

Conservation Halton Board of Directors Agenda - 07 21




ZOOM Meeting:

<https://us02web.zoom.us/j/84241426648?pwd=SGZXazNoRVNVaHFnekIrQ2lYN1VCUT09> / Passcode:
511166



Start: Thursday, October 21, 2021 - 3:00pm

End: Thursday, October 21, 2021 - 5:30pm

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1. Roll Call
 2. Disclosure of Pecuniary Interest for Conservation Halton Board of Directors
 3. Acceptance of AMENDED Agenda
 4. CEO Verbal Update
 5. Presentation
 - 5.1. Equity, Diversity & Inclusion (Rachel Baptiste, CEO, Lumen Consulting Group Inc.)
 - 5.2. Tree Plotter Application (Josh Reid, Coordinator, Forestry)
 6. Consent Items
 - 6.1. Approval of Conservation Halton Board of Directors DRAFT Meeting Minutes - September 23, 2021
 Conservation Halton Board of Directors DRAFT Minutes September 23, 2021.pdf
 - 6.2. Approval of Conservation Halton Finance & Audit Committee DRAFT Meeting Minutes - October 7, 2021
 Conservation Halton Finance & Audit Committee DRAFT Meeting Minutes - October 7, 2021
 - 6.3. Update on the Reid Road Reservoir Quarry and Designation of Undertaking under the Environmental Assessment Act CH File No.:PQ 018 (CHBD 07 21 01)
 Update on the Reid Road Reservoir Quarry and Designation of Undertaking under the Environmental Assessment Act CH File No.: PQ 018 (CHBD 07 21 01)
 - 6.4. Update on applications to expand Burlington Quarry Nelson Aggregate Co. Ch File NO. PQ 20

(CHBD 07 21 02)



Update on applications to expand Burlington Quarry Nelson Aggregates Co. CH File No. PQ 20
(CHBD 07 21 02)

7. Action Items

7.1. Conservation Halton Hearing Procedures as amended, October 21, 2021 CH File No.: ADM 261
(CHBD 07 21 03)



Conservation Halton Hearing Procedures as amended, October 21, 2021 CH File No.: ADM
261 (CHBD 07 21 03)



Appendix A - Conservation Halton Hearing Procedures as amended, October 21, 2021

7.2. Authorization Request for Award Approval Contract: Supply & Delivery of Food Products RFP #
CH-220721 (CHBD 07 21 04)



Authorization Request for Award Approval Contract: Supply & Delivery of Food Products RFP
CH-220721 (CHBD 07 21 04)

7.3. Regulatory Status of the Lower Rambo and Lower Hager Creeks, City of Burlington (CHBD 07
21 06)



Regulatory Status Of The Lower Rambo And Lower Hager Creeks, City of Burlington (CHBD
07 21 06).pdf

7.4. Conservation Halton 2022 Budget & Business Plan (Presentation by Hassaan Basit, President &
CEO)



Conservation Halton 2022 Budget & Business Plan (CHBD 07 21 07)



Appendix B - Conservation Halton 2022 Budget Business Plan

8. CHF Update (Jim Sweetlove)

9. In Camera

9.1. Confidential Matter - Verbal Update (Hassaan Basit)

10. Other Business

11. Adjournment

MEETING NO: # Conservation Halton Board of Directors # 06 21

MINUTES

The Conservation Halton Board of Directors Meeting was held on Thursday, September 23, at 3:00 p.m. via Zoom Webinar.

Members Present:

Hamza Ansari
Rob Burton
Mike Cluett
Rick Di Lorenzo
Joanne Di Maio
Cathy Duddeck
Allan Elgar
David Gittings
Zobia Jawed
Moya Johnson
Gordon Krantz
Marianne Meed Ward
Rory Nisan
Gerry Smallegange
Jim Sweetlove
Jean Williams

Absent with regrets:

Steve Gilmour
Zeeshan Hamid
Bryan Lewis

Guests:

Rod Northey, Partner, Gowling WLG (Canada) LLP

Staff present

Kim Barrett, Associate Director, Science & Partnerships
Hassaan Basit, President & CEO/Secretary-Treasurer
Garner Beckett, Executive Director, Conservation Halton Foundation
Adriana Birza, Manager, Office of the President & CEO
Niamh Buckley, Administrative Assistant, Office of the President & CEO
Chitra Gowda, Snr. Manager, Watershed Planning and Source Protection
Craig Machan, Director, Parks and Operations
Kellie McCormack, Associate Director, Planning & Regulations
Marnie Piggot, Director, Finance
Plezzie Ramirez, Director, Human Resources
Jill Ramseier, Director, Corporate Compliance
Pavan Seth, Procurement Manager
Barb Veale, Director, Planning & Watershed Management
Mark Vytvytskyy, Chief Operations Officer

Chair Gerry Smallegange called the meeting to order at 3:10 p.m.

1. Roll Call**2. Disclosure of Pecuniary Interest for CHF Board of Directors**

There were **NONE**.

3. Acceptance of AMENDED Agenda**CHF 06 01**

Moved by: Jim Sweetlove

Seconded by: David Gittings

THAT the AMENDED Agenda be **accepted as distributed**.

Carried**4. CEO Verbal Update**

The CEO provided a brief update on an incident that took place at Kelso today. A third-party, certified electrical contractor was injured while carrying out works at Kelso Conservation Area on the afternoon of September 23, 2021. The incident occurred at the Kelso pumphouse, located on the west side of Kelso Lake. The Park has been closed for the remainder of the day.

The CEO went on to share an update on what CH have been working on throughout the summer months:

- CH has implemented a COVID-19 Vaccination Policy effective September 13, 2021.
- The CEO has met with the participating municipalities on the 2022 Budget and has received positive feedback. Keeping in line with Halton Region Guidelines of an increase of 3.7%, CH has come in at 3.5% increase. The 2022 Budget will be shared with the Board for approval in October.
- Park visitation is at 1.4 million for 2021. Summer camps participation saw an increase of 1200 compared to last year.
Staff have been busy working on fall/winter events: Indigenous Food Sovereignty Celebration and Garden opening which took place at Crawford Lake in early September and was a great success, Terra Firma (Conservation Foundation Gala) and upcoming event "Hops and Harvest" which will take place weekend of October 2; Kelso fall chair ride lifts, Winterlit and Christmas Town at Mountsberg.
- The Planning and Regulations teams continue to operate at full steam to meet the demands of growth while maintaining service standards.
- CH and CH Foundation have received over half a million in grants with decisions pending on other grants.
- CH has engaged our insurance brokers to carry out a risk assessment at all CH facilities, parks, and trails to identify any areas of concern or areas that can be improved. A full report will follow.
- The Senior Leadership Team at CH is participating in executive training in risk management through the DeGroote School of Business.
- CH is working on an Ethics Training program for both staff and Board with a qualified instructor. At the November board meeting this training will be provided to Board members.

- Thank you to all who turned out for Terra Firma (Conservation Halton Foundation 2021 Gala). It was great success based on all the metrics and a great opportunity to share our vision at Conservation Halton and Conservation Halton Foundation.

5. Presentation:

5.1 Parks Pass Story and Analytics (Mark Vytvytskyy, Chief Operations Officer)

Chair Gerry Smallegange thanked the COO for sharing the analytics and the work that has been done in order for CH to understand and grow their market base and provide excellent service to visitors, especially as demand for access to greenspace has increased over the past 18 months.

In response to Jean Williams question as to how the senior population who may not have access to technology can access the parks, the COO advised that the Visitor Services can support those guests through multiple channels, including over the telephone.

6. Consent Items

- 6.1 Approval of the Conservation Halton Board of Directors DRAFT Meeting Minutes dated June 17
- 6.2 Purchasing Memo - April 1, 2021, to July 31, 2021 (CHBD 06 21 01)
- 6.3 East Burlington Creeks Flood Hazard Mapping Study Update CH File No. ADM 356 (CHBD 06 21 02)
- 6.4 Permits & Letters of Permission issued under Ontario Regulation 162/06 from April 1 to June 30, 2021 (CHBD 06 21 03)

The consent items **were adopted.**

7. Action Items

- 7.1 Cootes to Escarpment EcoPark System Strategic Plan and MOU Renewal (CHBD 06 21 04)

CHBD 06 02

Moved by: Marianne Meed Ward
Seconded by: Rory Nisan

THAT the Conservation Halton Board of Directors **receives for information the Staff report entitled "Cootes to Escarpment EcoPark System Strategic Plan and MOU Renewal".**

And

THAT the Conservation Halton Board of Directors **approves the Cootes to Escarpment EcoPark System Strategic Plan 2021-2030 and the Cootes to Escarpment EcoPark System 2022-2026 Memorandum of Understanding.**

Carried

7.2 Budget Variance Report for the Period Ended July 31, 2021, and 2021 Projected Year End Amounts
(CHBD 06 21 05)

CHBD 06 03

Moved by: Cluett
Seconded by: David Gittings

THAT the Conservation Halton Board of Directors **receives for information the staff report dated September 23, 2021, on the Budget Variance Report for the period ended July 31, 2021, and 2021 Projected Year End Amounts;**

And

THAT the Conservation Halton Board of Directors **approves a new 2021 capital project for Enhancing Trail Systems and Park Infrastructure and budget amount of \$1,041,500 with project expenses to be funded by the Conservation Areas Capital Reserve if required until formal funding agreements are confirmed.**

Carried

8. CHF Update

Chair Jim Sweetlove shared the highlights from Terra Firma (Conservation Halton Foundation 2021 Gala):

- Attendance was capped at 200 which included sponsors, donors, developers, and key political figures.
- CH Board and CHF Board members were well represented at the event which provided a great opportunity for engagement.
- Specially shout out to staff and volunteers at the event for working tirelessly and engaging so meaningfully with guests.
- The Chair congratulated CEO Hassaan Basit and CHF Executive Director, Garner Beckett for their vision and leadership in executing the event.

The Chair advised that Item **No. 10 Other Business** on the agenda would be addressed prior to moving In Camera.

10. Other Business

There was **no** other business.

9. IN CAMERA

CHBD 06 04

Moved by: Jean Williams
Seconded by: Mike Cluett

THAT the Conservation Halton Board of Directors **move In Camera.**

Carried

9.1 Legal Matter - Verbal Update (Rod Northey, Partner, Gowling WLG)

9.2 Confidential Matter
(CHBD 06 21 06)

9.3 Legal Matter
(CHBD 06 21 07)

9.4 Legal Matter
(CHBD 06 21 08)

9.5 Legal Matter – Verbal Update

CHBD 06 05: Moved by: Marianne Allan Elgar
Seconded by: Moya Johnson

THAT the Conservation Halton Board of Directors **reconvene in public forum and that staff proceed as directed In Camera.**

Carried**11. Adjournment**

CHBD 06 06 Moved by: Moya Johnson

THAT the Conservation Halton Board of Directors Meeting **be adjourned at 4:55 p.m.**

Carried

Signed by: Hassaan Basit, President & CEO/Secretary-Treasurer

Date: October 21, 2021

MEETING NO: Conservation Halton Finance & Audit Committee Meeting # 03 21

MINUTES

A meeting of the Finance & Audit Committee was held on Thursday, October 7, 2021, via Zoom videoconference at 1:30 p.m.

Present: Hamza Ansari
Rob Burton (Chair)
Mike Cluett
Joanne Di Maio
Moya Johnson
Gerry Smallegange
Jim Sweetlove

Staff Present: Hassaan Basit, President & CEO/Secretary-Treasurer
Adriana Birza, Manager, Office of the President & CEO
Niamh Buckley, Administrative Assistant, Office of the President & CEO
Marnie Piggot, Director, Finance

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

1. Roll Call

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

There were **NONE**.

3. Acceptance of Agenda

FA 03 01 Moved by: Gerry Smallegange
Seconded by: Joanne Di Maio

THAT the Finance and Audit Committee **approves the agenda as distributed.**

Carried

4. Action Items

4.1 2022 Budget & Business Plan

FA 03 02 Moved by: Jim Sweetlove
Seconded by: Moya Johnson

THAT the Finance and Audit Committee **recommends to the Conservation Halton Board of Directors that municipal funding of \$10,795,636 in the 2022 budget be approved by a weighted vote by the Conservation Halton Board of Directors at the October 21, 2021, meeting;**

And

THAT transfers to and from Reserves in the 2022 budget **be approved as outlined in this report;**

And

THAT the 2022 Budget & Business Plan **be approved as presented.**

Carried

5. Other Business

There was **NO** other business.

6. Adjournment

FA 03 03

Moved by: Moya Johnson

THAT the Conservation Halton Finance & Audit Committee Meeting **be adjourned at 1:37 p.m.**

Signed by: Hassaan Basit, President & CEO

Date: October 21, 2021

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 01

FROM: Barbara J. Veale, Director, Planning & Watershed Management
905-336-1158 x2273

DATE: October 21, 2021

SUBJECT: Update on the Reid Road Reservoir Quarry and Designation of Undertaking under the *Environmental Assessment Act*
CH File No.: PQ 018

Recommendation

THAT the Conservation Halton Board of Directors **receives for information the Staff report entitled “Update on the Reid Road Reservoir Quarry and Designation of Undertaking under the *Environmental Assessment Act*”.**

And

THAT the Conservation Halton Board of Directors **directs staff to circulate the staff report entitled “Update on the Reid Road Reservoir Quarry and Designation of Undertaking under the *Environmental Assessment Act*” to the Region of Halton, Town of Milton and the Ministry of Northern Development, Mines, Natural Resources and Forestry for information.**

Executive Summary

In early August 2018, an application was circulated to staff under the *Aggregate Resources Act* by James Dick Construction Limited (JDCL). The application was to establish a new aggregate extraction operation at the western terminus of Reid Side Road in Milton. Since that time, Conservation Halton (CH) staff has worked closely with Region of Halton staff, their retained consultants, and Town of Milton staff to undertake technical review of the proposal as part of a Joint Agency Review Team (JART).

CH, the Region of Halton, and the Town of Milton formally objected to the application through the *Aggregate Resources Act* process. An Environmental Registry of Ontario proposal #019-2876 was released on January 29, 2021, seeking public feedback on the potential for designating the project as an undertaking under the *Environmental Assessment Act*. On March 11, 2021, CH along with Halton Region and the Town of Milton submitted a joint response to the Environmental Registry of Ontario proposal #019-2876 with recommendations for the scope of the proposed EA.

On July 30, 2021, the Province released Ontario Regulation 539/21, requiring JDCL to undertake a scoped EA for the proposed quarry. The regulation also requires and establishes the scope of additional studies. CH along with Halton Region and the Town of Milton were invited to participate in the Government Review Team that will provide comment and input on technical information produced

by JDCL once the EA process begins. The Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNR) has confirmed that the *Aggregate Resources Act* process is now on hold, awaiting the outcome of the EA process.

This report updates the CH Board of Directors on the scope of the proponent-driven process that is to be initiated by JDCL, and CH's participation in that process.

Report

Background

In August 2018, James Dick Construction Limited (JDCL) filed an *Aggregate Resources Act* (ARA) application with the Ministry of Natural Resources and Forestry (MNR) for a licence to operate a quarry on the site of the former Woodlawn Guelph Campbellville Pit, just west of Twiss Road at its intersection with Reid Side Road in the Town of Milton. A licence for the property existed in various forms from 1976 to 2008, when the licence was revoked by the MNR. The site has been inactive since that time. The ARA proposal would establish a new quarry use, using underwater blasting to extract below the water table.

Conservation Halton (CH) staff is participating on a Joint Agency Review Team (JART) with staff from the Region of Halton and the Town of Milton, as well as the Region of Halton's retained consultants.

On January 29, 2021, Environmental Registry of Ontario (ERO) proposal #019-2876 was posted, seeking public feedback on the potential for designating the Reid Road Reservoir Quarry project as an undertaking under the *Environmental Assessment Act*. On March 11, 2021, CH along with Halton Region and the Town of Milton submitted a joint response to the ERO proposal with recommendations for the scope of the proposed EA. Staff provided this update to CH's Board of Directors through Report No. CHBD 04 21 05.

On July 30, 2021, the Ministry of the Environment, Conservation and Parks (MECP) released Ontario Regulation 539/21 which reflects the Minister's decision to designate the proposed quarry as an undertaking under the *Environmental Assessment Act*. This designation requires an additional review and approvals process facilitated through that Ministry. Many of the items raised in the joint submission from CH, Halton Region and the Town of Milton to the Environmental Registry of Ontario were included in the scoped EA requirements for the proposal.

Environmental Assessment Requirements

The *Environmental Assessment Act* and the project specific regulation for the Reid Road Reservoir Quarry (Ontario Regulation 539/21) define the EA process that JDCL must follow, as well as provide direction on the required content of the scoped EA. Some of the required work will likely overlap with work completed as part of the proponent's *Aggregate Resources Act* licence application and is summarized below.

JDCL is required to prepare specific studies, including:

1. A door-to-door well survey program
2. A water quality monitoring program
3. An assessment of the effects to groundwater from blasting below the water table

4. A fugitive dust study
5. A study of the conditions of any haul routes
6. A social impact assessment
7. Any other hydrogeological studies that may be identified by the Director of the Ministry's EA Branch

The EA is required to include the following specific content:

1. An evaluation of the advantages and disadvantages of alternatives to underwater blasting and alternative haul routes
2. A description of environmental effects and mitigation measures
3. A description of the studies carried out in relation to the project
4. A description of means to monitor effects on the environment and compliance with the EA
5. A description of other approvals that are required
6. A description of the consultation that was carried out, including summaries of comments received and a description of what the proponent has done to address concerns raised
7. A list of studies carried out, including those not under the control of JDCL

The process generally incorporates the recommendations provided in CH's joint submission with the Region of Halton and Town of Milton. Items requested in the joint submission but not included by the Province include:

- A study of blasting impacts, including the potential for flyrock
- Assessment of impacts on surface water resources (while noting groundwater resources are extensively covered in the EA requirements, and linkages existing between both systems)
- Assessment and monitoring of impacts on natural heritage
- A detailed study of land use planning considerations, including assessment of conformity with various plans and policies including the Regional Official Plan
- The applicability of other Provincial legislation, including the *Conservation Authorities Act*, *Clean Water Act*, and *Endangered Species Act*

This project specific EA is largely proponent driven and will not officially begin until such time that JDCL prepares a notice of commencement of the EA and distributes it to interested persons. No notice has been received to-date and JDCL's intentions moving forward are unknown.

Shortly after Ontario Regulation 539/21 was released, staff received notice from the MECP that the Ministry would be working with the proponent to identify a Government Review Team for the EA. Staff from CH, Halton Region, and the Town of Milton will be participating on the Government Review Team once the EA commences. The role of the Government Review Team will be to ensure that agencies can provide information and guidance, within their mandated areas of responsibility, that the proponent should consider as part of the decision-making process (e.g., legislative requirements, policies, standards, studies, potential evaluation criteria) and to provide advice throughout the planning and decision-making process. Approval of the EA resides with the Minister of the Environment, Conservation and Parks.

ARA Process

Staff previously reported that the third submission provided by JDCL in fall 2020 is under review by JART staff and the retained consultants. The Ministry of Northern Development, Mines, Natural

Resources and Forestry (MNDMNRF; formerly MNRF) has confirmed via email to the Region of Halton that the completion of the *Aggregate Resources Act* process is now on hold, pending the approval of a complete EA. As such, all technical review efforts of JART members will now be focused on the EA process and through participation on the Government Review Team.

Conclusion

CH staff will continue to work with the JART partners as part of the Province's Government Review Team once the EA formally commences. All parties await JDCL's next steps in advancing the scoped EA, as this project specific EA is a proponent-driven process. Staff will report back to the CH Board of Directors once that notice of commencement of the EA has been issued.

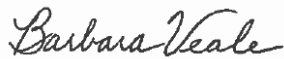
Impact on Strategic Priorities

This report supports the Momentum priorities of Natural Hazards and Water and Science, Conservation and Restoration.

Financial Impact

There is no financial impact resulting from this report.

Signed & respectfully submitted:



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

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Kellie McCormack, Associate Director, Planning & Regulations, 905-336-1158 x2228, kmccormack@hrca.on.ca

Jessica Bester, Senior Environmental Planner, 905-336-1158 x2317, jbester@hrca.on.ca

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 02

FROM: Barbara J. Veale, Director, Planning & Watershed Management

DATE: October 21, 2021

SUBJECT: Update on applications to expand Burlington Quarry
Nelson Aggregates Co.
CH File No. PQ 20

Recommendation

THAT the Conservation Halton Board of Directors **receives for information the staff report entitled, “Update on applications to expand Burlington Quarry, Nelson Aggregate Co.”**

And

THAT the Conservation Halton Board of Directors **directs staff to send the staff report entitled “Update on applications to expand Burlington Quarry, Nelson Aggregate Co.” to the Niagara Escarpment Commission, Region of Halton, City of Burlington and the Ministry of Northern Development, Mines, Natural Resources and Forestry for information.**

Executive Summary

On May 14, 2020, Nelson Aggregate Co. (Nelson) submitted applications under the *Planning Act*, *Niagara Escarpment Planning and Development Act*, and *Aggregate Resources Act* (ARA) for a Category 2, Class A Licence for a pit and quarry below the water table. The proposed quarry expansion is on lands adjacent to the existing quarry at 2435 No. 2 Sideroad in the City of Burlington.

A Joint Agency Review Team (JART) was established with staff from the Region of Halton, City of Burlington, Niagara Escarpment Commission and Conservation Halton (CH). The JART reviews and prepares coordinated technical comments on the studies submitted to inform decision making by the parties reviewing the various applications.

JARTs first round of technical review comments were completed in February 2021 and were delivered to the proponent. Since then, JART members and Nelson representatives have sought dialogue to better understand key comments and Nelson recently provided a formal response to most of JARTs first-round comments. JART is now working to review Nelson’s response and undertake a second technical review.

Report

On May 14, 2020, Nelson Aggregate Co. filed several applications related to a proposed expansion of the existing Burlington quarry, including:

1. An application for a Licence pursuant to the *Aggregate Resources Act* (ARA) to the Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNR);
2. An application to amend the Niagara Escarpment Plan (NEPA);
3. A Niagara Escarpment Development Permit Application;
4. An application to amend the Regional Official Plan (ROPA); and
5. An application to amend the Burlington Official Plan (LOPA).

The applications propose to expand the existing quarry by extending the license and extraction areas to the south and west of the existing quarry lands located at 2435 No. 2 Sideroad. The proposed new extraction areas are on lands located at Part Lot 17 & 18, and Part Lot 1 & 2 Concession Two NDS (former Township of Nelson) in the City of Burlington.

On October 22, 2020, Conservation Halton's (CH) Board of Directors received information on the applications, the previous application proposal, and the role of CH in the review of the applications through the Joint Agency Review Team (JART) process, through Report No. CHBD 07 20 05.

A JART was established with staff from the Region of Halton, City of Burlington, Niagara Escarpment Commission, and Conservation Halton (CH). Halton Region retained consulting expertise in various disciplines, including hydrogeology, noise, blasting, transportation, and natural environment among others, to assist the JART in its review. The JART reviews and prepares coordinated technical comments on the studies submitted to inform decision making by the parties reviewing applications. The JART is not a decision-making body, nor does it make recommendations on whether the proposal should be approved. The JART ensures the participating agencies are working together from the same information and analyzing the proposal through all applicable planning policies, guidelines, and by-laws.

CH is not a decision-making body with respect to the Nelson quarry applications. CH will review the applications based on our delegated responsibility to represent the Province on the natural hazard policies of the PPS (3.1.1-3.1.7), and as a technical advisor providing advice on natural heritage and groundwater matters through the JART technical review process. CH will also review the applications to ensure that the proposed works meet the intent of CH's regulatory policies and requirements.

