capital - Watershed Management &amp; Support Services (WMSS)</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
<u>Corporate Services</u>		
Otho Imagery	60,000	-
Lidar Imagery	-	40,000
IT Infrastructure & Digital Transformation	238,700	224,000
Website Upgrade	-	100,000
<u>Corporate Compliance</u>		
Giant's Rib Geopark	100,000	100,000
Clappison & Waterdown Woods	-	25,000
<u>Engineering</u>		
Dams & Channels Maintenance Projects	1,387,516	1,312,373
Flood Forecasting & Warning Program	115,000	115,000
Floodplain Mapping Update	466,626	330,000
<u>Planning &amp; Watershed Management</u>		
Municipal Natural Assets Initiative	-	25,000
<u>Project Management Office</u>		
Administration Office Renovations	150,000	150,000
Facility Major Maintenance	-	102,000
Operations Centre - Capacity Study/Design	-	100,000
Glenorchy	15,151	-
Speyside Weir Removal	-	32,000
<u>Emerald Ash Borer</u>	1,154,000	862,243
<u>Vehicle and Equipment Replacement</u>	200,212	194,339
<u>Other Foundation Funded Projects</u>	100,000	100,000
<b>TOTAL CAPITAL WMSS</b>	<b>3,987,205</b>	<b>3,811,955</b>

## Investing in our Parks

The proposed capital budget provides for an investment of \$920,556 into the Conservation Areas. Capital project expenditures are funded by the Conservation Areas Capital Reserve and developer contributions collected by Halton Region. The Conservation Areas Capital Reserve is funded through the transfer of annual park operating surplus to the reserve.

The Conservation Area 2020 capital budget includes:



Capital - Conservation Areas	2019 Budget	2020 Budget
Skihill Improvements	-	100,000
Facility Major Maintenance & IT Infrastructure	996,000	405,000
Vehicle and Equipment Replacement	108,500	165,556
Developer Contribution Works	500,000	250,000
<b>TOTAL CAPITAL CONSERVATION AREAS</b>	<b>1,604,500</b>	<b>920,556</b>

## 2020 Operating Budget Forecast 2021-2029

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

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

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

Watershed Management and Support Services program revenues have been conservatively assumed to increase annually by a 2% inflationary rate. Actual increases may be higher to transition and maintain full cost recovery.

Chargebacks for support services provided to internal programs take into account future compensation increases, the proportion of staffing allocated to these programs and the phasing in of Support Service staff allocations to the Conservation Areas over three years with 2020 being the final year of the phase in.

The operating forecast includes the estimated costs of servicing existing debt and new debt financing for anticipated capital projects. Debt financing has been primarily received in the past 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 cost impacts related to the developer contribution works will be included at a later date once these costs are assessed through the work included in the 2019 budget for design, cost certainty and regulatory needs.

## 2020 Capital Budget Forecast 2021-2029

The 2020 capital budget forecast for 2021-2029 and financing strategy has been developed by taking into account strategic initiatives in Conservation Halton's Strategic Plan 2020, Metamorphosis. Capital priorities identified in the Asset Management Plan for Dams and Channels, the Facility Condition Assessment for buildings, the Emerald Ash Borer Business Plan, Park Master Plans and Business Plans for Conservation Areas capital projects were also considered to ensure assets are maintained in a state of good repair and address the impact of significant population growth in the region on

Conservation Halton's infrastructure. The capital forecast incorporates the initiatives outlined in these documents while ensuring long-term fiscal sustainability.

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

Conservation Areas capital projects in the forecast include three projects totalling \$24.8 million that will be partly funded by developer contributions received by the Region of Halton. The capital projects and contributions collected are related to growth in Conservation Halton services; including recreation centres, water distribution and sewer collection systems.

The 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 2020 budget and 2021 – 2029 capital forecast include the continuation of:

- Modernizing our flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across our systems to manage, analyze and share data
- Mitigating the impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship programs
- Revitalizing greenspaces through efforts including the Giant's Rib GeoPark project
- Completing the third and final phase of the Asset Management Plan process for remaining assets. The Asset Management Plans identify the investment required to maintain infrastructure in a good state of repair and allow needs to be prioritized over wants
- Creating the capacity to offer sustainable outdoor recreation and eco-tourism experiences to over one million annual visitors to our network of parks that is increasing as a result of population growth
- Increasing self-generated revenue by 2-5% annually

## Municipal funding forecast

Based on the total operating and capital forecast, the proposed municipal funding for 2020 to 2024 is as follows:

	BUDGET	FORECAST			
	2020	2021	2022	2023	2024
<b>Municipal Levy</b>					
Operating	\$ 9,221,118	\$ 9,577,251	\$ 10,004,782	\$ 10,452,644	\$ 10,935,221
Capital	464,000	482,000	506,000	494,500	526,000
State of Good Repair (SOGR) Levy	\$ 439,200	\$ 478,500	\$ 480,500	\$ 494,400	\$ 521,200
<b>Municipal Funding - Total including SOGR Levy</b>	<b>\$ 10,124,318</b>	<b>\$ 10,537,750</b>	<b>\$ 10,991,282</b>	<b>\$ 11,441,544</b>	<b>\$ 11,982,421</b>
<b>% Change</b>	<b>1.5%</b>	<b>4.1%</b>	<b>4.3%</b>	<b>4.1%</b>	<b>4.7%</b>

The State of Good Repair long-term financing strategy developed for the 2019 budget proposed a municipal funding increase in the 2020 budget and operating forecast between 4 – 4.5% annually. These annual increases will ensure funds are available to meet current programming needs, future needs for growth in services are addressed to avoid fluctuations and planning for maintaining assets in the future is prioritized.

### Impact on Strategic Goals

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

### Financial Impact

The 2020 budget continues to focus on meeting service level targets and the initiatives required to meet the key objectives in the strategic plan. The 2020 budget has been able to offset provincial funding reductions through operational efficiencies. The 2020 budget continues to provide for investments in our programs to enhance service delivery, digital transformation, watershed planning, greenspace revitalization, floodplain mapping, flood forecasting, and park experiences. The municipal funding increase requested in the 2020 budget for operating and capital expenses and State of Good Repair Levy of 1.5% is within the regional guidelines received for 2020.

Signed & respectfully submitted:

Approved for circulation:



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