On October 29, 2020, Nelson provided Notice of the Application and Notice of Public Information Session about their proposal in accordance with the requirements of the *Aggregate Resources Act*. During the 45-day notice period, a virtual public consultation event was held featuring presentations from Regional staff and Nelson Aggregate Co.'s consultant, followed by a one-hour question and answer period. CH staff attended the December 10, 2020 meeting and was available to answer questions from the public. The transcript of the questions has been posted to the Region of Halton's project webpage.

CH staff filed a Letter of Objection with the Ministry and the Applicant on December 9, 2020, during the 45-day notice period. CH's letter identified that the notification and consultation period provided limited time to complete an adequate review of the submissions, given the scale, scope and potential implications of the application. Staff noted that the studies submitted required detailed technical review in coordination with the JART. Similar letters were filed separately by CH's other JART agency partners. CH's letter of objection was informed by preliminary technical review undertaken by staff.

Following a robust review of the information submitted in May 2020, the JART generated a first round of detailed technical comments which were delivered to the applicant and (MNDMNR) in February 2021. These JART comments expanded upon the issues identified in the Letters of Objection from the JART agencies. A total of 988 issues/questions were presented in tabular form across 16 areas of technical disciplines, including comments related to the potential impacts of the proposal on surface and ground water resources, natural heritage features, functions, and areas, natural hazards and environmental planning related matters. The JARTs comment table is posted on the Region of Halton's project webpage.

Nelson sought dialogue with JART members to better understand and address JARTs comments and recently provided a formal response to most of JARTs comments. The review of technical reports is an iterative process and the JART will continue to provide coordinated technical comments that will inform decision-making of the parties. A second technical review is currently underway by the JART using reply content from Nelson.

On September 15, 2021, the Region of Halton held the Statutory Public Meeting for the Regional Official Plan Amendment under the *Planning Act*. As part of its mandate, the JART will receive and consider public input to explore the range of technical issues and impacts related to the proposal.

A final JART report will be brought to the CH Board of Directors once it is complete along with an update on any other critical milestones and/or recommendation reports that are brought forward by the other agencies on the applications. The timing will be dependent on the nature of the issues being explored and the timing of responses from the proponent related to technical questions from the JART.

Impact on Strategic Priorities

This report supports the Momentum priority of Natural Hazards and Water.

Financial Impact

There is no financial impact resulting from this report.

Signed & respectfully submitted:



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

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Jessica Bester, Senior Environmental Planner, 905-336-1158 x2317, jbester@hrca.on.ca

Leah Smith, Manager, Environmental Planning, 905-336-1158 x2235, lsmith@hrca.on.ca

Kellie McCormack, Associate Director, 905-336-1158 x2227
kmccormack@hrca.on.ca

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 03

FROM: Barbara J. Veale, Director, Planning & Watershed Management

DATE: October 21, 2021

SUBJECT: Conservation Halton Hearing Procedures as amended, October 2021
CH File No.: ADM 261

Recommendation

THAT the Conservation Halton Board of Directors **approves the Conservation Halton Hearing Procedures as amended, October 2021;**

AND

THAT the Conservation Halton Board of Directors **directs staff to update the corporate website by posting the Conservation Halton Hearing Procedures as amended, October 2021 and removing the 2019 version.**

Executive Summary

Conservation Halton's (CH's) Hearing Procedures under Section 28 of the *Conservation Authorities Act* (CAA) were last updated in September 2019. Since that time, several legislative and administrative changes have occurred which impact hearing proceedings. These include: 1) ability to hold electronic hearings, 2) appointment of the Ontario Land Tribunal to hear Section 28 appeals under the CAA, and 3) inclusion of Section 28.0.1 in the CAA which allows the Minister of Municipal Affairs and Housing to authorize development projects through Minister's Zoning Orders.

Conservation Ontario (CO) has developed revised model Hearing Guidelines to assist conservation authorities in developing or updating their individual guidelines. CO has also advised that these guidelines be approved by each Authority's Board of Directors and posted to their website.

Conservation Halton staff has reviewed Conservation Ontario's model Hearing Guidelines dated August 23, 2021, and updated CH's Hearing Procedures accordingly. Staff recommends that CH's Board of Directors approve the revised procedures as attached and direct staff to post the updated version to CH's website.

Report

Following changes to the 1998 *Conservation Authorities Act* (CAA) and in preparation for the administration of individual regulations by conservation authorities in 2006, Conservation Ontario (CO) and the Ministry of Natural Resources (MNR, now called the Ministry of Northern Development, Mines, Natural Resources and Forestry) updated their model Hearing Guidelines under Section 28.

The updated guidelines were approved and released to assist conservation authorities, applicants, and others with the quasi-judicial hearing process.

In June 2008, Conservation Halton (CH) updated and adopted Hearing Procedures based on the guidance provided by CO and MNR. These procedures were again updated in 2011, 2015 and 2019 to reflect changes in the names of relevant provincial ministries and tribunals. No substantive amendments were made.

The coronavirus disease (COVID-19) was declared a pandemic by the World Health Organization on March 11, 2020. Legal proceedings in Ontario were suspended for a short time while appropriate alternative means to hold hearings were explored. During this time, CH had no hearings scheduled or requested under Section 28. Since September 2020, electronic hearings for both legal and administrative proceedings have been permitted. CH updated its by-laws accordingly.

In 2020, with the passage of Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures), a new section of the CAA came into force. Section 28.0.1 (Permission for development, zoning order) applies to applications for permission submitted to an Authority where a zoning order has been made by the Minister of Municipal Affairs and Housing authorizing the proposed development project. The applicant is still required to obtain permission from the Authority. However, the Authority can only attach conditions to the permission, not deny permission. Applicants must be given the opportunity for a hearing before the Authority, prior to any conditions being attached. On June 1st, 2021, the Local Planning Appeal Tribunal, Environmental Review Tribunal, Board of Negotiation, Conservation Review Board and Mining and Lands Tribunal were merged into a new single tribunal called the Ontario Land Tribunal (OLT). To reflect these changes, CO updated the model Hearing Guidelines under Section 28 of the Act in August 2021.

CO has advised conservation authorities to develop or update their individual practices and procedures in relation to the review and reporting of Section 28 applications, the role of staff, the applicant/agent and the Authority members, and hearing proceedings to reflect these recent changes. CO also advised that these practices and procedures be approved by the Board of Directors and posted to the Authority's website.

Conservation Halton staff have reviewed Conservation Ontario's model Hearing Guidelines dated August 23, 2021, and updated CH's Hearing Procedures accordingly. The attached draft highlights changes to the text in red. Once approved, the Hearing Procedures, the final version will be posted to the Conservation Halton website.

These procedures provide a step-by-step process to conduct hearings required under Section 28 of the Conservation Authorities Act. They are intended to promote consistency and ensure that CH hearings meet the legal requirements of the Statutory Powers Procedures Act without being unduly legalistic or intimidating to the participants. Additional considerations related to hearings under Section 28.0.1 have been included.

Impact on Strategic Priorities

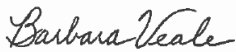
This report supports the Momentum priority of Natural Hazards and Water.

Financial Impact

There is no financial impact resulting from this report.

Signed & respectfully submitted:

Approved for circulation:



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



Hassaan Basit
President & CEO/Secretary-Treasurer

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Conservation
Halton

SECTION 28

CONSERVATION AUTHORITIES ACT

HEARING PROCEDURES

THE HALTON REGION CONSERVATION AUTHORITY

Amended: October 2021
September 2019
February 2015
February 2011

Adopted: June 26, 2008

**The Halton Region Conservation Authority
Section 28 (12), Section 28 (13), Section 28 (14)
Conservation Authorities Act
Hearing Procedures**

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HEARING PROCEDURES

The Halton Region Conservation Authority

1.0 PURPOSE OF HEARING PROCEDURES:

The purpose of these Hearing Procedures is to reflect changes to the Conservation Authorities Act. The Act requires that the applicant be **provided an opportunity for a hearing** by the Conservation Authority Board (sitting as a Hearing Board) for an application to be refused or approved with contentious conditions. Further, a permit may be refused if, in the opinion of the Authority, the proposed development adversely affects the control of flooding, erosion, dynamic beaches, or pollution or conservation of land **or causes undue interference to a wetland or alteration to a watercourse**. The Hearing Board is empowered by law to make a decision, governed by the Statutory Powers Procedures Act.

The Hearing Rules are adopted under the authority of Section 25.1 of the Statutory Powers Procedures Act (SPPA). The SPPA applies to the exercise of a statutory power of decision where there is a requirement to hold or to afford the parties to the proceeding an opportunity for a hearing prior to a decision. The SPPA sets out minimum procedural requirements governing such hearings and provides rule-making authority to establish rules to govern such proceedings.

The Hearing Board **shall hear and decide** whether the application will be approved with or without conditions or refused. **In the case of hearings related to applications submitted purposed to Section 28.0.1, the Hearing Board shall determine what conditions, if any, will be attached to the permission.**

These procedures provide a step-by-step process to conduct hearings required under Section 28 (12), (13), and (14) of the Conservation Authorities Act. In accordance with the model hearing guidelines developed by Conservation Ontario and updated in 2021, these procedures are intended to promote consistency and ensure that The Halton Region Conservation Authority (**Conservation Halton**) hearings meet the legal requirements of the Statutory Powers Procedures Act without being unduly legalistic or intimidating to the participants. **Additional considerations related to hearings under Section 28.0.1 (7) are provided in Attachment 1.**

2.0 PREHEARING PROCEDURES

2.1 Role of the Hearing Board

In considering the application, the Hearing Board is acting as a decision-making tribunal. The tribunal is to act fairly. Under general principles of administrative law relating to the duty of fairness, the tribunal is obliged not only to avoid any bias but also to avoid the appearance or **reasonable** apprehension of bias. The following are three examples of steps to be taken to avoid apprehension of bias where it is likely to arise.

- (a) **No member of Conservation Halton taking part in the hearing should have prior involvement with the application that could lead to a reasonable apprehension of bias on the part of that member. Where a member has a personal interest, the test is whether a reasonably well-informed person would consider that the interest might have an influence on the exercise of the official's public duty. Where a member is a municipal councillor, the Municipal Conflict of Interest Act applies. In the case of a previously expressed opinion, the test is that of an open mind, i.e., is the member capable of persuasion in participating in the decision making.**

- (b) If material relating to the merits of an application that is the subject of a hearing is distributed to Board members before the hearing, the material shall be distributed to the applicant at the same time. The applicant may be afforded an opportunity to distribute similar pre-hearing material. **These materials may be distributed electronically.**
- (c) The applicant will be given an opportunity to attend the hearing before a decision is made; however, the applicant does not have to be present for a decision to be made.

2.2 Application

The right to a hearing **arises** where staff is recommending refusal of an application or where an applicant **intends to appeal the conditions of approval of an application**. The applicant is entitled to reasonable notice of the hearing pursuant to the Statutory Powers Procedures Act.

2.3 Notice of Hearing

The Notice of Hearing shall be sent to the applicant within sufficient time to allow the applicant to prepare for the hearing. To ensure that reasonable notice is given, the applicant shall be consulted to determine an agreeable date and time based on the Authority's regular meeting schedule.

The Notice of Hearing **must contain or append** the following:

- (a) Reference to the applicable legislation under which the hearing is to be held (Conservation Authorities Act).
- (b) The time, place, and the purpose of the hearing **or for electronic hearings, the time, purpose of the hearing, and details about the manner in which the hearing will be held. The Notice must also contain a statement that the applicant should notify the Authority if they believe holding the hearing electronically is likely to cause them significant prejudice. The Authority shall assume the applicant has no objection to the electronic hearing if no such notification is received.**
- (c) Particulars to identify the applicant, property, and the nature of the application, which are the subject of the hearing. If the applicant is not the landowner but the prospective owner, the applicant must have written authorization from the registered landowner.
- (d) The reasons for the proposed refusal or conditions of approval shall be specifically stated. This should contain sufficient detail to enable the applicant to understand the issues so he or she can be adequately prepared for the hearing.

It is sufficient to reference in the Notice of Hearing that the recommendation for refusal or conditions of approval is based on the reasons outlined in previous correspondence or a hearing report that will follow.

- (e) A statement notifying the applicant that the hearing may proceed in the applicant's absence and that the applicant will not be entitled to any further notice of the proceedings.

Except in extreme circumstances, it is recommended that the hearing not proceed in the absence of the applicant.

- (f) Reminder that the applicant is entitled to be represented at the hearing by **a representative such as legal** counsel, if desired. **The conservation authority may be represented at the**

hearing by counsel or staff. The applicant shall inform the conservation authority in advance if they will be represented by legal counsel.

The Notice of Hearing shall be directed to the applicant and/or landowner by registered mail. Refer to **Appendix A** for an example Notice of Hearing.

2.4 Presubmission of Reports

The applicant shall be provided with all reports from staff that will be provided to the Hearing Board. The applicant shall be given two weeks to prepare a report once the reasons for the staff recommendations have been received. Subsequently, this may affect the timing and scheduling of the staff hearing reports.

2.5 Hearing Information

Prior to the hearing, the applicant shall be advised of Conservation Halton's hearing procedures.

3.0 HEARING

3.1 Public Hearing

Pursuant to the *Statutory Powers Procedure Act*, hearings, including electronic hearings, are required to be held in public. For electronic hearings, public attendance should be synchronous with the hearing. The exception is in very rare cases where public interest in public hearings is outweighed by the fact that intimate financial, personal, or other matters would be disclosed at hearings.

3.2 Hearing Participants

The *Conservation Authorities Act* does not provide for third party status at the hearing. The hearing however is open to the public. Any information provided by third parties should be incorporated within the presentation of information by, or on behalf of, the applicant or Authority staff as appropriate.

3.3 Attendance of Hearing Board Members

In accordance with case law relating to the conduct of hearings, those members of the Authority who will decide whether to grant or refuse the application must be present during the full course of the hearing. If it is necessary for a member to leave, the remaining members can continue with the hearing and render a decision.

3.4 Adjournments

The Board may adjourn a hearing on its own motion or that of the applicant or Authority staff where it is satisfied that an adjournment is necessary for an adequate hearing to be held.

Any adjournments form part of the hearing record.

3.5 Orders and Directions

The Authority is entitled to make orders or directions to maintain order and prevent the abuse of its hearing processes. A hearing procedures example has been included as **Appendix B**.

3.6 Information Presented at Hearings

- (a) The *Statutory Powers and Procedures Act* requires that a witness be informed of **their** right to object pursuant to the *Canada Evidence Act*. The *Canada Evidence Act* indicates that no witness shall be excused from answering questions on the basis that the answer may be incriminating. Further, answers provided during the hearing are not admissible against the witness in any criminal trial or proceeding. This information should be provided to the applicant as part of the Notice of Hearing.
- (b) **It is the decision of the hearing members as to whether information is presented under oath or affirmation. It is not a legal requirement. The applicant must be informed of the above, prior to or at the start of the hearing.**
- (c) The Board may authorize receiving a copy rather than the original document, however, the Board can request certified copies of the document if required.
- (d) Privileged information, such as solicitor/client correspondence, cannot be heard. Information that is not directly within the knowledge of the speaker (hearsay), if relevant to the issues of the hearing, can be heard.
- (e) The Board may take into account matters of common knowledge such as geographic or historic facts, times measures, weights, etc. or generally recognized scientific or technical facts, information, or opinions within its specialized knowledge without hearing specific information to establish their truth.

3.7 Conduct of Hearing

3.7.1 Record of Attending Hearing Board Members

A record shall be made of the members of the Hearing Board.

3.7.2 Opening Remarks

The Chairperson shall convene the hearing with opening remarks, which generally; identify the applicant, the nature of the application, and the property location; outline the hearing procedures; and advise on requirements of the *Canada Evidence Act*. **Appendix C** provides a model for the Chairperson's Opening Remarks. **In an electronic hearing, all the parties and the members of the Hearing Board must be able to clearly hear one another and any witnesses throughout the hearing.**

3.7.3 Presentation of Authority Staff Information

Staff of the Authority presents the reasons supporting the recommendation for the refusal or conditions of approval of the application. Any reports, documents or plans that form part of the presentation shall be properly indexed and received.

Staff and/or legal counsel of the Authority should not submit new **technical** information at the hearing, as the applicant will not have had time to review and provide a professional opinion to

the Hearing Board.

One staff member or legal counsel shall coordinate the presentation of information on behalf of Authority staff and ask questions on behalf of Authority staff.

3.7.4 Presentation of Applicant Information

The applicant has the opportunity to present information at the conclusion of the Authority staff presentation. Any reports, documents, or plans, which form part of the submission should be properly indexed and received.

The applicant shall present information as it applies to the permit application in question. For instance, does the requested activity effect the control of flooding, erosion, dynamic beach or conservation of land or pollution, **interfere with a wetland or adversely alter a watercourse**? The hearing does not address the merits of the activity or appropriateness of such a use in terms of planning.

- The applicant may be represented by legal counsel or agent, if desired
- The applicant may present information to the Board and/or have invited advisors to present information to the Board
- The applicant(s) presentation may include technical witnesses, such as an engineer, ecologist, hydrogeologist etc.

The applicant should not submit new **technical** information at the hearing, as the Staff of the Authority will not have had time to review and provide a professional opinion to the Hearing Board.

3.7.5 Questions

Members of the Hearing Board may direct questions to each speaker as the information is being heard. The applicant and /or agent can make any comments or ask questions on the staff report.

Pursuant to the Statutory Powers Procedure Act, the Board can limit questioning where it is satisfied that there has been full and fair disclosure of the facts presented. It should be note that the courts have been particularly sensitive to the issue of limiting questions and there is a tendency to allow limiting of questions only where it has clearly gone beyond reasonable or proper bounds.

3.7.6 Deliberation

After all the information is presented, the Hearing Board **may adjourn the hearing and retire in private to confer. The Hearing Board may reconvene on the same date or at some later date to advise of its decision. The Board members shall not discuss the hearing with others prior to the decision being finalized.**

4.0. DECISION

The applicant must receive written notice of the decision. The applicant shall be informed of the right to appeal the decision within 30 days upon receipt of the written decision, to the **Ontario Land Tribunal**.

It is important that the hearing participants have a clear understanding of why the application was refused or approved. The Board shall itemize and record information of particular significance which led to their decision.

4.1 Notice of Decision

The decision notice should include the following information:

- (a) The identification of the applicant, property and the nature of the application that was the subject of the hearing.
- (b) The decision to refuse or approve the application. A copy of the Hearing Board resolution should be attached.

The written Notice of Decision shall be forwarded to the applicant by registered mail. A sample Notice of Decision and cover letter has been included as **Appendix D**.

4.2 Adoption

A resolution advising of the Board's decision and particulars of the decision should be adopted.

5.0 RECORD

The Authority shall compile a record of the hearing. In the event of an appeal, a copy of the record should be forwarded to the **Ontario Land Tribunal**. The record must include the following:

- (a) The application for the permit.
- (b) The Notice of Hearing.
- (c) Any orders made by the Board (e.g., for adjournments).
- (d) All information received by the Board.
- (e) Attendance of hearing Board members.**
- (f) The decision and reasons for the decision of the Board.
- (g) The Notice of Decision sent to the applicant.

6.0 Hearing under Section 28.0.1 (Permission for Development, Zoning Order)

Section 28.0.1 of the *Conservation Authorities Act* came into force with the Royal Assent of Bill 229, *Protect, Support and Recover from COVID-19 Act* (Budget Measures), 2020. This section applies to any application submitted to an authority under a regulation made under Section 28 of the Act for permission to carry out all or part of a development project associated with an approved Minister's Zoning Order (MZO). For such applications, an Authority **must** grant permission to the applicant to carry out the activity, provided an MZO has been made by the Minister of Municipal Affairs and Housing, and provided that the authority's regulated area in which the development activity is proposed to take place is not located in the Greenbelt Area designated under section 2 of the *Greenbelt Act*. A permission which is granted under s.28.0.1 may be subject to conditions as prescribed by the issuing Authority.

Understanding that an Authority **must** grant permission for applications submitted pursuant to an approved MZO (pending the above-noted conditions are met), hearings for these applications differ from those under Section 28(12) of the Act, in that a hearing **cannot** be held to determine if a permission should be refused.

Where an application is submitted pursuant to s. 28.0.1 of the *Conservation Authorities Act*, the Authority may refuse to grant a permit only if:

- i) a zoning order has not been made to authorize the development project,
- ii) the project is proposed to be carried out in the Greenbelt Area, and
- iii) if all other prescribed requirements have not been satisfied.

The following table provides a step-by-step process to conduct hearings required under Section 28.0.1 (7) of the *Conservation Authorities Act*. Most guidance provided in the body of the Section 28 Hearing Guidelines is applicable to the s. 28.0.1 (7) hearing process. Where processes differ, the table below outlines the necessary considerations for the s. 28.0.1 (7) processes.

| Application Section in Conservation Halton's Hearing Guidelines | Additional Guidance and/or Processes for S. 28.0.1 (7) Hearings |
|---|--|
| 1.0 Purpose of Hearing Guidelines | <p>For hearings related to applications submitted pursuant to s. 28.0.1 of the <i>Conservation Authorities Act</i>, the Authority must grant permission to the applicant, provided the requirements set out under this section of the Act are met.</p> <p>For hearings related to applications submitted purposed to Section 28.0.1, the Hearing Board shall determine what conditions, if any, will be attached to the permission.</p> |
| 2.1 Role of the Hearing Board | <p>Where a hearing is required for applications submitted pursuant to s. 28.0.1 of the <i>Conservation Authorities Act</i> (e.g., to determine the conditions of the permission), final decisions on the conditions shall not be made until such a time as the applicant has been given the opportunity to attend a hearing.</p> |
| 2.2 Application | <p>Additionally, in the case of applications submitted pursuant to s. 28.0.1 of the <i>Conservation Authorities Act</i>, the authority shall not attach conditions to a permission unless the applicant has been given an opportunity to be heard by the authority.</p> |

| Application Section in Conservation Halton's Hearing Guidelines | Additional Guidance and/or Processes for S. 28.0.1 (7) Hearings |
|---|--|
| 4.1 Notice of Decision | <p>The decision notice should include the following information:</p> <p>(a) The identification of the applicant, property and the nature of the application that was the subject of the hearing.</p> <p>(b) The decision to refuse or approve the application, and in the case of applications under s. 28.0.1 of the <u>Conservation Authorities Act</u>, the decision to approve the application with or without conditions. A copy of the Hearing Board resolution should be attached.</p> <p>It is recommended that the written Notice of Decision be forwarded to the applicant by registered mail. A sample Notice of Decision and cover letter has been included as Appendix F.</p> |
| Appendix E | Appendix E provides an example "Notice of Hearing" for hearings under Section 28.0.1 (7) of the <u>Conservation Authorities Act</u> . |
| Appendix F | Appendix F provides an example "Notice of Decision" for hearings under Section 28.0.1 (7) of the <u>Conservation Authorities Act</u> . |

Appendix A

NOTICE OF HEARING

IN THE MATTER OF

The Conservation Authorities Act,
R.S.O. 1990, Chapter 27

AND IN THE MATTER OF an application by

FOR THE PERMISSION OF THE THE HALTON REGION CONSERVATION AUTHORITY

Pursuant to Regulations made under
Section 28, Subsection 12 of the said Act

TAKE NOTICE THAT a Hearing before The Halton Region Conservation Authority will be held under Section 28, Subsection 12 of the Conservation Authorities Act at the administrative office located at 2596 Britannia Road West, Burlington, Ontario, at the hour of 4:00 p.m. on the day of _____, 2____, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to the application by (**NAME**) to permit development within an area regulated by the Authority in order to ensure no adverse affect on (**the control of flooding, erosion, dynamic beaches or pollution or conservation of land, alter or interfere with a watercourse, shoreline or wetland**) on Lot x, Plan/Lot xx, Concession x, (**Street**) in the City/Town of x , Regional Municipality of x , x watershed.

TAKE NOTICE THAT you are invited to make a delegation and submit supporting written material to the Board of Directors of The Halton Region Conservation Authority for the meeting of (**meeting date**). If you intend to appear, [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact (**name**). Written material will be required by (**date**), to enable the Board members to review the material prior to the meeting.

TAKE NOTICE THAT this hearing is governed by the provisions of the Statutory Powers Procedure Act. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the Ontario Evidence Act. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the Canada Evidence Act that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

AND FURTHER TAKE NOTICE that if you do not attend at this Hearing, the Board of Directors of The Halton Region Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the _____ day of, _____ 2_____

Per:
Chief Executive Officer/Secretary-Treasurer

Appendix B

HEARING PROCEDURES

1. Motion to sit as Hearing Board.
2. Roll Call followed by the Chairperson's opening remarks. For electronic hearings, the Chairperson shall ensure that all parties and the Hearing Board are able to clearly hear one another and any witnesses throughout the hearing.
3. Staff will introduce to the Hearing Board the applicant/owner, his/her agent and others wishing to speak.
4. Staff will indicate the nature and location of the subject application and the conclusions.
5. Staff and/or counsel will present the staff report included in the Authority agenda, including the reasons why the application was recommended for denial or approval with conditions. These reasons will be related to the control of flooding, erosion, pollution, dynamic beaches, and/or conservation of land.
6. The applicant and/or his/her agent will present their material in the Authority agenda, and the reasons why the application should be considered.
7. The applicant/agent may question staff and/or their agent if reasonably required for full and fair disclosure of matters presented at the hearing. The staff and/or counsel may question the applicant/agent, if reasonably required for full and fair disclosure of matters presented at the hearing.¹
8. The Hearing Board will question, if necessary, both the staff and the applicant/agent.
9. The Hearing Board will move into deliberation. For electronic meetings, the Hearing Board will separate from the other participants for deliberation.
10. Members of the Hearing Board will move and second a motion.
11. A motion will be carried which will culminate in the decision.
12. The Hearing Board will move out of deliberation. For electronic meetings, the Hearing Board will reconvene with other participants.
13. The Chairperson or Acting Chairperson will advise the owner/applicant of the Hearing Board decision.
14. If the decision is "to refuse" or "approve with conditions", the Chairperson or Acting Chairperson shall notify the owner/applicant of his/her right to appeal the decision to the Ontario Land Tribunal within 30 days of receipt of the reasons for the decision.
15. Motion to move out of Hearing Board.

¹ As per the *Statutory Powers Procedure Act*, a tribunal may reasonably limit further examination or cross-examination of a witness where it is satisfied that the examination or cross-examination has been sufficient to disclose fully and fairly all matters relevant to the issues in the proceeding.

Appendix C

CHAIRPERSON'S OPENING REMARKS

(Section 28, Subsection 12 of the Conservation Authorities Act)
With Respect to Ontario Regulation 162/06

We are now going to conduct a hearing under Section 28 of the Conservation Authorities Act in respect of an application by _____, for permission to _____.

Conservation Halton has regulations under Section 28 of the Conservation Authorities Act which require the permission of the Authority for development within an area regulated by the Authority, in order to ensure no adverse effects on (the control of flooding, erosion, dynamic beaches or pollution or conservation of land) or to permit alteration to a shoreline or watercourse or interference with a wetland.

The Staff has reviewed this proposed work and prepared a staff report, a copy of which has been given to the applicant and the Board. The applicant was invited to file material in response to the staff report, a copy of which has also been provided to the Board.

Under Section 28 (12) of the Conservation Authorities Act, the person requesting permission has the right to a hearing before the Authority Board of Directors who sit as a Hearing Board.

In holding this hearing, the Hearing Board is to determine whether or not a permit is to be issued, with or without conditions. In doing so, we can only consider the application in the form that is before us, the staff report, and such evidence as may be given and the submissions to be made on behalf of the applicant. **Only information disclosed prior to the hearing to be presented at the hearing.**

The proceedings will be conducted according to the Statutory Powers Procedure Act. Under Section 5 of the Canada Evidence Act, a witness may refuse to answer any question on the ground that the answer may tend to incriminate the person or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chairperson of the board.

The Applicant is reminded that the time allotted for their presentation is limited. The presentation should summarize the key points outlined in their submitted materials. **At all times, comments must be respectful to staff and Hearing Board members.**

The hearing will be conducted as per Conservation Halton's approved Hearing Procedures.

Appendix D

NOTICE OF DECISION

(Date)

BY REGISTERED MAIL

(name)

(address)

Dear:

RE: NOTICE OF DECISION

**Hearing Pursuant to Section 28(12) of the Conservation Authorities Act
Proposed (development)**

**Address [Lot , Plan , if applicable] ; City of
Application #:**

In accordance with the requirements of the Conservation Authorities Act, The Halton Region Conservation Authority provides the following Notice of Decision:

On (**meeting date and number**), the Hearing Board for the Halton Region Conservation Authority refused/approved your application/approved your application with conditions. A copy of the Board's resolution # has been attached for your records. Please note that this decision is based on the following reasons: (**the proposed development/alteration to a watercourse or shoreline adversely affects the control of flooding, erosion, dynamic beaches or pollution or interference with a wetland or conservation of land**).

In accordance with Section 28 (15) of the Conservation Authorities Act, an applicant who has been refused permission or who objects to conditions imposed on a permission may, within 30 days of receiving the reasons under subsection (14), appeal to the Minister who may refuse the permission; or grant permission, with or without conditions. **Through Order in Council 332/2018 the responsibility for hearing the appeal has been transferred to the Ontario Land Tribunal.** For your information, should you wish to exercise your right to appeal the decision, a letter by you or your agent/counsel setting out your appeal must be sent within 30 days of receiving this decision addressed to:

**Ontario Land Tribunal
655 Bay Street, Suite 1500
Toronto, Ontario M5G 1E5**

A carbon copy of this letter should also be sent to this conservation authority. Should you require any further information, please do not hesitate to contact (**staff contact**) or the undersigned.

Yours truly,

President and Chief Executive Officer/Secretary Treasurer
Enclosure

Appendix E

NOTICE OF HEARING

(Subsection 28.0.1 (7) of the Conservation Authorities Act)

IN THE MATTER OF

The Conservation Authorities Act, R.S.O. 1990, Chapter 27

AND IN THE MATTER OF an application by

FOR THE PERMISSION OF THE

HALTON REGION CONSERVATION AUTHORITY

Pursuant to Regulations made under Section 28.0.1, Subsection 7 of the said Act

TAKE NOTICE THAT a Hearing before The Halton Region Conservation Authority will be held under Section 28.0.1, Subsection 7 of the Conservation Authorities Act at the administrative office located at 2596 Britannia Road West, Burlington, Ontario, at the hour of 4:00 p.m., on the day of _____, 2____, [for electronic hearings, include details about the manner in which the hearing will be held] with respect to the application by (**NAME**) to permit development within an area regulated by the Authority in association with a Minister's Zoning Order (**REGULATION NUMBER**) on Lot , Plan/Lot , Concession , (**Street**) in the City of x, Regional Municipality of x , x watershed.

TAKE NOTICE THAT you are invited to make a delegation and submit supporting written material to the Executive Committee for the meeting of (**meeting number**). If you intend to appear [For electronic hearings: or if you believe that holding the hearing electronically is likely to cause significant prejudice], please contact (**name**). Written material will be required by (**date**), to enable the Committee members to review the material prior to the meeting.

TAKE NOTICE THAT pursuant to Section 28.0.1 of the Conservation Authorities Act, a conservation authority is required to grant the permission applied for and may only impose conditions to the permission. The Hearing will therefore focus on the conditions to be imposed to the granting of the permission.

TAKE NOTICE THAT this hearing is governed by the provisions of the Statutory Powers Procedure Act. Under the Act, a witness is automatically afforded a protection that is similar to the protection of the Ontario Evidence Act. This means that the evidence that a witness gives may not be used in subsequent civil proceedings or in prosecutions against the witness under a Provincial Statute. It does not relieve the witness of the obligation of this oath since matters of perjury are not affected by the automatic affording of the protection. The significance is that the legislation is Provincial and cannot affect Federal matters. If a witness requires the protection of the Canada Evidence Act that protection must be obtained in the usual manner. The Ontario Statute requires the tribunal to draw this matter to the attention of the witness, as this tribunal has no knowledge of the affect of any evidence that a witness may give.

AND FURTHER TAKE NOTICE that if you do not attend at this Hearing, the Members of The Halton Region Conservation Authority may proceed in your absence, and you will not be entitled to any further notice in the proceedings.

DATED the ____ day of, _____ 202X.

Per:

Chief Administrative Officer/Secretary-Treasurer

Appendix F

CHAIRPERSON'S OPENING REMARKS

(Section 28.0.1, Subsection 7 of the *Conservation Authorities Act*)
With Respect to Ontario Regulation 162/06

We are now going to conduct a hearing under *Section 28.0.1* of the *Conservation Authorities Act* in respect of an application by _____, for permission to _____.

Under *Section 28.0.1* of the *Conservation Authorities Act*, an Authority is required to grant permission for any application submitted under a regulation made under subsection 28(1) for permission to carry out all or part of a development project, in an area regulated by the Authority, associated with a Minister's Zoning Order, provided the criteria listed under subsection 28.0.1 (1) are met. A permission is subject to any conditions as may be prescribed by the Authority.

The Staff has reviewed this proposed work and prepared a staff report, *including the proposed conditions of approval for the proposed work, a copy* of which has been given to the applicant and the Board. The applicant was invited to file material in response to the staff report, a copy of which has also been provided to the Board.

Under Section 28.0.1 (7) of the Conservation Authorities Act, the person requesting permission has the right to a hearing before the Authority.

In holding this hearing, the Authority is to determine the prescribed conditions to be attached to the approved permission. In doing so, we can only consider the application in the form that is before us, the staff report, such evidence as may be given and the submissions to be made on behalf of the applicant. Only information disclosed prior to the hearing is to be presented at the hearing.

The proceedings will be conducted according to the *Statutory Powers Procedure Act*. Under Section 5 of the *Canada Evidence Act*, a witness may refuse to answer any question on the ground that the answer may tend to incriminate the person, or may tend to establish his/her liability to a civil proceeding at the instance of the Crown or of any person.

The procedure in general shall be informal without the evidence before it being given under oath or affirmation unless decided by the hearing members.

If the applicant has any questions to ask of the Hearing Board or of the Authority representative, they must be directed to the Chairperson of the board.

The Applicant is reminded that the time allotted for their presentation is limited. The presentation should summarize the key points outlined in their submitted materials. *At all times, comments must be respectful to staff and Hearing Board members.*

The hearing will be conducted as per Conservation Halton's approved Hearing Procedures.

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 04

FROM: Jill Ramseyer, Director, Corporate Compliance

DATE: October 21, 2021

SUBJECT: Authorization Request for Award Approval Contract:
Supply & Delivery of Food Products
RFP # CH-220721

Recommendation

THAT the Conservation Halton Board of Directors **approves the award recommendation of the Supply & Delivery of Food Products contract to Sysco South Ontario Region based on “Highest Overall Scoring Proponent” in alignment with the Conservation Halton Purchasing Policy Section 2.3.2 b) requiring RFP award recommendations that exceed \$100,000 to require Board approval.**

Report

With the intent to expand the Food Service offerings within its parks, Conservation Halton issued the subject RFP publicly on Bids & Tenders.ca (public bidding portal) to secure a qualified food service vendor who can serve the needs of the parks, facilities, programs and guests.

Based upon the pricing component of the RFP evaluation, it is estimated that the funding requirement for the Supply & Delivery of Food Products contract will be approximately **\$316,616.84** over a five (5) year contract (with 2 optional annual renewal terms) to all Conservation Halton park locations, in accordance with issued RFP 220721. The contract is scheduled to commence May 1, 2022 and expected to run until April 30, 2027.

The recommended service provider (the incumbent - **Sysco South Region**) will regain the opportunity to fill food orders to all Conservation Halton Parks who cater to over a million visits per year. This supply will also include delivering to the needs of Glen Eden in the fall & winter season which can account for over 300,000 skier visits annually.

During the course of the RFP process, Sysco South Region has demonstrated the ability to fulfill the product and service delivery needs of the parks, which will include the mechanisms to facilitate ease of ordering, delivery, menu building, and the management of a prosperous and successful food business unit.

Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability and is related to the strategic objective of offering food products and associated services to enhance customer experience.

Financial Impact

The total cost of this initial five (5) year award term is approximately **\$316,616.84** which will be paid from the Conservations Areas' Food Services Budget over 5 years as follows:

Year 1 – 60,840.59

Year 2 – 62,057.40

Year 3 – 63,298.54

Year 4 – 64,564.51

Year 5 – 65,855.80

Signed & respectfully submitted:



Jill Ramsey
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Pavan Seth, Procurement Manager,
pseth@hrca.on.ca, 905.336.1158 x2249

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 06

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

DATE: October 21, 2021

SUBJECT: Regulatory Status of the Lower Rambo and Lower Hager Creeks, City of Burlington

Recommendation

THAT the Conservation Halton Board of Directors **repeals the existing Policy 2.34 “Site Specific Policy – Hager and Rambo Creeks” contained in “Conservation Halton Policies and Guidelines for the Administration of Ontario Regulation 162/06 and Land Use Planning Policy Document (April 27, 2006, as amended November 26, 2020)”**.

And

THAT the Conservation Halton Board of Directors **receives for information the Staff report entitled “Regulatory Status of the Lower Rambo and Lower Hager Creeks, City of Burlington”**

Executive Summary

Updates to technical studies and new modelling can result in changes to mapping that shows floodplain limits or CA regulated areas. Conservation Halton and the City of Burlington’s understanding of the Lower Hager and Lower Rambo Creek watersheds has evolved since the mid-1970s when the Hager-Rambo Diversion channel was constructed. At that time, the creeks south of the diversion channel were not considered regulated under the *Conservation Authorities Act* and were considered part of the municipal storm drainage system.

The City recently completed a Phase 1 Flood Hazard and Scoped Stormwater Management Assessment that revealed that the extent of the flood hazard in the Lower Rambo watershed is greater than previously understood. Although the limits of the flood hazards are still subject to refinement through a Phase 2 study, and the mapping has not yet been approved by the Board of Directors of Conservation Halton, the Phase 1 study is considered the best available information for understanding the magnitude and extent of the hazard, assessing potential risk to life and property, identifying areas requiring further analysis, and/or decision making when development is contemplated in hazardous areas.

Based on the Phase 1 study findings, the characteristics of the watershed, and the text of *Ontario Regulation 162/06*, any areas within the Lower Rambo watershed that meet those described in the regulation, are now considered regulated by CH. This includes the flooding (i.e., floodplain and spill areas) and erosion hazards associated with Lower Rambo Creek, as well as an associated 7.5 metre regulatory allowance.

CH will provide notification to the public of the change in regulatory status. Questions regarding the Phase 1 study will be directed to City staff and questions regarding regulatory responsibilities will be directed to CH staff. CH staff will support City staff and their consultants through the review and development of the Phase 2 study and additional public engagement will be undertaken at that time.

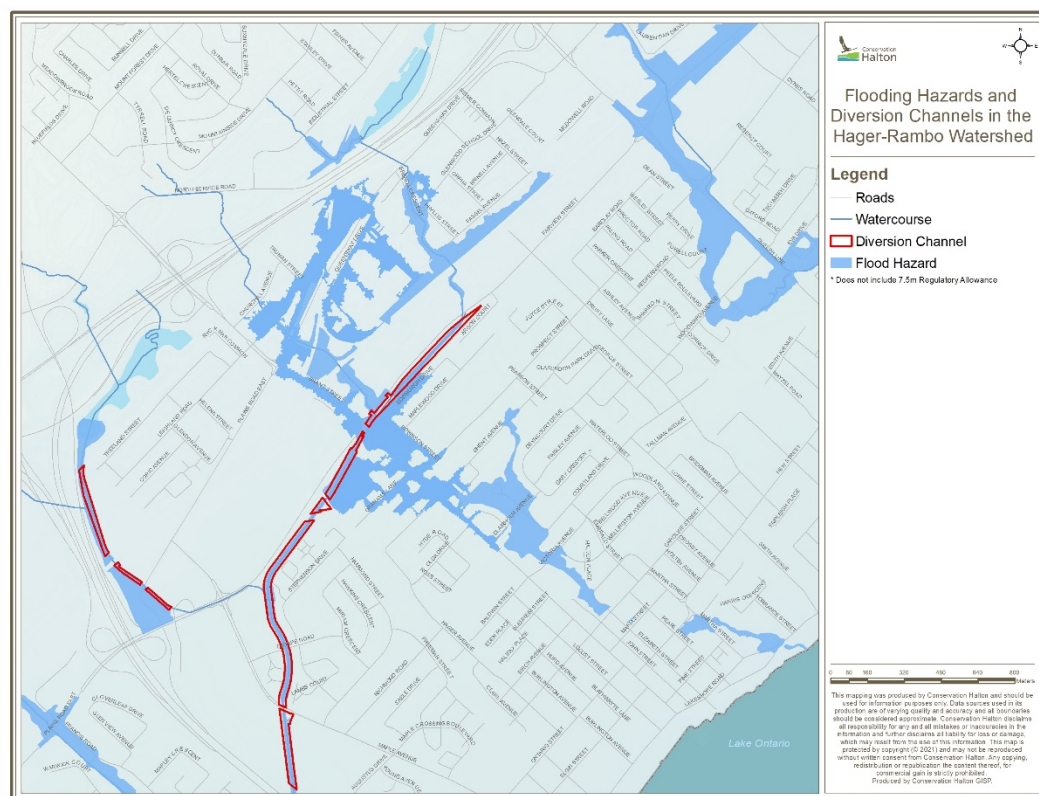
CH staff recommends that the Board of Directors repeal Policy 2.34 of CHs regulatory policies (Site Specific Policy), which states that CHs regulations do not apply in Hager and Rambo Creeks, as this is no longer the case, and the text of Ontario Regulation 162/06 governs what CH regulates.

Report

Background

In 1976, Conservation Halton (CH) completed the construction of the Hager-Rambo Diversion Channel. The channel was constructed to divert water from residential and downtown areas of the City to prevent downstream flooding. It was designed to contain a 50-year storm and captures flow from the Upper Hager, Upper Rambo, and Roseland Creek systems. Located east of the Queen Elizabeth Way (QEW) and south of the QEW/407 interchange, the channel outlets into Indian Creek and eventually empties into Hamilton Harbour/Burlington Bay (Figure 1). Upstream of the diversion channel are a series of channel and erosion control works, flood control facilities, and a stormwater management pond that were designed and constructed as part of a larger flood management system. The system was designed based on the engineering standards of that time.

Figure 1: Flooding Hazards and Diversion Channels in the Hager-Rambo Watersheds



On September 7, 1982, CH sent a letter to the City of Burlington stating that CH does not exercise jurisdiction over the Hager and Rambo Creeks south of the diversion channel, as the remnant creeks were considered part of the municipal storm drainage system. Municipal storm drainage was not considered regulated under the *Conservation Authorities Act* and was considered municipal jurisdiction. At that time, the drainage area to Lower Rambo and Lower Hager were each understood to be less than one-half square mile (<129 ha). The City of Burlington was responsible for managing development downstream of the channel with respect to potential flood hazards.

It was on this basis that, under CH's previous regulation (Ontario Regulation 150/90), CH inserted a policy in its regulatory policy document to state that Lower Rambo and Lower Hager watersheds were not subject to CH's regulation and that the City was responsible for managing these watersheds as local drainage. This policy was carried forward in 2006, when CH's current regulation (Ontario Regulation 162/06) and associated policy document came into effect.

In October 2020, the City completed and endorsed a Phase 1 Flood Hazard and Scoped Stormwater Management Assessment, as part of the Downtown Re-examination Study. Some of the findings of that flood hazard assessment are included in an Appendix of the City's Official Plan. The purpose of the assessment was to define existing flood hazards for areas of anticipated development in downtown Burlington and the Burlington GO Major Transit Station Area (MTSA), as new technologies and tools now allow for a more accurate depiction of flood hazards, including spills. The study was also to develop preliminary stormwater management strategies, including reviewing drainage infrastructure capacity, where feasible and required.

The City's study revealed that the extent of the flood hazard in the Lower Rambo watershed is greater than previously understood. The assessment identified a drainage area of approximately 260 hectares for the Lower Rambo system and a substantial spill from the Upper Rambo system into the Lower Rambo system, resulting in increased flooding and erosion potential along the Lower Rambo Creek. The assessment provided recommendations on a range of infrastructure improvements and stormwater management strategies that could be implemented to address some of the flood risk. It also identified that further technical work is required to refine and confirm the flood vulnerable areas through a Phase 2 study, which is currently underway and targeted for completion in March 2022.

CH staff reviewed the City's assessment and the associated modelling and accepts the current flood hazard delineation as the best available information, subject to refinement through the Phase 2 assessment and/or future technical studies. On this basis, it was prudent for CH staff to review the characteristics of Lower Rambo and Lower Hager Creeks and to re-evaluate the application of CH's Ontario Regulation 162/06. Outlined below is an overview of staff's findings.

Lower Rambo

- Direct drainage area is approximately 260 ha;
- Includes a mapped spill from the Upper Rambo system that drains into and down the Lower Rambo;
- Evidence of defined bed and banks, direct connection to Lake Ontario, direct fish habitat;
- Meets the definition of a watercourse and evaluation criteria used by CH; and,
- Identified flood and erosion risk, greater than previously thought.

Lower Hager

- Direct drainage area is approximately 80 ha at Lake Ontario;
- Flooding and erosion risks are comparable to other local drainage features in urban areas;
- Limited reaches with defined bed and banks, includes long piped reach with no direct connection to Lake Ontario;
- Feature does not meet the definition of a watercourse or evaluation criteria used by CH; and,
- Feature is highly urbanized with no significant ecological form or function.

Based on the findings of the City's study and the characteristics listed above, it was staff's assessment that Ontario Regulation 162/06 should be applied to Lower Rambo and that the status quo approach for Lower Hager remains appropriate (i.e., Ontario Regulation 162/06 does not apply to Lower Hager). A legal opinion was obtained confirming staff's assessment. This opinion was shared with City staff on June 16, 2021. The section below provides an overview of CH's regulation and its applicability.

Ontario Regulation 162/06

CH regulates all watercourses, valleylands, wetlands, Lake Ontario and Hamilton Harbour shoreline and hazardous lands, as well as lands adjacent to these features. Not all regulated areas are mapped, but natural hazards, whether mapped or not, are considered regulated by a conservation authority.

Ontario Regulation 162/06 is a flexible regulation that is designed to evolve with scientific knowledge. The regulation describes the areas that are regulated by a conservation authority (CA) and outlines the flood event standards that must be used "to determine the maximum susceptibility to flooding of lands or areas within the watersheds in the area of jurisdiction of the Authority" (Note: the flood event standards for CH are Hurricane Hazel Flood Event Standard, the 100 Year Flood Event Standard, and the 100 year flood level plus wave uprush). While the regulation states that all areas within CH's jurisdiction are to be delineated on a series of maps filed at the head office of the Authority, it also states that if there is a conflict between the description of areas regulated and the series of maps referred to, the description of the areas regulated prevails. In other words, the text of CH's regulation prevails over the mapping.

CH's regulation recognizes the evolving and dynamic nature of flood hazard mapping. With today's new modelling tools and technologies, flood hazards can be better characterized and defined. Updates to technical studies and new information may result in changing floodlines, including both expansions and reductions to existing mapped floodplain limits or CA regulated areas.

Although the limits of the flood hazards are still subject to refinement through the City's Phase 2 study and the mapping has not yet been approved by the Board, the recently completed Phase 1 study is considered the best available information for understanding the magnitude and extent of the hazard, assessing potential risk to life and property, and/or decision making when development is contemplated in hazardous areas. It is also the best available information for the purposes of administering *Ontario Regulation 162/06*.

Any areas within the Lower Rambo watershed that meet those described in the regulation, as identified through the City's Phase 1 study or based on further analysis, are now considered regulated by CH. This includes the flooding (i.e., floodplain and spill areas) and erosion hazards associated with Lower Rambo Creek, as well as an associated 7.5 metre regulatory allowance. Permission will be required from CH to develop in these areas.

CH Regulatory Policies

CH has Board-approved regulatory policies that govern development in flooding hazards (policies for both floodplains and spills) and erosion hazards, as well as the regulatory allowance. CH's *Policies and Guidelines for the Administration of Ontario Regulation 162/06 and Land Use Planning Policy Document* (April 27, 2006 (last amended, November 26, 2020)) outline the policies and technical requirements that must be met before permission may be granted.

Given the findings of the Phase 1 study and the applicability of CHs Ontario Regulation 162/06 in the Lower Rambo watershed, it is recommended that Policy 2.34 of CHs regulatory policies be repealed.

Policy 2.34 states:

2.34 Site Specific Policy - Hager and Rambo Creeks

Due to the diversion of upstream drainage, CH considers drainage downstream of the Hager Rambo Diversion Channel in Burlington to be local drainage and not subject to Ontario Regulation 162/06. City of Burlington staff should be contacted for information relating to development in and adjacent to these features.

Through CHs most recent consolidation of the Policy document in late 2020, a note was added to the above policy to state: "The flood hazard in this area is currently being studied by the City of Burlington, in conjunction with CH. Amendments to CH's policies may be required to implement the findings of the study."

Although the status quo approach for Lower Hager remains appropriate (i.e., Ontario Regulation 162/06 does not apply to Lower Hager), staff recommends that Policy 2.34 be removed in its entirety, as it is not good practice to state that regulations do not apply in policy. The text of the regulation governs what CH regulates.

Next Steps: Phase 2 Study, Public Notification/Engagement, and Future Policy Updates

In June 2021, City of Burlington Council endorsed a draft "Terms of Reference" for the Phase 2 Flood Study. The Phase 2 study will refine modelling and flood hazard mapping from the Phase 1 Study and is targeted for completion in March 2022. CH staff will support City staff and their consultants on the review of this study.

Although Phase 2 study is not yet complete, the information from the Phase 1 study is considered best available information. City and CH staff will use this information to support the review of development applications, to assess potential risk, identify areas requiring further analysis, and for decision making.

The flooding hazard limits as mapped in the Phase 1 study are identified on CHs mapping as an area where interested parties should "Consult with CH" for further information. This note on CHs mapping will be in place until such time as the Phase 2 study is finalized and ARL mapping is brought to the Board of Directors for approval. This mapping is based on the same flood hazard mapping that is shown in an Appendix of the City's Official Plan.

Following this Board report and City staff's report to Council, CH will provide notification of the change in regulatory status based on the findings of the City's Phase 1 study. Questions regarding the Phase 1 study will be directed to City staff and questions regarding regulatory responsibilities will be directed to CH staff. Additional public engagement will also be required later in the Phase 2 study process.

CH staff will be work with City staff on corresponding flood hazard policies through the Area Specific Planning process for the Burlington GO Major Transit Station Area (MTSA).

CH staff is currently developing spill policies to replace the interim spill policy, targeted for completion by the end of Q1 2022. The spills policy work plan is supported by a public consultation plan and the City will be engaged throughout the process.

Conclusion

The purpose of CHs regulation is to protect people and property from the risks associated with natural hazards and prevent aggravation of existing hazards or the creation of new hazards. Our understanding of the nature and extent of flood hazards has evolved over time. Updates to technical studies and new modelling can result in changes to mapping that shows floodplain limits or CA regulated areas. The City's recently completed Phase 1 Flood Hazard and Stormwater Assessment for downtown Burlington and the Burlington GO MTSA is considered the best available information for understanding the magnitude and extent of the hazard, assessing potential risk to life and property, identifying areas requiring further analysis, and/or decision making when development is contemplated in hazardous areas. CH and the City will continue to work together to educate watershed residents and mitigate potential risk to public safety and property damage from natural hazards, including the risks that may be associated with the impacts of a changing climate.

Impact on Strategic Priorities

This report supports the Momentum priority of Natural Hazards and Water.

Financial Impact

The costs associated with obtaining a legal opinion were approximately \$3,600, including HST. It is anticipated that some additional costs will be incurred for public consultation.

Signed & respectfully submitted:

Approved for circulation:



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



Hassaan Basit
CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Kellie McCormack, Associate Director, Planning & Regulations;
905-336-1158 x 2228; kmccormack@hrca.on.ca

Leah Smith, Manager, Environmental Planning; 905-336-1158
x 2235; lsmith@hrca.on.ca

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 07 21 09

FROM: Marnie Piggot, Director Finance

DATE: October 7, 2021

SUBJECT: Conservation Halton 2022 Budget & Business Plan

Recommendation

THAT the municipal funding of \$10,795,636 in the 2022 budget **be approved by a weighted vote by the Conservation Halton Board of Directors at the October 21, 2021 meeting;**

And

THAT transfers to and from Reserves in the 2022 budget **be approved as outlined in this report;**

AND

THAT the 2022 Budget & Business Plan **be approved as presented.**

Executive Summary

The 2022 Budget & Business Plan (Appendix B) provided in the meeting package is presented for approval by the Board of Directors. The Finance & Audit Committee recommended at the October 7, 2021 meeting that the 2022 budget be approved by the Conservation Halton Board of Directors.

The 2022 preliminary budget was submitted to Halton and Peel Region staff over the summer. Conservation Halton staff have met with Regional senior staff to review the proposed budget and municipal funding request. Budget presentations to municipal councils are planned for Halton Region on November 17, Peel Region on December 2 with Puslinch and Hamilton in January.

The 2022 budget will allow Conservation Halton to continue to meet its strategic priorities as outlined in the new strategic plan, Momentum and build on our success to date. The 2022 budget balances delivery of core programs and services, with strategic priorities, inflationary and growth-related pressures.

The 2022 budget of \$40.2 million is summarized in the chart below. The amounts are segregated according to Conservation Halton's budget categories Watershed Management & Support Services (WMSS) totalling \$22 million and the Conservation Areas of \$18.2 million. The combined operating budget totals approximately \$33.4 million and the capital budget totals \$6.7 million.

| Programs | 2022 Budget | 2021 Budget | Increase / Decrease |
|---|----------------------|----------------------|---------------------|
| Watershed Management & Support Services (WMSS) | | | |
| Operating | \$ 18,581,146 | \$ 17,590,970 | \$ 990,176 |
| State of Good Repair (SOGR Levies) | \$ 480,500 | \$ 478,500 | \$ 2,000 |
| | \$ 19,061,646 | \$ 18,069,470 | \$ 992,176 |
| Capital | \$ 2,931,970 | \$ 3,761,698 | \$ (829,728) |
| Subtotal WMSS Budget | \$ 21,993,616 | \$ 21,831,168 | \$ 162,448 |
| Conservation Areas | | | |
| Operating | \$ 14,385,263 | \$ 13,843,514 | \$ 541,749 |
| Capital | \$ 3,812,903 | \$ 1,143,412 | \$ 2,669,491 |
| Subtotal Conservation Areas Budget | \$ 18,198,166 | \$ 14,986,926 | \$ 3,211,240 |
| Total Budget | \$ 40,191,782 | \$ 36,818,094 | \$ 3,373,688 |

2022 Budget highlights:

Major drivers of the 2022 budget increase of \$3.4 million over 2021 budget amounts are:

- \$663,985 in staff salaries and benefits costs based on a 1.75% inflation adjustment to the salary bands and 96% of the salary band approximating actual salary costs. Staff costs make up 64% of the operating budget. Total overall staff full-time equivalents (FTE) have not changed from the 2021 budget;
- \$100,000 in legal expenses related to Planning & Regulation activities;
- \$150,000 in insurance expenses based on 2021 insurance premiums increases; and
- \$2,280,000 for the Crawford Lake Boardwalk capital project funded primarily through a successful Investing in Canada Infrastructure Program (ICIP) grant totalling \$1.67 million.

Municipal funding in the 2022 budget of \$10,795,636 has increased slightly from the amount included in the preliminary budget presented in June of \$10,792,456. The \$364,757 increase in municipal funding is 3.5% higher than requested in 2021. There is no new debt financing required in the 2022 budget.

A 2022 municipal funding increase below the 3.7% Halton Region guideline has been achieved through continued operating improvements that do not affect service levels along with increased other revenue such as grants. Most of the budget continues to be funded through self-generated revenues and base municipal funding remains at less than 28% of the total funding sources. Specific guidelines have not been received from the other three funding municipalities.

Municipal State of Good Repair (SOGR) levies have increased in the 2022 budget by \$2,000 in line with previous budget forecasts. A reallocation of \$60,000 from the Dams & Channels SOGR levy to the Facilities SOGR levy has been made to meet the reserve funding target in the Facilities Asset Management Plan.

The Conservation Areas operating surplus in the 2022 budget of \$372,118 is higher than the 2021 budget surplus of \$251,284 and assumes a conservative recovery from the COVID impacts on park programs.

Report

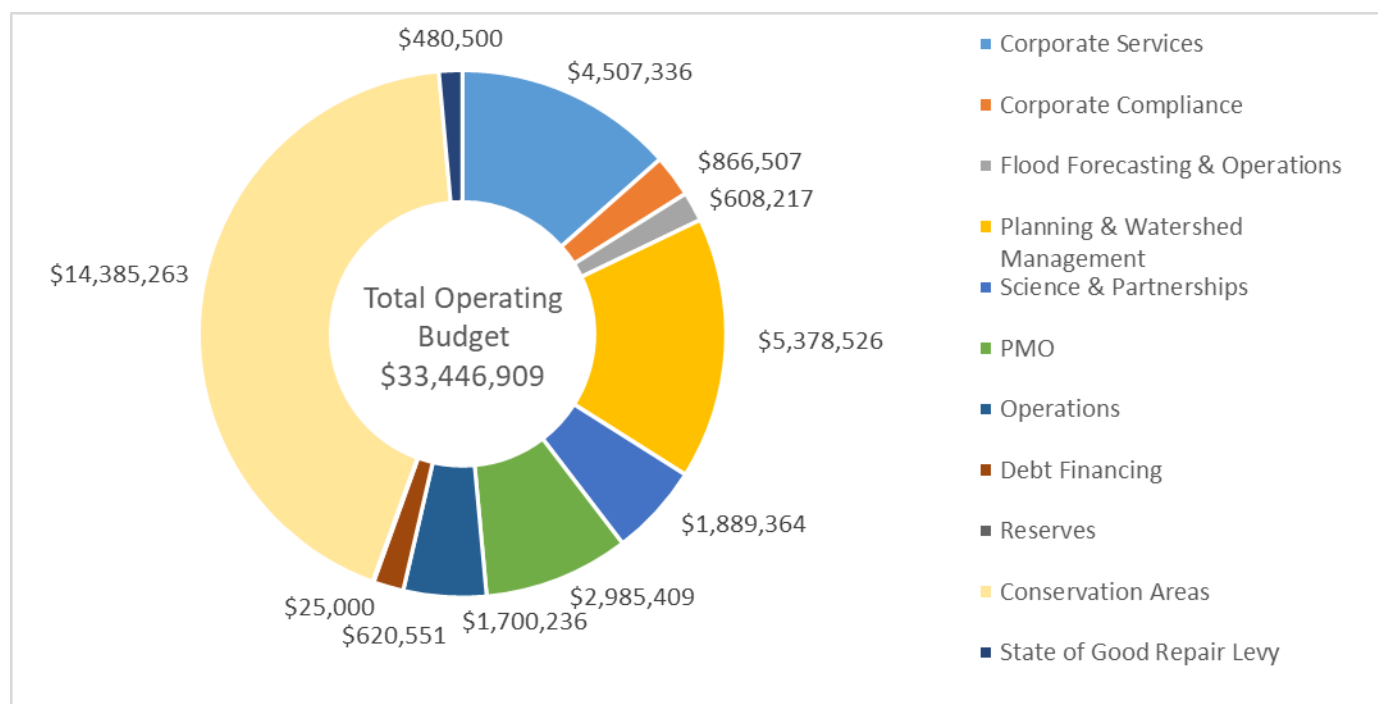
2022 Budget Revisions

Minor revisions have been made in the budget from the preliminary budget presented in June with minimal change in municipal funding. A summary of the budget revisions include:

- Municipal apportionment percentages for 2022 recently received from the province have been updated;
- Municipal debt financing charges were revised to \$570,551 by Region of Halton staff resulting in a decrease of \$20,820 from the preliminary budget amount of \$591,371 based on the 2021 budget 2022 forecast amount. Municipal debt financing charges in the 2022 budget have increased slightly by \$1,306 from the 2021 budget amount of \$569,245; and
- Office expenses have increased by \$44,000 to address estimated changes in staff workspace arrangements because of COVID-19 impacts. This increase is funded municipally by \$24,000 and a transfer from the Stabilization Reserve of \$20,000.

2022 Operating Budget

The 2022 operating budget of \$33.4 million provides for an investment of \$19.1 million in Watershed Management & Support Services (WMSS) programs and an investment of \$14.4 million into the Conservation Areas. The following graph shows the distribution of the operating budget by department.



Inflation has been assumed generally at a rate of 1.75-2.0% for 2022. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1 to 3 per cent.

Investing in Watershed Management & Support Services

The WMSS 2022 operating budget of \$19.1 million has increased by \$992,176 over the 2021 operating WMSS budget. The budget increase is largely funded by program revenue, grants, reserves and internal chargebacks. Municipal operating funding for WMSS programs is proposed to increase by \$351,573 for programs and services and by \$2,000 to fund increases to the State of Good Repair Levies for dams, channels and facilities.

Major drivers of the WMSS municipal funding increase include:

- Staff compensation and benefits cost increases of \$434,687.
- 2.75 FTE staff changes costing \$275,542 funded primarily by program revenue and other grants;
- Planning & Regulation legal budget increase of \$100,000 based on increased activity in 2021. This increase is funded by a transfer from the WMSS Stabilization Reserve to assess whether a long term increase is needed; and
- Insurance budget increase of \$50,000 based on increases in current insurance premiums.

Investing in our Parks

The Conservation Areas 2022 operating budget provides for an investment of \$14.4 million into the parks. Operating expenses have increased in the Conservation Areas 2021 operating budget by \$541,749. The increase in expenses is funded entirely by park program revenue.

Major drivers of the budget change include:

Staff salary and benefits are decreasing by (\$46,244) as a result of a reduction in 3.0 FTE positions offset by increased seasonal salaries and benefits.

Internal Chargebacks to the Conservation Areas for support services of \$1,364,100 have decreased in the 2022 operating budget by (\$29,100) related to support staffing changes and estimated allocation of time spent on park programs.

Purchased services increase of \$291,545 includes estimated insurance costs increases of \$100,000 based on 2021 premiums and \$105,000 in digital transformation initiatives.

Financial expense increase of \$175,000 is attributed to increased credit card fees and point of sales system fees. These expense increases are more than offset by proposed increased park program fees.

Program and other funding revenue have increased by \$530,100 to \$13,946,430 from the 2021 budget amount of \$13,416,330. Program revenue increases are based on fee increases in spring 2021 to transition to full cost recovery and also partially considers COVID-19 impacts.

Staffing

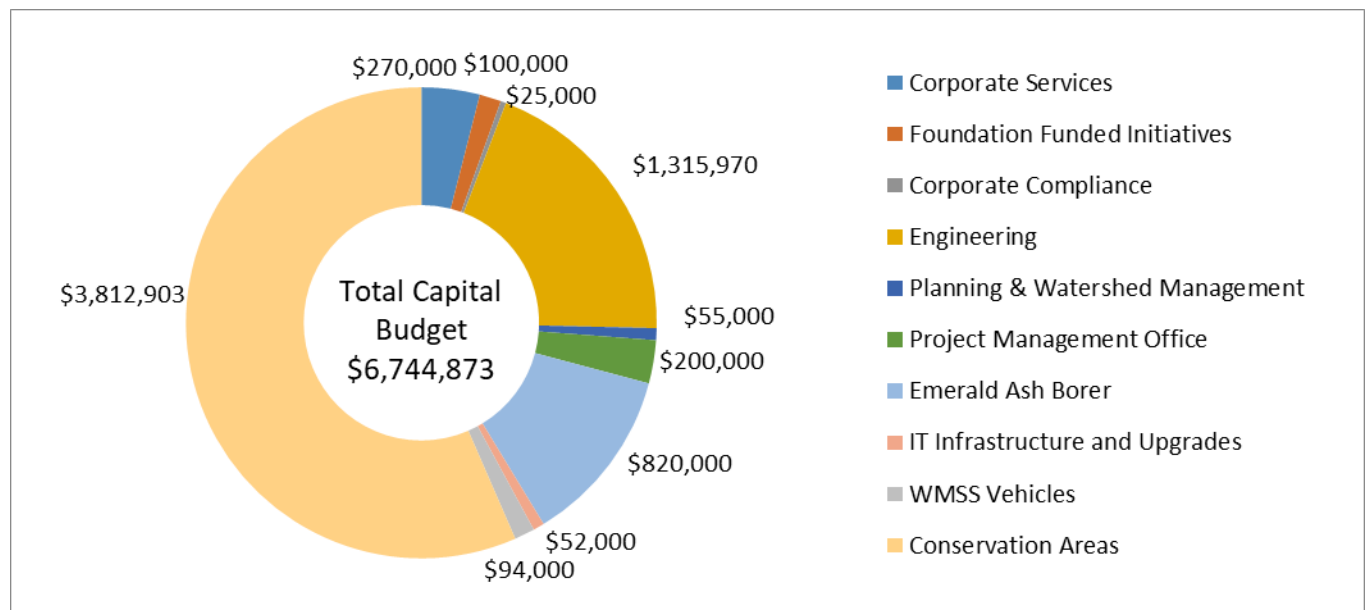
The 2022 budget includes 251 Full Time Equivalent (FTE) staff that are comprised of 116 FTE in Watershed Management & Support Services (WMSS) programs and 135 FTE in the Conservation Areas.

The 2022 operating budget provides for a net decrease of .2 full time equivalent (FTE) staff positions made up of 2.8 FTE increase in Watershed Management & Support Services and 3.0 FTE decrease in the Conservation Areas.

2022 Capital Budget Summary

The 2022 capital budget represents an investment of \$6.7 million into infrastructure and technology to enhance programs and services in the watershed of \$2.9 million and Conservation Areas of \$3.8 million.

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, managing the impacts of Emerald Ash Borer, land management initiatives and Conservation Area infrastructure improvements including Crawford Lake Boardwalk to extend its lifespan and meet accessibility requirements and green space enhancements with the opening of Kelso Quarry Park / Area 8 to the public and implementation of park master plan improvements.



Municipal Funding

The total municipal funding increase of \$364,757 includes an additional \$2,000 for State of Good Repair levies for dams, channels and facility assets to gradually meet target levels established in the

Asset Management Plans for these assets. Asset Management Plans have been completed for all of Conservation Halton's assets with most of the assets identified as in good condition.

| Budget Category | 2022 Budget | 2022 Municipal Funding | 2021 Municipal Funding | \$ Increase / Decrease | Municipal Funding % Increase |
|--|----------------|------------------------------|------------------------------|---------------------------|------------------------------------|
| Operating (excl. SOGR levy) | \$32,966,409 | \$10,053,136 | \$9,695,379 | \$357,757 | 3.7% |
| Capital | 6,744,873 | 262,000 | 257,000 | 5,000 | 1.9% |
| | 39,711,282 | 10,315,136 | 9,952,379 | 362,757 | 3.6% |
| State of Good Repair (SOGR) Levy - Dams & Channels; Buildings | 480,500 | 480,500 | 478,500 | 2,000 | 0.4% |
| Total | \$40,191,782 | \$10,795,636 | \$10,430,879 | \$364,757 | 3.5% |

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

Apportionment of Municipal Funding

Municipal funding of \$10,795,636 is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch according to the area and proportional current value assessment (CVA) of the municipality falling within the Conservation Halton watershed.

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

| Municipality: | Apportionment % 2022 | Municipal Funding 2022 | Apportionment % 2021 | Municipal Funding 2021 | % Increase |
|----------------------|-------------------------|------------------------------|-------------------------|------------------------------|------------|
| Region of Halton | 87.8985% | \$9,489,202 | 87.8421% | \$9,162,704 | 3.6% |
| City of Hamilton | 7.1904% | 776,249 | 7.1875% | 749,719 | 3.5% |
| Region of Peel | 4.6944% | 506,791 | 4.7534% | 495,821 | 2.2% |
| Township of Puslinch | 0.2167% | 23,393 | 0.2170% | 22,635 | 3.3% |
| | 100.0000% | \$10,795,636 | 100.0000% | \$10,430,879 | |

Debt Financing, Debt Financing Charges and Debt Capacity

There is no new municipal debt financing requested in the 2022 budget.

Debt financing charges included in the 2022 operating budget of \$620,551 includes \$570,551 municipal debt financing charges and \$50,000 for estimated principal and interest payments on a land acquisition loan with the Hamilton Community Foundation (HCF).

The total long-term debt balance is currently \$5,406,229 including debt financing received in 2021. The debt capacity ratio estimated for 2022 of 4.2% 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 summary below provides the recommended transfers to and from reserves in the 2022 budget and the resulting projected reserve balances at December 31, 2022. A reserve continuity schedule with reserve balances to 2031 is also provided in the 2022 Budget & Business Plan.

| | Reserves Projected Balance Dec. 31, 2021 | 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, 2022 |
|--|---|--|---------------------------------|---------------------------------|--|--|---|
| Conservation Halton Reserves | | | | | | | |
| Watershed Management & Support Services | | | | | | | |
| Vehicle and Equipment | 625,967 | | | | (94,000) | | 531,967 |
| Building | 153,470 | | | | (100,000) | | 53,470 |
| Building - State of Good Repair | 299,757 | | | 164,000 | (100,000) | | 363,757 |
| Watershed Management Capital - Municipal Funds and Self Generated Funds | 1,028,080 | | | 316,500 | (350,485) | | 994,095 |
| Watershed Management & Support Services Stabilization | 1,789,212 | | | | | (120,000) | 1,669,212 |
| Capital Projects - Debt Financing Charges | 425,564 | | | | | | 425,564 |
| Digital Transformation | 254,900 | | | | (200,000) | | 54,900 |
| Legal - Planning & Watershed Management | 258,891 | | | | | | 258,891 |
| Legal - Corporate | 200,000 | | | | | | 200,000 |
| Water Festival | 170,296 | | | | - | (10,000) | 160,296 |
| Land Securement | 85,437 | 25,000 | | | | | 110,437 |
| Property Management | 901,116 | | | | | | 901,116 |
| Stewardship and Restoration | 259,011 | | | | - | (63,500) | 195,511 |
| Conservation Areas | | | | | | | |
| Capital | 2,402,091 | | 372,118 | | (1,532,903) | | 1,241,306 |
| Stabilization | 1,000,568 | | | | | | 1,000,568 |
| Total Reserves | 9,854,360 | 25,000 | 372,118 | 480,500 | (2,377,388) | (193,500) | 8,161,090 |

Conservation Authority (CA) Act Provincial Review

The Conservation Authority (CA) Act review by the Ministry of the Environment, Conservation and Parks (MECP), with advice from the Provincial CA Act Working Group, will result in revisions in the regulations related to municipal levies and new requirements for certain categories of programs and services. These changes will impact the budget process for 2024 and beyond, although the risk to service levels remains low at this point.

For the 2022 budget, provincial operating funding has been assumed to remain at the same level as 2021 funding of \$155,034.

Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability.

Financial Impact

Conservation Halton staff have developed a fiscally conservative budget for 2022. The modest increase of 3.5% for municipal funding and State of Good Repair Levy that is proposed:

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

The 2022 budget addresses increased staff costs and other expense increases through operational efficiencies, increased program revenue and other funding and includes an increase of 3.5% in municipal funding. The proposed 2022 budget continues to provide for investments in our programs to enhance service delivery, supports digital transformation initiatives, watershed planning work, greenspace and property management initiatives, floodplain mapping, flood forecasting, and enhances visitor experiences at our parks.

Signed & respectfully submitted:

Approved for circulation:



Marnie Piggot
Director, Finance



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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

2022 BUDGET & BUSINESS PLAN

FOREWORD

Submitted by:

Hassaan Basit
President & CEO

Prepared by:

Marnie Piggot, CPA, CA
Director, Finance

Kimberly O'Malley, CPA, CGA
Senior Accountant & Budget Coordinator

In Collaboration with Senior Leadership Team and Staff From:

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

2022 BUDGET PREPARATION TIMELINE

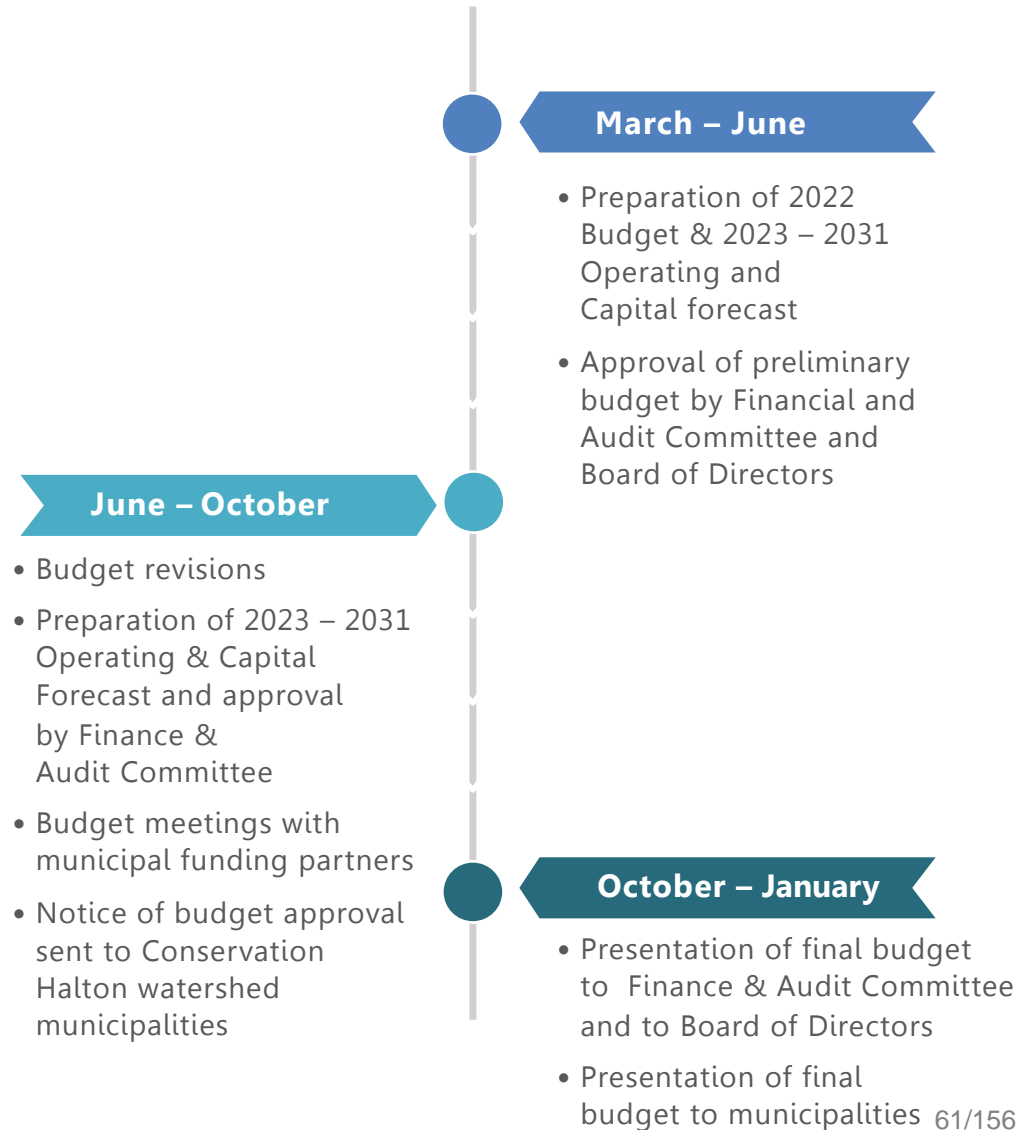


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INTRODUCTION



WELCOME MESSAGE

The 2022 budget of \$40.2 million continues to build on our success through the completion of the strategic plan, Metamorphosis, and positions Conservation Halton to further advance our goals into the future with the launch of the new strategic plan, Momentum.

Through a transparent reporting process, we will monitor and share our progress towards achieving our strategic objectives

The proposed 2022 budget and forecast allows for sustainable growth, staffing and other costs, including significant increases in legal and insurance expenses. The budget increase has been achieved through a focus on operating efficiencies, which have had a positive impact on service levels, and other funding, such as grants, to minimize the impact on municipal partners. The 2022 budget continues to be funded primarily through self-generated revenue, and municipal funding remains at less than 28% of total funding sources.

The overall municipal funding increase of 3.5% in the 2022 budget continues to remain within Halton Region guidelines of 3.7%. The municipal funding increase for the funding municipalities ranges from 2.2% to 3.6% based on apportionment data.



Hassaan Basit at Terra Firma Gala



Terra Firma Gala September 2021

WELCOME MESSAGE

The continuing challenges of the COVID-19 pandemic on our park programs have been successfully managed through the control of expenses and new park revenue opportunities. Conservation Halton remains in good financial condition. The pandemic has highlighted the increased need for greenspace, and we will continue to respond to this demand, and plan for the future.

The 2022 budget includes significant new capital projects that will improve park infrastructure, increase park accessibility, and enable the creation of new greenspace. Conservation Halton was successful in obtaining infrastructure grant funding for the replacement of the Crawford Lake Boardwalk, estimated to cost \$2,280,000.

Kelso Quarry Park, also known as Area 8, will open to the public in late 2021. The 2022 budget and forecast include capital infrastructure improvements at Kelso Quarry Park that are outlined in the park master plan. The Conservation Halton Foundation has launched its new capital fundraising campaign to partially fund the capital costs at our newest park.

The review of the Conservation Authority Act is currently underway by the Ministry of the Environment, Conservation and Parks (MECP), with advice from the Provincial CA Act Working Group. This review will lead to revisions in the regulations related to municipal levies and new requirements for certain categories of programs and services. These changes will impact the budget process for 2024 and beyond, although the risk to service levels remains low at this stage.

Conservation Halton is grateful for the continued support of our municipal partners, and especially that of our largest funding partner, Halton Region, and we look forward to serving our watershed residents together.

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



Hassaan Basit
President & CEO



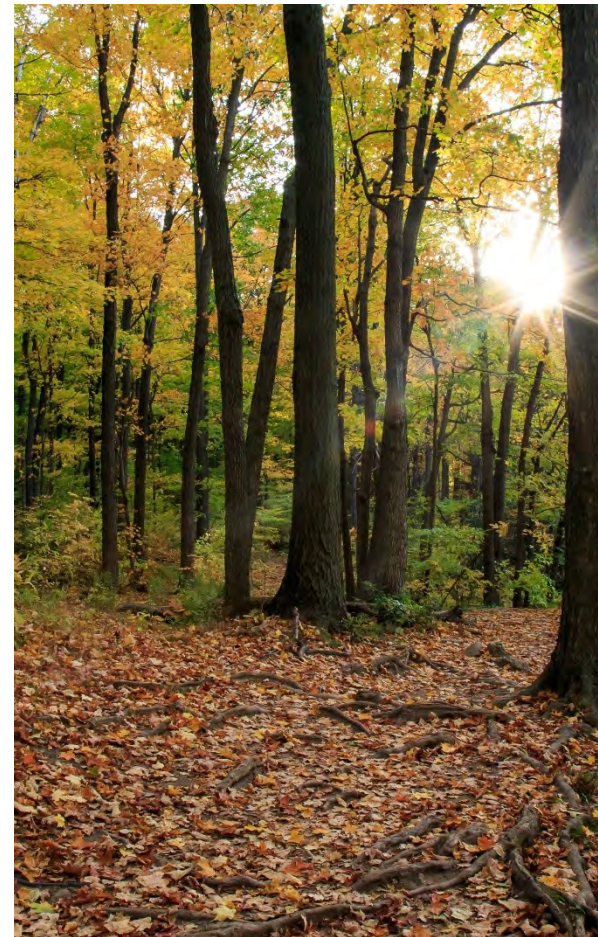
Gerry Smallegange
Chair, Board of Directors

ABOUT CONSERVATION HALTON

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

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

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



Rattlesnake Point in Fall

MOMENTUM STRATEGIC PLAN SUMMARY



NATURAL HAZARDS AND WATER

Protect people, property, drinking water sources and natural resources to support development that is in balance with the environment



SCIENCE, CONSERVATION AND RESTORATION

Use environmental science, collaborative research and collective data to protect the integrity and strengthen the resilience of our ecosystems



EDUCATION, EMPOWERMENT AND ENGAGEMENT

Inspire action by fostering an appreciation of our environment and heritage through leading edge educational programming and outdoor experiences with the environment



NATURE AND PARKS

Grow our network of parks and greenspaces to promote equitable access and provide unique experiences that connect people with nature and heritage



ORGANIZATIONAL SUSTAINABILITY

Implement organizational practices that support the social, environmental and economic dimensions of sustainability



DIGITAL TRANSFORMATION AND INNOVATION

Integrate digital technologies, processes, and mindsets to strengthen adaptability and problem-solving capabilities



PEOPLE AND TALENT

Attract, support and invest in the brightest and most passionate people to collectively achieve our ambition

BOARD OF DIRECTORS

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, ***Chair***

Mr. Jim Sweetlove

HALTON HILLS

Councillor Moya Johnson, ***Vice-Chair***

Councillor Bryan Lewis

MILTON

Mayor Gordon Krantz

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA

Mr. Hamza Ansari

Mrs. Jean Williams

CITY OF HAMILTON

Ms. Joanne DiMaio

Dr. Zobia Jawed

TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour

SENIOR LEADERSHIP TEAM



President & Chief Executive Officer

Hassaan Basit



**Director,
Finance**

Marnie Piggot



Chief Operating Officer

Mark Vytvytskyy



**Director,
Human Resources**

Plezzie Ramirez



**Director,
Planning & Watershed
Management**

Barb Veale

**Director,
Communications**

Vacant



**Director,
Corporate Compliance**

Jill Ramseyer



**Director,
Park and Operations**

Craig Machan



**Executive Director,
Foundation**

Garner Beckett



**Associate Director,
Science & Partnerships**

Kim Barrett



**Associate Director,
Planning & Regulations**

Kellie McCormack

EXECUTIVE SUMMARY

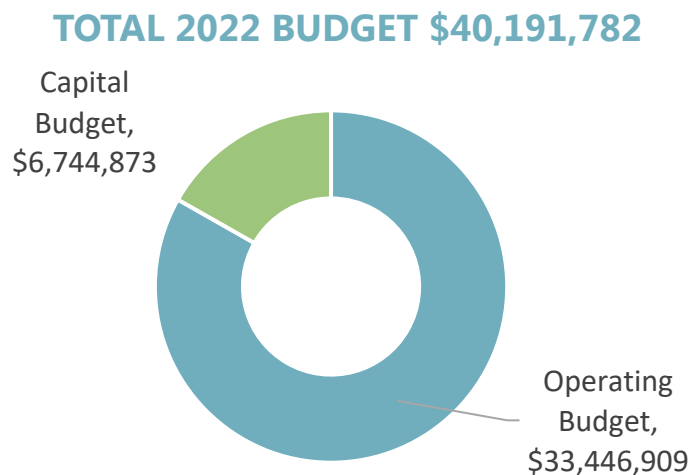


EXECUTIVE SUMMARY

Conservation Halton's 2022 budget of \$40.2 million and 2023-2031 forecast provides the resources needed to protect, restore and manage the natural assets in the watershed, and continued improvement to programs, services, and infrastructure.

Like other public service bodies, the preparation of the budget and forecast requires thoughtful consideration to balance inflationary and growth-related pressures within funding guidelines provided by our municipal partners.

Conservation Halton has approved Budget Principles for the preparation of its annual budget. The two primary budget categories, Watershed Management & Support Services (WMSS) and Conservation Areas, are based on the funding sources for these programs. Conservation Area recreation programs receive revenue through park program fees that generate an operating surplus, which is transferred to the Conservation Area capital reserve to fund park capital project expenditures. The 2022 budget proposes an operating surplus for the parks of \$372,118.



The 2022 budget has increased by \$3.4 million over the 2021 budget of \$36.8 million. This increase has been achieved through operating efficiencies and the obtainment of grants and other funding to minimize the impact on municipal partners. Most of the 2022 budget continues to be funded through self-generated revenues with municipal funding remaining at less than 28% of total funding sources.

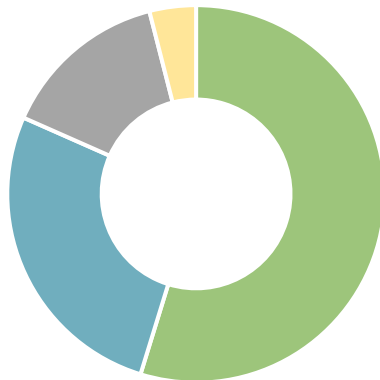
Funding for Conservation Authorities is derived from a variety of sources. Conservation Halton has been proactive in using self-generated revenue to mitigate the financial impact to our funding municipalities. Conservation Halton strives to limit municipal funding increases to regional budget guidelines. The 2022 increase in municipal funding of 3.5% is within the guideline of 3.7% provided by the Region of Halton. The municipal funding increase of \$364,757 addresses requirements for operating, capital and the State of Good Repair levy for dams, channels and building assets.

Staffing is determined by the Senior Leadership Team through a review of program service delivery needs. The 2022 budget includes 251 Full Time Equivalent (FTE) staff that are comprised of 116 FTE in Watershed Management & Support Services (WMSS) programs and 135 FTE in the Conservation Areas. While there is no overall increase in FTE staff, there is an increase of 2.8 FTE staff in the WMSS program and a decrease of 3 staff in the Conservation Areas. The increase in WMSS staff is funded primarily by program and other revenues.

In summary, the 2022 budget continues to provide important services in a growing watershed, accounts for the needs of the increasing number of visitors at our Conservation and reflects enhancements to program and service delivery objectives.

EXECUTIVE SUMMARY

TOTAL BUDGET FUNDING SOURCES \$40,191,782



- Program Revenue, Chargebacks & Reserves 55%
- Municipal Funding 27%
- Other Funding 14%
- Provincial Funding 4%

Operating Budget

| | 2022 Budget | 2021 Budget |
|---------------------------------|-------------------|-------------------|
| Corporate Services | 4,507,336 | 4,432,544 |
| Corporate Compliance | 866,507 | 774,777 |
| Flood Forecasting & Operations | 608,217 | 508,284 |
| Planning & Watershed Management | 7,267,890 | 6,886,134 |
| Project Management Office | 2,985,409 | 2,721,509 |
| Operations | 1,700,236 | 1,623,476 |
| Debt Financing | 620,551 | 619,245 |
| Reserves | 25,000 | 25,000 |
| Conservation Areas | 14,385,263 | 13,843,514 |
| State of Good Repair Levy | 480,500 | 478,500 |
| | 33,446,909 | 31,912,983 |

Capital Budget

| | 2022 Budget | 2021 Budget |
|----------------------------------|------------------|------------------|
| Corporate Services | 322,000 | 137,000 |
| Other Foundation Funded Projects | 100,000 | 100,000 |
| Corporate Compliance | - | 25,000 |
| Flood Forecasting & Operations | 790,970 | 1,273,000 |
| Planning & Watershed Management | 580,000 | 525,000 |
| Project Management Office | 200,000 | 714,136 |
| Operations | 939,000 | 987,562 |
| Conservation Areas | 3,812,903 | 1,143,412 |
| | 6,744,873 | 4,905,110 |

Total Operating & Capital Budget

\$ 40,191,782 \$ 36,818,093

OPERATING BUDGET



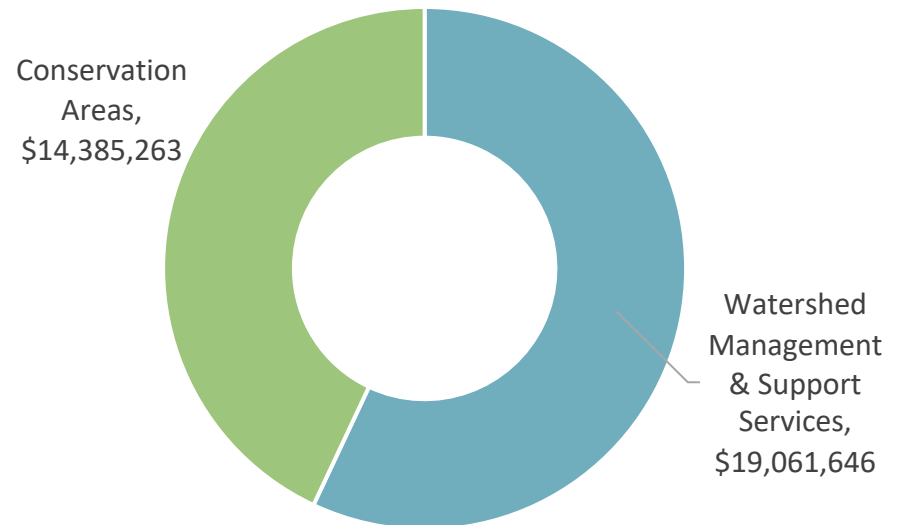
2022 OPERATING BUDGET

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

Located in one of the fastest growing regions in Canada, Conservation Halton is faced with the challenge of delivering services to an increasing number of watershed residents and park visitors. In addition to addressing the impacts of growth, Conservation Halton is committed to enhancing programs and services to meet timelines and objectives outlined in the Conservation Halton strategic plan, Momentum.

The 2022 operating budget of \$33.4 million provides for an investment of \$19.1 million in Watershed Management and Support Services (WMSS) programs and an investment of \$14.4 million in the Conservation Areas.

TOTAL OPERATING BUDGET \$33,446,909



2022 OPERATING BUDGET SUMMARY

The operating budget has been prepared according to the following budget categories and organization department structure, including the programs and services provided by those departments.

CORPORATE SERVICES

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

CORPORATE COMPLIANCE

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

FLOOD FORECASTING & OPERATIONS

Flood forecasting and warning program; Emergency Management; Dams and Channels operations and capital projects

PLANNING & WATERSHED MANAGEMENT

Planning & Regulations; Flood Plain Mapping; Source Water Protection; Science & Partnerships – Monitoring Ecology; Landowner Outreach & Restoration; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects

PROJECT MANAGEMENT OFFICE (PMO)

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

OPERATIONS

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

CONSERVATION AREAS

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

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

Assumptions Used in Preparing the 2022 Operating Budget

Inflation has been assumed generally at a rate of 1.75% to 2.0% for 2022. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1% to 3%.

Staff salary bands for 2022 are proposed to increase by 1.75% for inflation. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

The operating budget provides for an investment of \$19.1 million into Watershed Management & Support Services (WMSS) programs. Conservation Halton prepares a budget that balances expenses with sources of revenue for the Watershed Management & Support Services programs. The operating budget increase of almost \$1 million is funded by program revenue, grants, reserves, municipal funding and chargebacks.

Major drivers of the WMSS operating budget increase include:

- \$710,229 increased staff salary and benefits costs;
- \$100,000 in legal expenses related to Planning & Regulation activities and
- \$50,000 in insurance expenses based on 2021 insurance premiums increases.

WMSS operating budget expense and funding amounts are summarized in the chart.

| Watershed Management & Support Services (WMSS) | 2022 Budget | 2021 Budget | Increase / Decrease |
|--|----------------------|----------------------|---------------------|
| Operating Expenses: | | | |
| Staff Salary & Benefits | \$ 13,191,614 | \$ 12,481,385 | \$ 710,229 |
| Materials & Supplies | \$ 1,119,146 | \$ 713,842 | \$ 405,304 |
| Purchased Services | \$ 2,885,184 | \$ 3,124,481 | \$ (239,297) |
| Financial | \$ 79,000 | \$ 74,045 | \$ 4,955 |
| Internal Chargebacks | \$ 660,651 | \$ 552,972 | \$ 107,679 |
| Debt Financing Charges | \$ 620,551 | \$ 619,245 | \$ 1,306 |
| Transfer to Reserves - Land Securement | \$ 25,000 | \$ 25,000 | \$ - |
| Transfer to Reserves - SOGR Levy Dams & Channels | \$ 316,500 | \$ 376,500 | \$ (60,000) |
| Transfer to Reserves - SOGR Levy Buildings | \$ 164,000 | \$ 102,000 | \$ 62,000 |
| Total Operating Expenses - WMSS | \$ 19,061,646 | \$ 18,069,470 | \$ 992,176 |

| Watershed Management & Support Services (WMSS) | 2022 Budget | 2021 Budget | Increase / Decrease |
|--|----------------------|----------------------|---------------------|
| Funding of Operating Expenses: | | | |
| Program Revenue | \$ 3,192,120 | \$ 2,691,458 | \$ 500,662 |
| Ministry of Natural Resources & Forestry - Operating Grant | \$ 155,034 | \$ 155,034 | \$ - |
| Municipal Funding | \$ 9,691,673 | \$ 9,340,100 | \$ 351,573 |
| Municipal Funding - State of Good Repair Levies Dams & Channels and Buildings | \$ 480,500 | \$ 478,500 | \$ 2,000 |
| Other Grants & Program Funding | \$ 3,142,438 | \$ 3,231,098 | \$ (88,660) |
| Internal Chargeback Recoveries | \$ 2,206,381 | \$ 2,145,780 | \$ 60,601 |
| Transfers from Reserves - WMSS Stabilization, Water Festival, Landowner Outreach & Restoration | \$ 193,500 | \$ 27,500 | \$ 166,000 |
| Total Operating Funding - WMSS | \$ 19,061,646 | \$ 18,069,470 | \$ 992,176 |

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

Staff Salary & Benefits increases include:

- 2.75 FTE staff changes costing \$275,542 added through staff realignments and service delivery reviews, funded primarily by program revenue and other grants;
- Increased staff compensation of \$296,652 based on a 1.75% inflationary increase to the staff salary bands; and
- Benefit expense increases estimated to cost \$138,035.

Materials & Supplies and Purchased Services

A large part of the changes in these categories are the result of shifts between supplies and services for the Partnership Projects planned for 2022 that are fully funded by project grants and internal chargebacks to the projects.

Purchased Services also includes increased WMSS insurance costs and Planning & Regulation legal budget based on current increased activities. The \$100,000 increase in legal budget for 2022 is funded by a transfer from the WMSS Stabilization Reserve to assess whether a long-term legal budget increase is required.

Internal Chargebacks

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

Debt Financing Charges

Debt Financing Charges in the 2022 preliminary operating budget of \$620,551 includes \$570,551 municipal debt financing charges and \$50,000 for principal and interest payments on a property acquisition loan from the Hamilton Community Foundation (HCF). The original property loan received in 2015 of \$858,000 is anticipated to be repaid by July 2025.

Charges related to debt financing received through Halton Region are calculated based on interest rates ranging between 3.0%-3.2%. Repayment of the debt financing is over thirty years for the Kelso Dam Capital Project and twenty years for other projects. Projects that have been debt financed to date include major dam and channel capital projects and Administration Office renovations.

The total long-term debt balance is currently \$5,406,229 including debt financing received in 2021. The debt capacity ratio estimate of 4.2% for 2022 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.

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

State of Good Repair Levy and Transfer to SOGR Reserves

An increase of \$2,000 in the SOGR Levy is included in the 2022 budget for Facilities. The 2022 budget also provides for a reallocation of \$60,000 from the Dams & Channels SOGR levy to the Facilities SOGR levy to meet the annual reserve level funding target in the Facilities Asset Management Plan.

The State of Good Repair Levy amounts are transferred to the Watershed Management Capital and Building SOGR Reserve to fund future capital works.

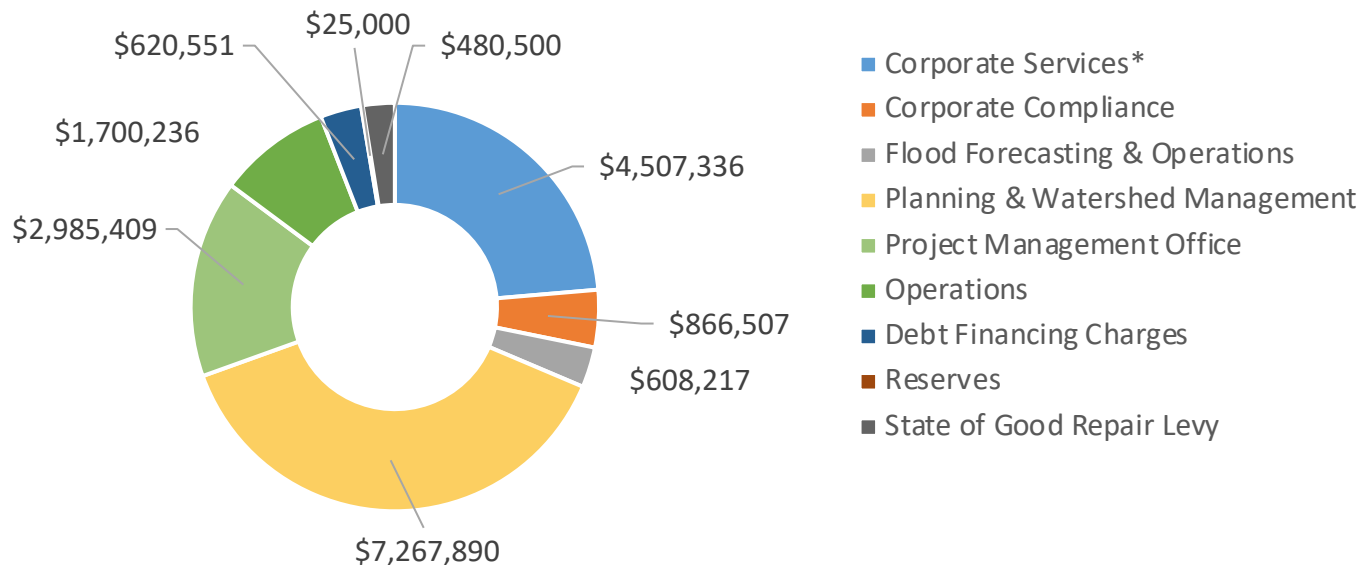
Program Revenue

The majority of the \$500,662 program revenue increase is related to planning and permit fees based on significantly increased recent activity and projected trends related to the Halton Region allocation program.

Municipal Funding

Municipal operating funding for WMSS programs increase of \$353,573 is related to programs and services and to fund increases to the State of Good Repair Levies for dams, channels, and facilities.

TOTAL WMSS OPERATING BUDGET \$19,061,646



*includes Conservation Areas chargebacks or non-levy funded expenditures

CONSERVATION AREAS

2022 OPERATING BUDGET SUMMARY

The operating budget provides for an investment of \$14.4 million into Conservation Area programs and services. Operating expenses have increased by \$541,749 as summarized in the chart.

Staff Salary & Benefits decrease by (\$46,244) due to reduction in 3.0 FTE positions offset by increased seasonal salaries and benefits.

Internal Chargebacks to the Conservation Areas for support services decrease in the 2022 operating budget by (\$29,100) related to staffing changes and time spent on park programs.

Purchased Services increase of \$291,545 includes insurance cost increases of \$100,000 based on 2021 premiums, and \$105,000 in services related to Digital Transformation.

Financial expense increase of \$175,000 is attributed to credit card fees and point of sales system fees with more online sales. These expense increases are offset by increased park program fees.

Program fees have been increased by \$530,100. This revenue increase is based on continued growth in park visitation and the implementation of fee increases in spring 2021, as parks revenue continues to transition to full cost recovery.

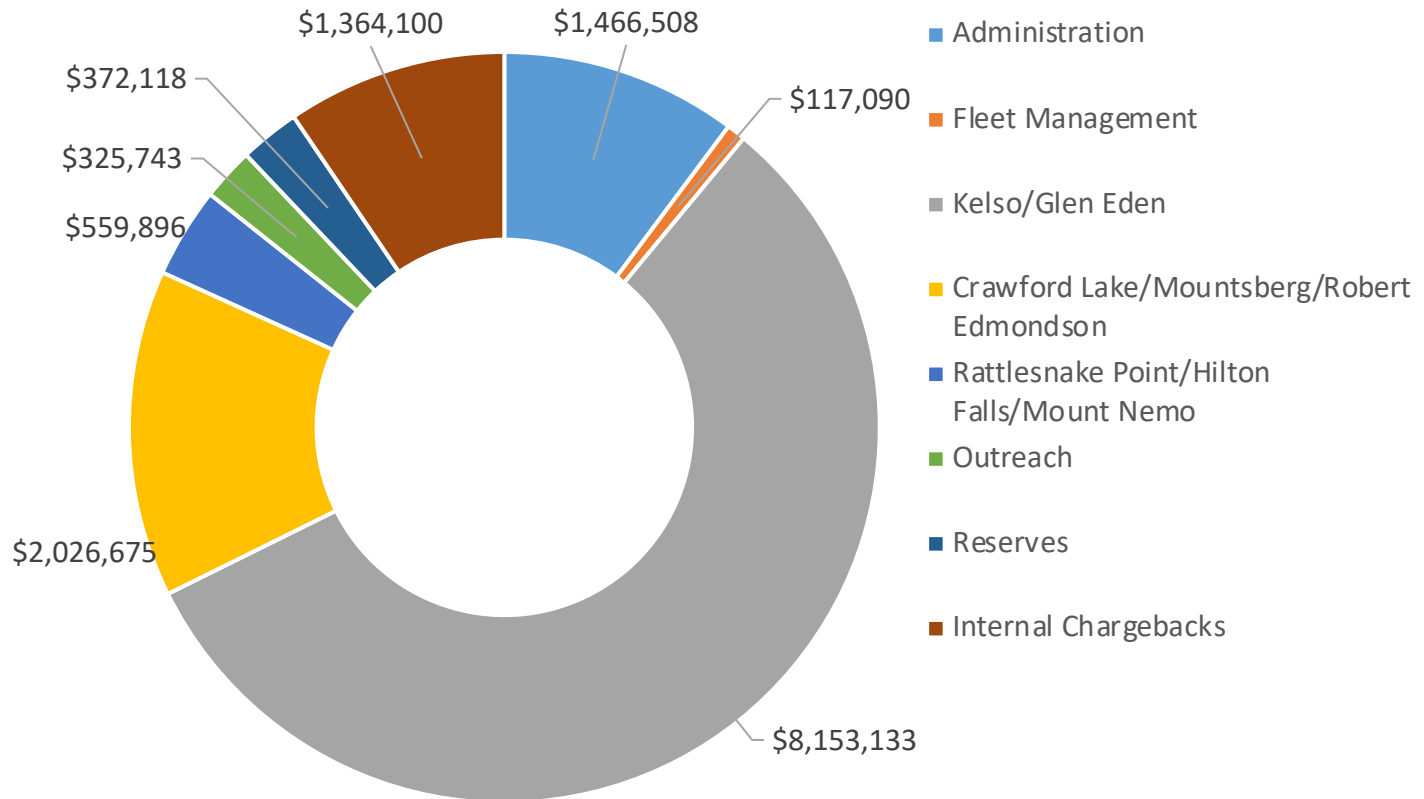
| Conservation Areas | 2022 Budget | 2021 Budget | Increase / Decrease |
|--|----------------------|----------------------|---------------------|
| Operating Expenses: | | | |
| Staff Salary & Benefits | \$ 8,057,964 | \$ 8,104,208 | \$ (46,244) |
| Materials & Supplies | \$ 1,874,353 | \$ 1,844,639 | \$ 29,714 |
| Purchased Services | \$ 2,245,528 | \$ 1,953,983 | \$ 291,545 |
| Financial | \$ 471,200 | \$ 296,200 | \$ 175,000 |
| Internal Chargebacks | \$ 1,364,100 | \$ 1,393,200 | \$ (29,100) |
| Transfer to Reserve - Operating Surplus | \$ 372,118 | \$ 251,284 | \$ 120,834 |
| Total Operating Expenses - Conservation Areas | \$ 14,385,263 | \$ 13,843,514 | \$ 541,749 |

| Conservation Areas | 2022 Budget | 2021 Budget | Increase / Decrease |
|--|----------------------|----------------------|---------------------|
| Funding of Operating Expenses: | | | |
| Program Fees | \$ 13,946,430 | \$ 13,416,330 | \$ 530,100 |
| Municipal Funding - Park Education programs & Outreach | \$ 361,463 | \$ 355,279 | \$ 6,184 |
| Internal Chargeback Recoveries | \$ 77,370 | \$ 63,290 | \$ 14,080 |
| Transfer from Reserves | \$ - | \$ 8,615 | \$ (8,615) |
| Total Operating Funding - Conservation Areas | \$ 14,385,263 | \$ 13,843,514 | \$ 541,749 |

CONSERVATION AREAS

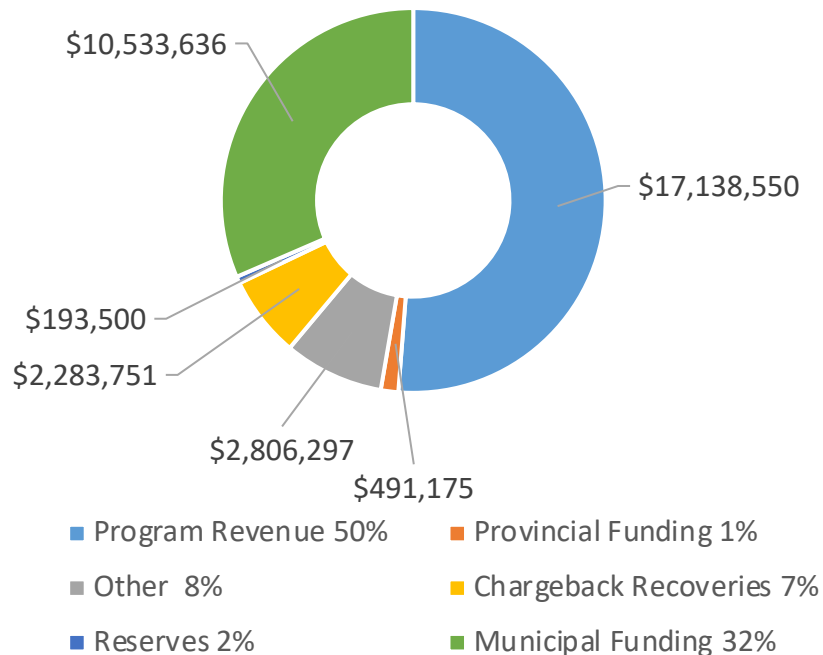
2022 OPERATING BUDGET SUMMARY

TOTAL CONSERVATION AREAS OPERATING BUDGET \$14,385,263



SOURCES OF OPERATING BUDGET FUNDING

TOTAL OPERATING BUDGET FUNDING SOURCES \$33,446,909



Conservation Halton has been proactive in generating funding through various sources to mitigate the financial impact to its funding municipalities. The 2022 operating budget funding sources are consistent with prior years, with the majority of funding derived from self-generated revenues and less than one third of the operating budget funded by municipal operating funding of \$10.5 million.

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

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and current value assessment of the municipality within the Conservation Halton watershed, as detailed in the Municipal Funding section of the 2022 Budget & Business Plan.

SOURCES OF OPERATING BUDGET FUNDING

STATE OF GOOD REPAIR LEVY

The operating budget includes a request for a State of Good Repair (SOGR) Levy of \$480,500, an increase of \$2,000 over the 2021 budget amount. This increase is consistent with the 2022 forecast amount included in the 2021 budget. The 2021 State of Good Repair Levy consists of \$316,500 for dams and channels assets and \$164,000 for buildings and facility assets. The State of Good Repair Levy amounts will be transferred to the Watershed Management Capital and the Building SOGR Reserve to fund 2022 and future capital works.

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

The Asset Management Plans provide the annual investment required to maintain these assets in a state of good repair. Based on the phase-in of the State of Good Repair levy amounts, some municipal debt financing is still required over the ten-year forecast period until the SOGR levy reaches target levels established in the Asset Management Plans. Conservation Halton staff will work towards phasing in the shortfall in future budgets to minimize the municipal funding impact.

RESERVE FUNDING AND TRANSFERS

In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, there is a transfer of \$25,000 to the Land Securement Reserve included in the 2022 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy.

Transfers from the Stabilization, Water Festival, Landowner Outreach & Restoration reserves totaling \$193,500 are included in program funding in the 2022 budget to meet operating expense needs.

The Reserve section of the 2022 Budget & Business Plan provides the projected reserve balances at December 31, 2021 and the proposed transfers to and from reserves in the 2022 budget. A reserve continuity schedule with reserve balances to 2031 is also provided in this section.

STAFF COMPLEMENT CHANGES

The 2022 operating budget provides for a net decrease of .2 full time equivalent (FTE) staff positions made up of 2.8 FTE increase in Watershed Management & Support Services and 3.0 FTE decrease in the Conservation Areas.

A summary of the changes is provided below.

| Staffing Overview Summary | | | | |
|---|----------------------|-----------------------|-------------------|----------------------------|
| | 2021 Approved FTE | Service Adjustment | 2022 Total FTE | Net Change 2022 vs 2021 |
| Watershed Management & Support Services (WMSS) | | | | |
| Full-time | 105.5 | 2.8 | 108.3 | 2.8 |
| Part-time/Contract | 7.8 | 0.0 | 7.8 | 0.0 |
| Total WMSS | 113.3 | 2.8 | 116.1 | 2.8 |
| Conservation Areas | | | | |
| Full-time | 34.3 | -3.0 | 31.3 | -3.0 |
| Part-time/Contract | 103.4 | 0.0 | 103.4 | 0.0 |
| Total Conservation Areas | 137.7 | -3.0 | 134.7 | -3.0 |
| Total Full-time | 139.8 | -0.2 | 139.6 | -0.2 |
| Total Part-time/Contract | 111.2 | 0.0 | 111.2 | 0.0 |
| Total Staff FTE's | 251.0 | -0.2 | 250.8 | -0.2 |

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

| Description | %Increase (decrease) over 2021 Budget | 2020 Actual | 2021 Budget Expenses | 2022 Budget Expenses | 2022 Budget Funding Sources | | | | | |
|--|--|-------------|----------------------------|-------------------------|-----------------------------|-----------------------|---|---|-----------------|-----------------------------|
| | | | | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS | | | | | | | | | | |
| 1 CORPORATE SERVICES | | | | | | | | | | |
| Office of the President & CEO | | 681,369 | 665,847 | 711,907 | | | | 22,500 | | 689,407 |
| Conservation Halton Foundation Administration | | 151,555 | 148,504 | 153,015 | | | | 30,000 | | 123,015 |
| Finance | | 810,766 | 809,270 | 779,944 | 80,500 | | | 238,300 | | 461,144 |
| General Corporate Services | | 25,109 | - | - | | | | | | - |
| Information Technology | | 641,375 | 500,021 | 477,979 | | | | 61,000 | | 416,979 |
| Geographical Information Systems (GIS) | | 439,150 | 496,844 | 526,918 | 6,500 | | | | | 520,418 |
| Chief Operating Officer / Digital Transformation | | 178,650 | 355,507 | 299,847 | | | | 58,400 | | 241,447 |
| Human Resources | | 497,007 | 677,743 | 747,866 | | | | 206,700 | 20,000 | 521,166 |
| Marketing | | 496,262 | 427,019 | 438,225 | | | | 168,200 | 10,000 | 260,025 |
| Communications | | 138,512 | 351,789 | 371,635 | | | | 136,800 | | 234,835 |
| | 1.7% | 4,059,755 | 4,432,544 | 4,507,336 | 87,000 | - | - | 921,900 | 30,000 | 3,468,436 |
| 2 CORPORATE COMPLIANCE | | | | | | | | | | |
| Corporate Compliance | | 716,109 | 774,777 | 866,507 | | | | 197,300 | | 669,207 |
| | 11.8% | 716,109 | 774,777 | 866,507 | - | - | - | 197,300 | - | 669,207 |
| 3 FLOOD FORECASTING & OPERATIONS | | | | | | | | | | |
| Flood Forecasting | | 471,778 | 508,284 | 608,217 | | 155,034 | - | 36,000 | | 417,183 |
| | 19.7% | 471,778 | 508,284 | 608,217 | - | 155,034 | - | 36,000 | - | 417,183 |

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

| Description | %Increase (decrease) over 2021 Budget | 2020 Actual | 2021 Budget Expenses | 2022 Budget Expenses | 2022 Budget Funding Sources | | | | | |
|---|--|-------------|-------------------------|-------------------------|-----------------------------|-----------------------|--|---|--------------------|--------------------------------|
| | | | | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| 4 PLANNING & WATERSHED MANAGEMENT | | | | | | | | | | |
| Planning & Regulations | | | | | | | | | | |
| Planning & Regulations | | 3,300,433 | 3,885,613 | 4,410,991 | 2,890,600 | | | 39,500 | 100,000 | 1,380,891 |
| Floodplain Mapping (prev. Engineering) | | 324,632 | 239,437 | 246,492 | - | | | - | | 246,492 |
| Regional Infrastructure Team | | 441,752 | 495,154 | 509,902 | | | 522,650 | | | (12,748) |
| Science & Partnerships | | | | | | | | | | |
| Monitoring Ecology | | 452,293 | 636,555 | 630,848 | 7,840 | | | 21,670 | | 601,338 |
| Stewardship | | 452,111 | 575,773 | 619,394 | 70,680 | | | 170,177 | 22,500 | 356,037 |
| HHRAP | | 262,249 | 338,004 | 289,092 | | | 300,000 | | | (10,908) |
| Partnership Projects | | 237,350 | 442,134 | 350,030 | | | 350,030 | | | - |
| Watershed Planning & Source Protection | | | | | | | | | | |
| Source Protection | | 238,272 | 273,464 | 211,141 | | 211,141 | | - | | - |
| | 5.5% | 5,709,092 | 6,886,134 | 7,267,890 | 2,969,120 | 211,141 | 1,172,680 | 231,347 | 122,500 | 2,561,102 |
| 6 PROJECT MANAGEMENT OFFICE | | | | | | | | | | |
| Administration Office Facility | | 176,052 | 197,468 | 199,840 | | | | | | 199,840 |
| Project Management | | 356,503 | 456,415 | 434,469 | | | 50,000 | 129,200 | | 255,269 |
| Restoration | | 252,181 | 356,569 | 486,395 | - | | | 356,934 | | 129,461 |
| Construction | | 241,663 | 249,544 | 282,088 | | | | 51,300 | | 230,788 |
| Partnership Projects | | 461,997 | 1,461,513 | 1,582,617 | | | 1,541,617 | | 41,000 | - |
| | 9.7% | 1,488,397 | 2,721,509 | 2,985,409 | - | - | 1,591,617 | 537,434 | 41,000 | 815,358 |

WATERSHED MANAGEMENT & SUPPORT SERVICES

2022 OPERATING BUDGET SUMMARY

| Description | %Increase (decrease) over 2021 Budget | 2020 Actual | 2021 Budget Expenses | 2022 Budget Expenses | 2022 Budget Funding Sources | | | | | |
|---|---|-------------------|-------------------------|-------------------------|-----------------------------|-----------------------|--|--|--------------------|--------------------------------|
| | | | | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| 7 OPERATIONS | | | | | | | | | | |
| Fleet Management | | 147,007 | 160,589 | 160,589 | | | | | | 160,589 |
| Property Management | | 41,179 | 91,770 | 118,890 | 36,000 | 125,000 | | | | (42,110) |
| Security | | 409,947 | 445,307 | 449,070 | | | | 172,400 | | 276,670 |
| Forestry Operations | | 379,398 | 548,347 | 585,421 | - | | 42,000 | 10,000 | | 533,421 |
| Forestry Tech. Team | | 283,195 | 377,463 | 386,266 | 100,000 | | | 100,000 | | 186,266 |
| | 4.7% | 1,260,726 | 1,623,476 | 1,700,236 | 136,000 | 125,000 | 42,000 | 282,400 | - | 1,114,836 |
| 8 DEBT FINANCING CHARGES | | | | | | | | | | |
| | 0.2% | 744,009 | 619,245 | 620,551 | | | | | | 620,551 |
| TRANSFER TO RESERVES - WMSS STABILIZATION, PROPERTY MANAGEMENT, STEWARDSHIP AND RESTORATION; | | | | | | | | | | |
| 9 ALLOCATED SURPLUS | | | | | | | | | | |
| | | 1,183,900 | - | - | | | | | | - |
| TRANSFER TO RESERVES - STATE OF GOOD | | | | | | | | | | |
| 10a REPAIR (SOGR) LEVY | | | | | | | | | | |
| | 0.4% | 439,200 | 478,500 | 480,500 | | | | | | 480,500 |
| TRANSFER TO RESERVE - LAND | | | | | | | | | | |
| 10b SECUREMENT | | | | | | | | | | |
| | 0.0% | 25,000 | 25,000 | 25,000 | | | | | | 25,000 |
| TOTAL OPERATING WATERSHED MGMT & SUPPORT SERVICES (WMSS) | 5.5% | 16,097,967 | 18,069,470 | 19,061,646 | 3,192,120 | 491,175 | 2,806,297 | 2,206,381 | 193,500 | 10,172,173 |

CONSERVATION AREAS

2022 OPERATING BUDGET SUMMARY

| Description | %Increase (decrease) over 2021 Budget | 2020 Actual | 2021 Budget Expenses | 2022 Budget Expenses | 2022 Budget Funding Sources | | | | | |
|---|---|-------------|-------------------------|-------------------------|-----------------------------|-----------------------|--|--|--------------------|--------------------------------|
| | | | | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| CONSERVATION AREAS | | | | | | | | | | |
| 11 Conservation Areas | | | | | | | | | | |
| Conservation Areas Administration | | 1,198,921 | 1,094,102 | 1,466,508 | 1,165,000 | | | 71,770 | | |
| Fleet Management | | 108,850 | 105,090 | 117,090 | | | | | | |
| Kelso/Glen Eden | | 6,096,461 | 8,011,909 | 8,153,133 | 9,589,250 | | | | | |
| Crawford Lake/Mountsberg/Robert Edmondson | | 1,739,503 | 2,039,720 | 2,026,675 | 1,793,000 | | - | | | 240,000 |
| Rattlesnake Point/Hilton Falls/Mount Nemo | | 547,519 | 630,735 | 559,896 | 1,200,500 | | | | | |
| Outreach | | 126,510 | 317,474 | 325,743 | 198,680 | | | 5,600 | - | 121,463 |
| Transfer Surplus to Conservation Area reserves | | 1,072,029 | 251,284 | 372,118 | | | | | | |
| SUBTOTAL CONSERVATION AREAS - OPERATING BEFORE SUPPORT SERVICES CHARGEBACK | | | | | | | | | | |
| | 4.6% | 10,889,793 | 12,450,314 | 13,021,163 | 13,946,430 | - | - | 77,370 | - | 361,463 |
| Support Services Chargeback | (2.1%) | 926,900 | 1,393,200 | 1,364,100 | | | | | | |
| TOTAL OPERATING CONSERVATION AREAS | | | | | | | | | | |
| | 3.9% | 11,816,693 | 13,843,514 | 14,385,263 | 13,946,430 | - | - | 77,370 | - | 361,463 |
| TOTAL OPERATING PROGRAMS | | | | | | | | | | |
| | 4.8% | 27,914,660 | 31,912,984 | 33,446,909 | 17,138,550 | 491,175 | 2,806,297 | 2,283,751 | 193,500 | 10,533,636 |

CAPITAL BUDGET

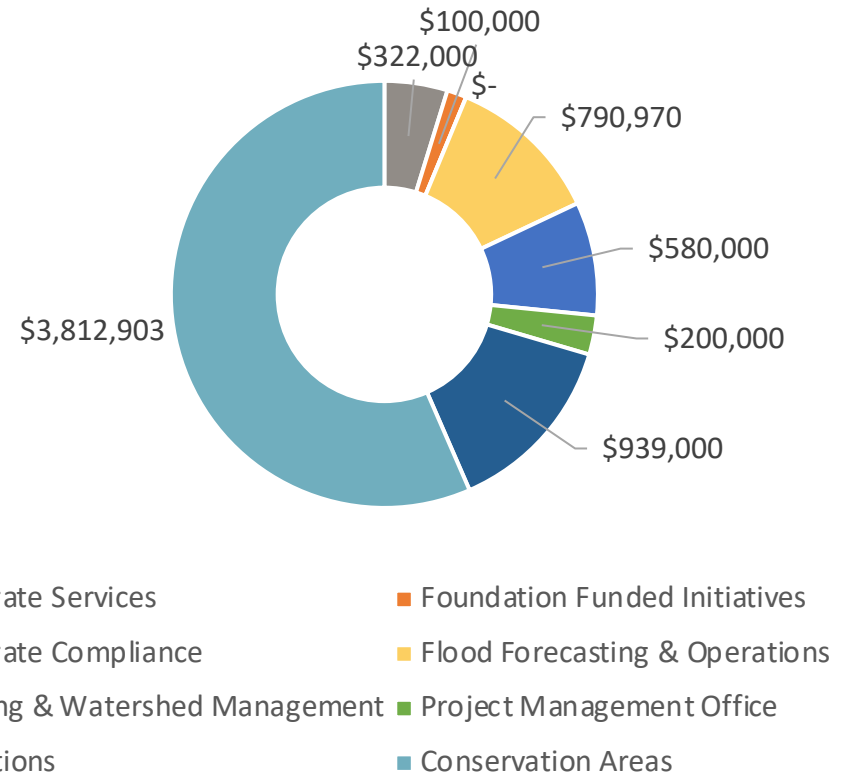


2022 CAPITAL BUDGET SUMMARY CHANGES

The 2022 capital budget will invest a total of \$6.7 million into infrastructure and technology to enhance programs and services in the watershed and Conservation Areas.

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, managing the impacts of Emerald Ash Borer, land management initiatives and infrastructure improvements at the Conservation Areas.

TOTAL CAPITAL BUDGET \$6,744,873



2022 CAPITAL BUDGET SUMMARY

WATERSHED MANAGEMENT & SUPPORT SERVICES

INVESTING IN THE WATERSHED

The 2022 capital budget provides for an investment of \$2,931,970 in the Conservation Halton watershed.

The WMSS 2022 capital budget includes:

CORPORATE SERVICES

The Asset Management Plan - Dams and Channels in the 2022 budget for \$40,000 is scheduled to be updated in 2022. Asset Management Plans have been completed for all Conservation Halton assets and are planned to be updated every five years.

A compensation review is planned in 2022 at an estimated cost of \$30,000. Staff compensation and market reviews are completed every five years.

Information Technology infrastructure capital costs of \$52,000 include new and replacement computer equipment and software.

Digital Transformation initiatives of \$200,000 in 2022 include the implementation of a digital file management system. Project expenses for 2022 are proposed to be funded by a transfer from the Digital Transformation Reserve.

FLOOD FORECASTING & OPERATIONS

Dams and channels SOGR Maintenance costs of \$700,970 are based on staff assessments of capital work priorities according to consulting engineering studies, such as dam safety reviews.

These costs are assumed to be funded 50% provincially and 50% municipally through the State of Good Repair Levy reserve funding. The amount in the 2022 budget and forecast has been reduced compared to prior budget capital forecasts as a result of estimates in updated Dam Safety Reviews and Channels Study.

Flood Forecasting & Warning Program costs of \$90,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning models and tools.

PLANNING & WATERSHED MANAGEMENT

The \$55,000 capital budget for Watershed Planning will continue to guide Conservation Halton and partner municipalities in identifying natural assets and developing sustainable, cost-effective and climate-resilient infrastructure. This project aligns with Conservation Halton's strategic plan objective to increase climate resilience by promoting natural solutions.

The Floodplain Mapping update project, with costs of \$525,000 in the 2022 budget is a multi-year capital project identified through the Strategic Plan. This project is funded through Halton Region other municipal funding. The remaining watershed areas to be updated are predominantly within the Halton Region portion of the Conservation Halton watershed, making it difficult to apportion these costs to other municipalities.

2022 CAPITAL BUDGET SUMMARY

PROJECT MANAGEMENT OFFICE (PMO)

Administration Office capital works for \$100,000 support office renovations, infrastructure and landscape improvements, including recommendations in the landscape master plan. Office renovations will consider the impact of the virtual office continuing, in some form. The building improvements in the master plan are to be implemented over a phased period..

Facility State of Good Repair costs of \$100,000 includes maintenance work identified in the Facilities Asset Management Plan and Facility Condition Assessment report to maintain WMSS buildings in a state of good repair.

OPERATIONS

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

Property Management capital costs of \$25,000 are related primarily to property and risk management issues on properties owned by Conservation Halton. These funds will address Conservation Halton owned properties being accessed by the public without a formal management program.

Vehicle and equipment replacements planned for 2022 of \$94,000 for WMSS programs will be funded by a transfer from the Vehicle and Equipment Reserve.

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

CONSERVATION AREAS

INVESTING IN OUR PARKS

The 2022 capital budget provides for an investment of \$3,812,903 into the Conservation Areas.

The Conservation Area 2022 capital budget includes: Facility, Infrastructure & Ski Hill costs of \$1,432,903, including \$213,000 in State of Good Repair work and IT infrastructure, \$950,000 for improvements in snowmaking and facilities, ski rental fleet and snow groomer replacements, and \$269,903 in vehicle and equipment replacements.

The Crawford Lake Boardwalk replacement project, with an estimated cost of \$2,280,000 is being completed through a grant from the Investing in Canada Infrastructure Program (ICIP), which will provide federal and provincial funding totaling \$1,671,924, with the balance of \$608,076 to be funded by Conservation Halton. The Conservation Halton Board approved the use of Developer Contributions collected by Halton Region to fund Conservation Halton's portion of the project. This project will include improvements to extend the lifespan of the boardwalk and meet accessibility requirements and is expected to be completed by late 2024.

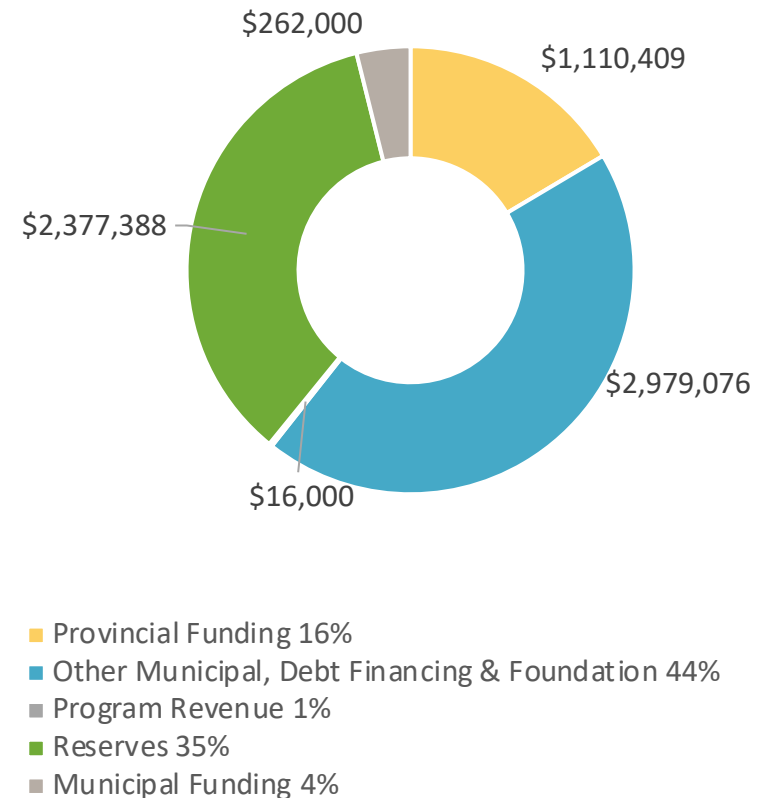
2022 CAPITAL BUDGET SUMMARY

INVESTING IN OUR PARKS CON'T

Kelso Quarry Park, also known as Area 8, capital work in the 2022 budget will allow for infrastructure improvements at the new park. Increased public demand for greenspace, as a result of COVID-19 and community growth, has been a driver in advancing the enhancements to Kelso Quarry Park. The Kelso Master Plan approved in fall 2020 contains improvements at Kelso Quarry Park of approximately \$7 million, including trails, boardwalk, seasonal activities and visitor centre. The Conservation Halton Foundation launched a capital fundraising campaign in 2021, in addition to proposed funding from Developer Contributions collected by Halton Region.

Conservation Area capital projects funded partly by Developer Contributions identified in previous budgets are currently being re-assessed based on potential changes to park priorities as a result of provincial requirements and impacts of COVID-19 on park programs. These projects are on hold until further assessments can be completed.

TOTAL CAPITAL BUDGET FUNDING SOURCES \$6,744,873



2022 CAPITAL BUDGET SUMMARY

| Description | %Increase (decrease) over 2021 Budget | 2020 Actual | 2021 Budget Expenses | 2022 Budget Expenses | 2022 Budget Funding Sources | | | | | |
|--|---|-------------|-------------------------|-------------------------|-----------------------------|-----------------------|--|--|--------------------|--------------------------------|
| | | | | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| CAPITAL | | | | | | | | | | |
| Capital - Watershed Management & Support | | | | | | | | | | |
| 12a Services (WMSS) | | | | | | | | | | |
| Corporate Services | | | | | | | | | | |
| Asset Management Plan | | 39,987 | - | 40,000 | | | | | | 40,000 |
| Compensation review | | - | - | 30,000 | | | | | | 30,000 |
| Ortho Imagery | | - | 15,000 | - | | | | | | - |
| IT Infrastructure | | 89,883 | 122,000 | 52,000 | | | | | | 52,000 |
| Digital Transformation | | 23,953 | - | 200,000 | | | | | 200,000 | - |
| Website Upgrade | | - | - | - | | | | | - | - |
| Corporate Compliance | | | | | | | | | | |
| Clappison & Waterdown Woods | | - | 25,000 | - | | | | | | - |
| Land Acquisition | | 488,411 | - | - | | | | | | - |
| Flood Forecasting & Operations | | | | | | | | | | |
| Dams & Channels SOGR Maintenance | | 956,221 | 1,203,000 | 700,970 | | 350,485 | - | | 350,485 | - |
| Flood Forecasting & Warning Program | | 157,969 | 70,000 | 90,000 | | | | | | 90,000 |
| Planning & Watershed Management | | | | | | | | | | |
| Watershed Planning | | 31,500 | 25,000 | 55,000 | | | 30,000 | | | 25,000 |
| Flood Plain Mapping Update | | 220,118 | 500,000 | 525,000 | | | 525,000 | | | - |
| Project Management Office | | | | | | | | | | |
| Administration Office Renovations | | - | 500,000 | 100,000 | | | - | | 100,000 | - |
| Facilities - State of Good Repair | | 169,573 | 70,136 | 100,000 | | | | | 100,000 | - |
| Operations Centre | | - | - | - | | | - | | | - |
| Speyside Weir Removal | | - | 144,000 | - | | | | | - | - |
| Operations WMSS | | | | | | | | | | |
| Property Management Projects | | - | - | 25,000 | | | | | | 25,000 |
| Emerald Ash Borer | | 928,231 | 820,000 | 820,000 | 16,000 | | 804,000 | | | - |
| Vehicle and Equipment Replacement | | 242,475 | 167,562 | 94,000 | | | | | 94,000 | - |
| Other Foundation Funded Projects | | - | 100,000 | 100,000 | | | 100,000 | | | - |
| TOTAL CAPITAL WMSS | (22.1%) | 3,348,322 | 3,761,698 | 2,931,970 | 16,000 | 350,485 | 1,459,000 | - | 844,485 | 262,000 |
| 12b Capital - Conservation Areas | | | | | | | | | | |
| Skihill Improvements | | - | 500,000 | 950,000 | | | | | 950,000 | - |
| Facility Major Maintenance & IT Infrastructure | | 47,000 | 370,000 | 213,000 | | | | | 213,000 | - |
| Vehicle and Equipment Replacement | | 588,291 | 148,412 | 269,903 | | | | | 269,903 | - |
| Developer Contribution Projects | | 116,082 | | | | | | | | - |
| -Crawford Lake Boardwalk | | - | - | 2,280,000 | | 759,924 | 1,520,076 | | - | - |
| -Kelso Quarry Park / Site 8 | | - | 125,000 | 100,000 | | | | | 100,000 | - |
| TOTAL CAPITAL CONSERVATION AREAS | 233.5% | 751,372 | 1,143,412 | 3,812,903 | - | 759,924 | 1,520,076 | - | 1,532,903 | - |
| TOTAL CAPITAL PROJECTS | 37.5% | 4,099,694 | 4,905,110 | 6,744,873 | 16,000 | 1,110,409 | 2,979,076 | - | 2,377,388 | 262,000 |

OPERATING BUDGET & **FORECAST 2023-2031**



2022 OPERATING BUDGET & FORECAST

The 2022 Budget and 2023-2031 Operating Forecast considers anticipated service levels, future obligations, and inflationary impacts. Key assumptions and drivers included in the operating forecast are as follows:

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

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

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

Chargebacks for support services provided to internal programs consider future compensation increases and the proportion of staffing allocated to these programs. The operating forecast includes on-going debt servicing costs and new debt financing for anticipated capital projects. Debt financing has been primarily received through the Region of Halton to assist with partially financing the 50% municipal portion of dams and channels capital projects. The estimated debt financing charges included in the operating forecast related to municipal debt financing have been provided by Region of Halton staff.

The operating forecast includes the impact of capital projects once the assets become operational, excluding the Conservation Area capital projects that are partly funded by Developer Contributions. The cost impacts related to the Developer Contribution works will be assessed through the development of project designs, cost estimates and regulatory requirements.

A summary of the 2022 operating budget and 2023– 2031 forecast is as follows:

(See chart on proceeding page)

2022 OPERATING BUDGET & FORECAST

| Conservation Halton WMSS Operating Expenditures | Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS) | | | | | | | | | |
|---|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Salaries & Benefits | | | | | | | | | | |
| Balance, beginning of year | 12,481,385 | 13,191,614 | 13,629,614 | 14,079,614 | 14,542,614 | 15,018,614 | 15,507,614 | 16,009,614 | 16,525,614 | 17,055,614 |
| Staffing changes (2022 2.75 FTE increase; 2 FTE 2023-2031) | 275,542 | 153,000 | 156,000 | 159,000 | 162,000 | 165,000 | 168,000 | 171,000 | 174,000 | 177,000 |
| Compensation Increases (2022 1.75%, 2022-30 2% inflation; 96% of range) | 296,651 | 209,000 | 216,000 | 223,000 | 230,000 | 238,000 | 245,000 | 253,000 | 261,000 | 270,000 |
| Increase in benefits (2022 5%; 2023-2031 2% inflation) | 138,036 | 76,000 | 78,000 | 81,000 | 84,000 | 86,000 | 89,000 | 92,000 | 95,000 | 98,000 |
| Balance, end of year | 13,191,614 | 13,629,614 | 14,079,614 | 14,542,614 | 15,018,614 | 15,507,614 | 16,009,614 | 16,525,614 | 17,055,614 | 17,600,614 |
| Materials & Supplies | | | | | | | | | | |
| Balance, beginning of year in 2020 budget | - | | | | | | | | | |
| Less: Restatement of Outreach to Conservation Areas | 713,842 | | | | | | | | | |
| Balance, beginning of year | 713,842 | 1,119,146 | 1,130,346 | 1,152,946 | 1,176,046 | 1,199,546 | 1,223,546 | 1,248,046 | 1,273,046 | 1,298,546 |
| Science & Partnerships program materials | (31,330) | | | | | | | | | |
| Project Management Office (PMO) program materials | 450,284 | | | | | | | | | |
| General decrease and increases (Assumed 2022-2031 2% inflation) | (13,650) | 11,200 | 22,600 | 23,100 | 23,500 | 24,000 | 24,500 | 25,000 | 25,500 | 26,000 |
| Balance, end of year | 1,119,146 | 1,130,346 | 1,152,946 | 1,176,046 | 1,199,546 | 1,223,546 | 1,248,046 | 1,273,046 | 1,298,546 | 1,324,546 |
| Purchased Services | | | | | | | | | | |
| Balance, beginning of year in 2020 budget | - | | | | | | | | | |
| Less: Restatement of Outreach to Conservation Areas | 3,124,481 | | | | | | | | | |
| Balance, beginning of year | 3,124,481 | 2,885,184 | 2,928,184 | 2,972,184 | 3,017,184 | 3,062,184 | 3,116,184 | 3,178,184 | 3,242,184 | 3,307,184 |
| Corporate Services - Virtual office expenses | 44,000 | | | | | | | | | |
| Corporate Compliance - Insurance and Legal cost increases | 65,000 | | | | | | | | | |
| COO / Digital Transformation program services | 105,000 | | | | | | | | | |
| Planning & Watershed Management - Legal and consulting increase | 100,000 | | | | | | | | | |
| Science & Partnerships - HHRAP and Partnership Projects services | (142,633) | | | | | | | | | |
| Project Management Office (PMO) - Restoration Partnership Projects | (436,501) | | | | | | | | | |
| WMSS Operations program services | 24,000 | | | | | | | | | |
| General increases (Assumed 2022-2031 2% inflation) | 1,837 | 43,000 | 44,000 | 45,000 | 45,000 | 54,000 | 62,000 | 64,000 | 65,000 | 66,000 |
| Balance, end of year | 2,885,184 | 2,928,184 | 2,972,184 | 3,017,184 | 3,062,184 | 3,116,184 | 3,178,184 | 3,242,184 | 3,307,184 | 3,373,184 |
| Financial | | | | | | | | | | |
| Balance, beginning of year | 74,045 | 79,000 | 80,600 | 82,200 | 83,800 | 85,500 | 87,200 | 88,900 | 90,700 | 92,500 |
| General increases (2022-2031 Assumed 2.0% inflation) | 4,955 | 1,600 | 1,600 | 1,600 | 1,700 | 1,700 | 1,700 | 1,800 | 1,800 | 1,900 |
| Balance, end of year | 79,000 | 80,600 | 82,200 | 83,800 | 85,500 | 87,200 | 88,900 | 90,700 | 92,500 | 94,400 |
| Internal Chargebacks | | | | | | | | | | |
| Beginning of year | 552,972 | 660,651 | 673,864 | 687,341 | 701,088 | 715,110 | 729,412 | 744,000 | 758,880 | 774,058 |
| General increases | 107,679 | 13,213 | 13,477 | 13,747 | 14,022 | 14,302 | 14,588 | 14,880 | 15,178 | 15,481 |
| Balance, end of year | 660,651 | 673,864 | 687,341 | 701,088 | 715,110 | 729,412 | 744,000 | 758,880 | 774,058 | 789,539 |

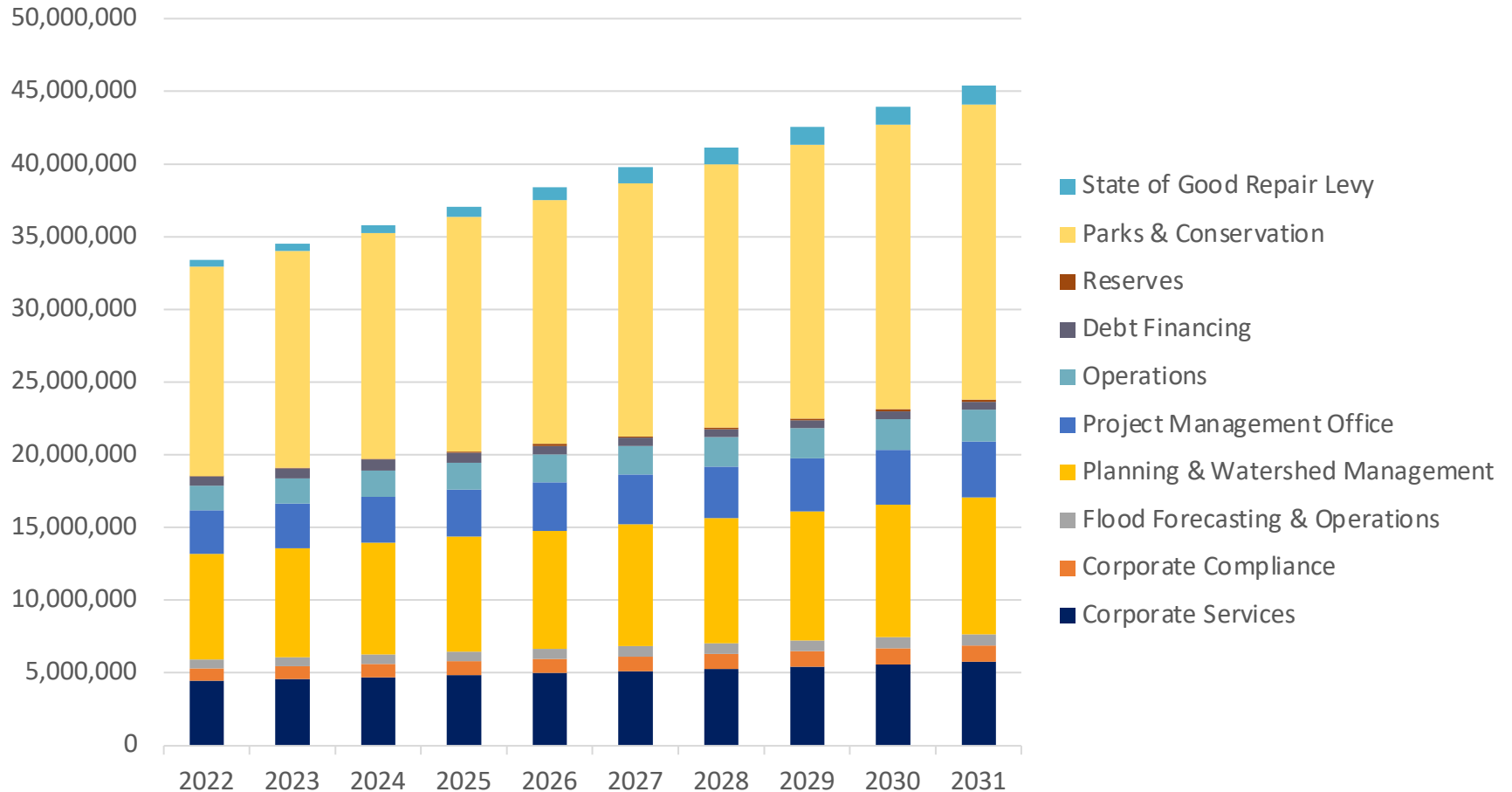
2022 OPERATING BUDGET & FORECAST

| Conservation Halton WMSS Operating Expenditures | Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS) | | | | | | | | | |
|---|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Debt Financing Charges (Hamilton Community Fdn & Halton Region) | | | | | | | | | | |
| Balance, beginning of year | 619,245 | 620,551 | 577,116 | 643,857 | 636,408 | 530,977 | 501,857 | 491,592 | 481,847 | 472,102 |
| Decrease in debt financing charges - Ham. Comm. Foundation | - | - | - | (25,000) | (25,000) | - | - | - | - | - |
| Increase/(decrease) in debt financing charges - Halton Region | 1,306 | (43,435) | 66,741 | 17,551 | (80,431) | (29,120) | (10,265) | (9,745) | (9,745) | (9,745) |
| Total Debt Financing Charges | 620,551 | 577,116 | 643,857 | 636,408 | 530,977 | 501,857 | 491,592 | 481,847 | 472,102 | 462,357 |
| Transfer to Reserves - State of Good Repair Levy (Dams and Channels) | 316,500 | 327,100 | 350,600 | 466,800 | 645,900 | 856,500 | 873,600 | 891,100 | 908,900 | 927,100 |
| Transfer to Reserves - State of Good Repair Levy (Buildings) | 164,000 | 167,300 | 170,600 | 174,000 | 177,500 | 181,100 | 184,700 | 188,400 | 192,200 | 196,000 |
| Transfer to Reserves - Land Securement | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Transfers to Reserves - Motor Pool | - | - | - | 50,000 | 125,000 | 75,000 | 100,000 | 100,000 | 125,000 | 125,000 |
| Total Operating Expenses - WMSS | 19,061,646 | 19,539,124 | 20,164,342 | 20,872,940 | 21,585,331 | 22,303,413 | 22,943,636 | 23,576,771 | 24,251,104 | 24,917,740 |
| Funding of Operating Expenditures | | | | | | | | | | |
| Program Revenue | 3,192,120 | 3,351,700 | 3,519,300 | 3,589,700 | 3,661,500 | 3,844,600 | 3,921,500 | 3,999,900 | 4,079,900 | 4,161,500 |
| Ministry of Natural Resources & Forestry - Operating Grant | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 | 155,034 |
| Municipal Funding - Operating (Total incl. Education) | 10,053,136 | 10,408,282 | 10,739,574 | 11,186,493 | 11,540,856 | 11,756,063 | 12,190,968 | 12,738,544 | 13,201,682 | 13,652,788 |
| Municipal State of Good Repair Levies - Dams & Channels and Buildings | 480,500 | 494,400 | 521,200 | 640,800 | 823,400 | 1,037,600 | 1,058,300 | 1,079,500 | 1,101,100 | 1,123,100 |
| Other Grants & Program Funding | 3,142,438 | 3,202,800 | 3,264,400 | 3,327,300 | 3,391,400 | 3,456,800 | 3,523,500 | 3,591,500 | 3,660,900 | 3,731,600 |
| Internal Chargeback Recoveries | 1,844,918 | 1,896,908 | 1,934,834 | 1,973,613 | 2,013,141 | 2,053,316 | 2,094,334 | 2,012,293 | 2,052,488 | 2,093,718 |
| Transfers from Reserves - WMSS Stabilization, Water Festival, Stewardship and Restoration | 193,500 | 30,000 | 30,000 | - | - | - | - | - | - | - |
| Total Operating Funding - WMSS | 19,061,646 | 19,539,124 | 20,164,342 | 20,872,940 | 21,585,331 | 22,303,413 | 22,943,636 | 23,576,771 | 24,251,104 | 24,917,740 |

2022 OPERATING BUDGET & FORECAST

| Conservation Halton Conservation Areas Operating Expenditures | Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas | | | | | | | | | |
|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Salaries & Benefits | 8,057,964 | 8,219,123 | 8,383,506 | 8,551,176 | 8,722,199 | 9,027,476 | 9,343,438 | 9,670,458 | 10,008,924 | 10,359,237 |
| Materials & Supplies | 1,874,353 | 1,911,840 | 1,950,077 | 1,989,078 | 2,028,860 | 2,099,870 | 2,173,366 | 2,249,433 | 2,328,163 | 2,409,649 |
| Purchased Services | 2,245,528 | 2,290,439 | 2,336,247 | 2,382,972 | 2,430,632 | 2,515,704 | 2,603,753 | 2,694,885 | 2,789,206 | 2,886,828 |
| Financial | 471,200 | 480,624 | 490,236 | 500,041 | 510,042 | 527,894 | 546,370 | 565,493 | 585,285 | 605,770 |
| Internal Chargebacks | 1,364,100 | 1,391,400 | 1,419,200 | 1,447,600 | 1,476,600 | 1,506,100 | 1,536,200 | 1,566,900 | 1,598,200 | 1,630,200 |
| Transfer to Reserve - Operating Surplus | 372,118 | 651,180 | 946,859 | 1,259,848 | 1,590,973 | 1,735,818 | 1,889,264 | 2,051,772 | 2,223,824 | 2,405,827 |
| Total Operating Expenses - Conservation Areas | 14,385,263 | 14,944,606 | 15,526,126 | 16,130,716 | 16,759,306 | 17,412,862 | 18,092,391 | 18,798,941 | 19,533,602 | 20,297,510 |
| Operating Funding - Conservation Areas | | | | | | | | | | |
| Program Fees | 13,946,430 | 14,496,996 | 15,069,564 | 15,665,023 | 16,284,299 | 16,928,355 | 17,598,194 | 18,294,860 | 19,019,439 | 19,773,064 |
| Municipal Funding - Park Education programs & Outreach | 361,463 | 368,692 | 376,066 | 383,587 | 391,259 | 399,084 | 407,066 | 415,207 | 423,512 | 431,982 |
| Internal Chargeback Recoveries | 77,370 | 78,917 | 80,496 | 82,106 | 83,748 | 85,423 | 87,131 | 88,874 | 90,651 | 92,464 |
| Total Operating Funding - Conservation Areas | 14,385,263 | 14,944,606 | 15,526,126 | 16,130,716 | 16,759,306 | 17,412,862 | 18,092,391 | 18,798,941 | 19,533,602 | 20,297,510 |

2022 OPERATING BUDGET & FORECAST



CAPITAL BUDGET & **FORECAST** 2023-2031



2022 CAPITAL BUDGET & FORECAST

Conservation Halton provides services that are essential to the safety and well-being of the residents in its watershed. These services rely on well-planned and maintained infrastructure. Through capital budgeting, Conservation Halton can plan for future priorities, and the impact on operating programs and expenses, while ensuring long term fiscal sustainability.

Development of the 2022 capital budget and the 2023-2031 forecast includes Momentum strategic plan initiatives, Asset Management Plan capital priorities, Emerald Ash Borer business plans, Floodplain Mapping projects, and Park Master Plan initiatives. The capital budget, as proposed, will ensure assets are maintained in a State of Good Repair and address the impact of growth in the region on Conservation Halton infrastructure.

A significant portion of the Watershed Management & Support Services capital budget are related to dams, channels and facility capital projects. These capital projects are funded by transfers from the respective reserves, partly funded through State of Good Repair Levies based on a long-term financing strategy.

Conservation Areas capital projects in the 2022 budget and forecast are funded by the park capital reserve, capital infrastructure grants and other funding. Capital projects include on-going ski hill, facility, and infrastructure improvement projects to maintain assets in a State of Good Repair, and information technology enhancements. New Conservation Area capital projects will include infrastructure improvements to the Crawford Lake Boardwalk to extend its lifespan and meet accessibility requirements, and the

expansion of park greenspace with the opening of Kelso Quarry Park. Conservation Areas projects in the capital forecast continue to include three projects totaling approximately \$24 million based on business cases previously provided to the Board of Directors. The capital projects are related to recreation centres and water distribution and sewer collection systems, partly funded by developer contributions received by Halton Region. These projects will be re-assessed with a new lens in light of the impacts of COVID-19 on park operations and visitor demands. This re-assessment will ensure Conservation Halton is making wise capital investments that are financially sustainable and leverages available infrastructure grant funding.

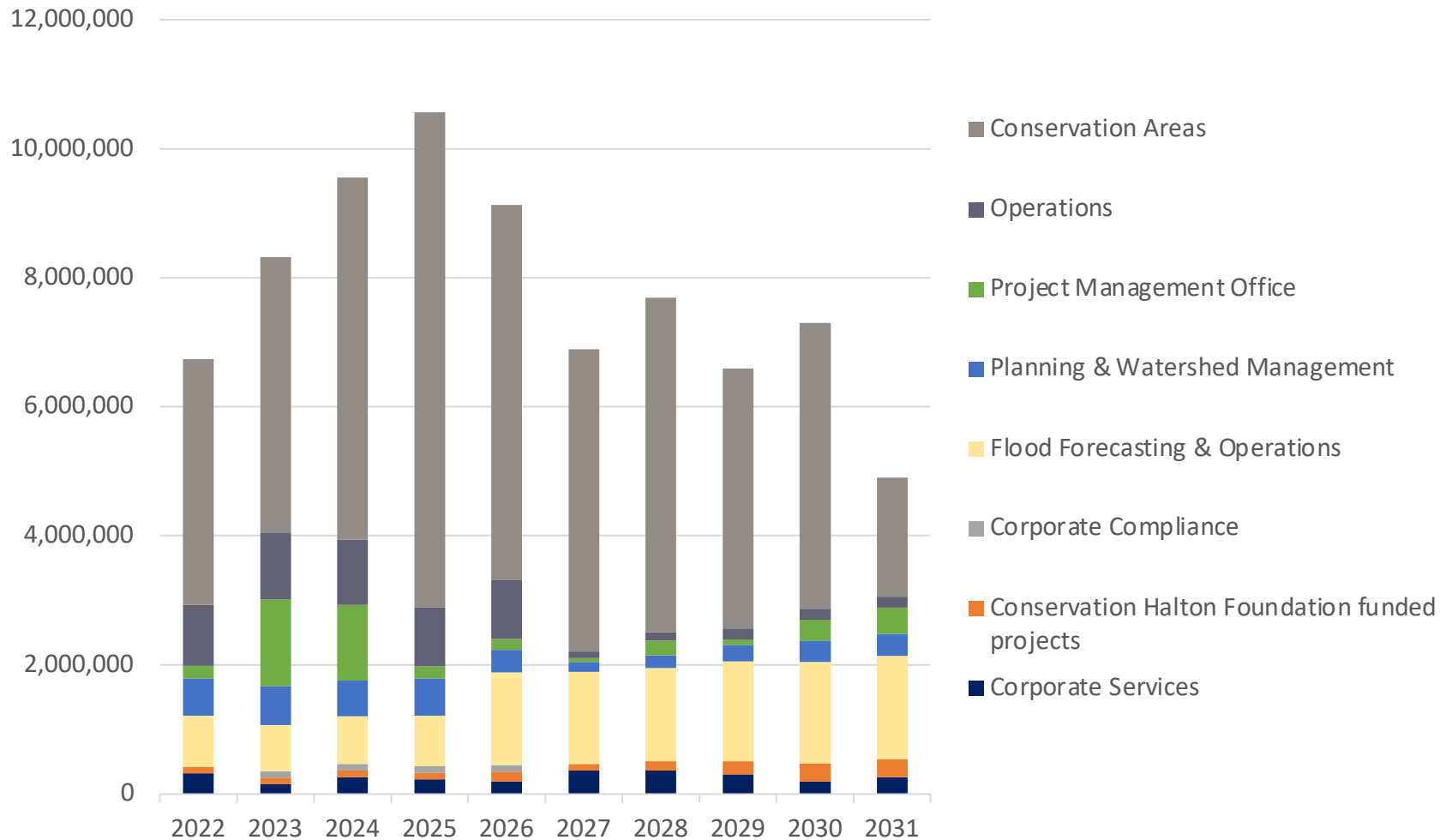
Strategic plan initiatives included in the capital forecast will enable Conservation Halton to continue to invest in innovation and technologies to further modernize operations, streamline service delivery and improve resource management.

Initiatives included in the 2022 budget and 2023 – 2031 capital forecast include the continuation of:

- Modernizing flood forecasting and operations
- Improving floodplain mapping across the watershed
- Investing in digital transformation across all systems
- Mitigating impacts of Emerald Ash Borer on our forests
- Enhancing environmental restoration and stewardship
- Expanding sustainable outdoor recreation experiences

A summary of the 2022 capital budget and 2023 – 2031 capital forecast by department is as follows:

2022 OPERATING BUDGET & FORECAST



2022 OPERATING BUDGET & FORECAST

| Conservation Halton WMSS Capital Expenditures | Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services | | | | | | | | | |
|--|---|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Flood Forecasting & Operations | | | | | | | | | | |
| Flood Forecasting | 90,000 | 80,000 | 75,000 | 70,000 | 70,000 | 40,000 | 40,000 | 40,000 | 40,000 | 32,500 |
| Scotch Block Major Maintenance | 25,000 | 53,000 | 169,000 | 91,000 | - | - | 115,000 | - | - | - |
| Hilton Falls Major Maintenance | 130,000 | - | 228,000 | - | - | - | - | 118,000 | - | - |
| Morrison-Wedgewood major maintenance | - | - | - | 51,000 | 668,000 | 400,000 | 587,000 | 599,000 | 477,000 | 623,000 |
| Kelso Dam Major Maintenance | 275,970 | 240,000 | - | - | - | - | - | 118,000 | - | - |
| Mountsberg Major Maintenance | 80,000 | 112,000 | - | - | - | - | - | - | - | - |
| Dams and Channels Maintenance Projects | 190,000 | 234,000 | 270,000 | 530,000 | 705,000 | 927,000 | 704,000 | 671,000 | 1,056,000 | 941,000 |
| Dam Public Safety Projects | - | - | - | 43,000 | - | 58,000 | - | - | - | - |
| | 790,970 | 719,000 | 742,000 | 785,000 | 1,443,000 | 1,425,000 | 1,446,000 | 1,546,000 | 1,573,000 | 1,596,500 |
| Corporate Services | | | | | | | | | | |
| Asset Management Plan Consulting | 40,000 | 25,000 | 25,000 | - | - | - | 75,000 | 25,000 | - | - |
| Program Rates & Fees Review | - | - | 30,000 | 30,000 | - | - | - | 60,000 | - | - |
| Engagement Survey | - | 31,000 | - | 15,000 | - | - | 35,000 | - | - | - |
| Compensation Review | 30,000 | - | - | - | - | 35,000 | - | - | - | - |
| GIS Data Acquisition | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Website Upgrade | - | - | - | - | - | 100,000 | - | - | - | - |
| Digital Document Management System | 200,000 | - | - | - | - | - | - | - | - | - |
| IT Infrastructure - Digital Transformation | - | - | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| IT Infrastructure - upgrades - WMSS | 52,000 | 98,000 | 97,000 | 72,000 | 82,000 | 117,000 | 144,000 | 107,000 | 82,000 | 152,000 |
| | 322,000 | 154,000 | 267,000 | 232,000 | 197,000 | 367,000 | 369,000 | 307,000 | 197,000 | 267,000 |
| Corporate Compliance | | | | | | | | | | |
| Giant's Rib GeoPark | - | 100,000 | 100,000 | 100,000 | 100,000 | - | - | - | - | - |
| | - | 100,000 | 100,000 | 100,000 | 100,000 | - | - | - | - | - |
| Planning & Watershed Management | | | | | | | | | | |
| Watershed Planning | 55,000 | 51,000 | 52,000 | 53,000 | 54,000 | 55,000 | 56,000 | 57,000 | 58,000 | 59,000 |
| Flood Plain Mapping (Updates; 2027 & on ongoing maintenance) | 525,000 | 550,000 | 500,000 | 525,000 | 240,000 | 100,000 | 102,000 | 104,000 | 106,000 | 108,000 |
| Watershed Implementation Plan | - | - | - | - | 50,000 | - | 40,000 | 100,000 | 175,000 | 175,000 |
| | 580,000 | 601,000 | 552,000 | 578,000 | 344,000 | 155,000 | 198,000 | 261,000 | 339,000 | 342,000 |

2022 OPERATING BUDGET & FORECAST

| Conservation Halton WMSS Capital Expenditures | Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services | | | | | | | | | |
|---|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Conservation Halton Foundation funded projects | | | | | | | | | | |
| Conservation Halton Foundation funded projects | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Project Management Office | | | | | | | | | | |
| Administration Office & Other Facility Renovations | 200,000 | 316,505 | 157,011 | 184,468 | 170,595 | 60,633 | 225,179 | 84,936 | 316,413 | 406,574 |
| Speyside Weir Removal | - | 30,000 | 12,000 | 5,000 | - | - | - | - | - | - |
| Operations Centre | - | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - |
| | 200,000 | 1,346,505 | 1,169,011 | 189,468 | 170,595 | 60,633 | 225,179 | 84,936 | 316,413 | 406,574 |
| Operations | | | | | | | | | | |
| Vehicle & Equipment Replacement | 94,000 | 174,500 | 158,500 | 82,500 | 87,500 | 98,000 | 78,000 | 143,000 | 126,000 | 125,000 |
| Emerald Ash Borer (EAB) Management | 820,000 | 834,000 | 834,000 | 794,000 | 794,000 | - | - | - | - | - |
| Property Management Projects | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | - | 50,000 | 25,000 | 50,000 | 50,000 |
| | 939,000 | 1,033,500 | 1,017,500 | 901,500 | 906,500 | 98,000 | 128,000 | 168,000 | 176,000 | 175,000 |
| Total Capital Expenditures - WMSS | 2,931,970 | 4,054,005 | 3,947,511 | 2,885,968 | 3,261,095 | 2,205,633 | 2,466,179 | 2,466,936 | 2,701,413 | 2,887,074 |
| Capital - Funding | | | | | | | | | | |
| Provincial Grants | 350,485 | 319,500 | 333,500 | 357,500 | 686,500 | 692,500 | 703,000 | 753,000 | 766,500 | 782,000 |
| Municipal Funding | 262,000 | 284,000 | 392,000 | 352,000 | 367,000 | 482,000 | 626,000 | 601,000 | 593,000 | 657,500 |
| Municipal Funding Other - EAB | 804,000 | 834,000 | 834,000 | 794,000 | 794,000 | - | - | - | - | - |
| Municipal Funding Other - Flood Plain Mapping | 525,000 | 550,000 | 500,000 | 525,000 | 240,000 | - | - | - | - | - |
| Other Funding Grants and Program Funding | 146,000 | 226,000 | 227,000 | 228,000 | 229,000 | 130,000 | 131,000 | 132,000 | 133,000 | 134,000 |
| Transfer from Reserves | 844,485 | 640,505 | 561,011 | 629,468 | 944,595 | 901,133 | 1,006,179 | 980,936 | 1,208,913 | 1,313,574 |
| Municipal Debt Financing | - | 1,200,000 | 1,100,000 | - | - | - | - | - | - | - |
| Total Capital Funding - WMSS | 2,931,970 | 4,054,005 | 3,947,511 | 2,885,968 | 3,261,095 | 2,205,633 | 2,466,179 | 2,466,936 | 2,701,413 | 2,887,074 |

2022 OPERATING BUDGET & FORECAST

| Conservation Halton Conservation Areas Operating Expenditures | Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Areas | | | | | | | | | |
|--|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| Salaries & Benefits | 8,057,964 | 8,219,123 | 8,383,506 | 8,551,176 | 8,722,199 | 9,027,476 | 9,343,438 | 9,670,458 | 10,008,924 | 10,359,237 |
| Materials & Supplies | 1,874,353 | 1,911,840 | 1,950,077 | 1,989,078 | 2,028,860 | 2,099,870 | 2,173,366 | 2,249,433 | 2,328,163 | 2,409,649 |
| Purchased Services | 2,245,528 | 2,290,439 | 2,336,247 | 2,382,972 | 2,430,632 | 2,515,704 | 2,603,753 | 2,694,885 | 2,789,206 | 2,886,828 |
| Financial | 471,200 | 480,624 | 490,236 | 500,041 | 510,042 | 527,894 | 546,370 | 565,493 | 585,285 | 605,770 |
| Internal Chargebacks | 1,364,100 | 1,391,400 | 1,419,200 | 1,447,600 | 1,476,600 | 1,506,100 | 1,536,200 | 1,566,900 | 1,598,200 | 1,630,200 |
| Transfer to Reserve - Operating Surplus | 372,118 | 651,180 | 946,859 | 1,259,848 | 1,590,973 | 1,735,818 | 1,889,264 | 2,051,772 | 2,223,824 | 2,405,827 |
| Total Operating Expenses - Conservation Areas | 14,385,263 | 14,944,606 | 15,526,126 | 16,130,716 | 16,759,306 | 17,412,862 | 18,092,391 | 18,798,941 | 19,533,602 | 20,297,510 |
| Operating Funding - Conservation Areas | | | | | | | | | | |
| Program Fees | 13,946,430 | 14,496,996 | 15,069,564 | 15,665,023 | 16,284,299 | 16,928,355 | 17,598,194 | 18,294,860 | 19,019,439 | 19,773,064 |
| Municipal Funding - Park Education programs & Outreach | 361,463 | 368,692 | 376,066 | 383,587 | 391,259 | 399,084 | 407,066 | 415,207 | 423,512 | 431,982 |
| Internal Chargeback Recoveries | 77,370 | 78,917 | 80,496 | 82,106 | 83,748 | 85,423 | 87,131 | 88,874 | 90,651 | 92,464 |
| Total Operating Funding - Conservation Areas | 14,385,263 | 14,944,606 | 15,526,126 | 16,130,716 | 16,759,306 | 17,412,862 | 18,092,391 | 18,798,941 | 19,533,602 | 20,297,510 |

MUNICIPAL FUNDING



2022 MUNICIPAL FUNDING

Municipal funding is increasing by 3.5% for the 2022 budget for a total amount of \$10,795,636. This increase is within the Region of Halton guideline of 3.7%. A key service target in

Conservation Halton's Strategic Plan is to limit operating and capital municipal funding increases to at or below regional budget guidelines.

| Budget Category | 2022 Budget | 2022 Municipal Funding | 2021 Municipal Funding | Municipal Funding % Increase |
|--|---------------------|------------------------------|------------------------------|------------------------------------|
| Operating (excl. SOGR levy) | \$32,966,409 | \$10,053,136 | \$9,695,379 | 3.7% |
| Capital | 6,744,873 | 262,000 | 257,000 | 1.9% |
| | 39,711,282 | 10,315,136 | 9,952,379 | 3.6% |
| State of Good Repair (SOGR) Levy - Dams & Channels; Buildings | 480,500 | 480,500 | 478,500 | 0.4% |
| Total | \$40,191,782 | \$10,795,636 | \$10,430,879 | 3.5% |

2022 MUNICIPAL APPORTIONMENT

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

Municipal funding of \$10,795,636 in the 2022 budget is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch.

Under the legislation, Conservation Authorities apportion costs to the participating municipalities based on the benefit derived by each participating municipality, which is determined by calculating the ratio that each participating municipality's

current value assessment, modified for the area of the municipality that lies within the watershed, to the total modified current value assessment in the Conservation Authority's watershed.

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

| Municipality: | Apportionment % 2022 | Municipal Funding 2022 | Apportionment % 2021 | Municipal Funding 2021 | % Increase |
|----------------------|---------------------------------|-----------------------------------|---------------------------------|-----------------------------------|-----------------------|
| Region of Halton | 87.8985% | \$9,489,202 | 87.8421% | \$9,162,704 | 3.6% |
| City of Hamilton | 7.1904% | 776,249 | 7.1875% | 749,719 | 3.5% |
| Region of Peel | 4.6944% | 506,791 | 4.7534% | 495,821 | 2.2% |
| Township of Puslinch | 0.2167% | 23,394 | 0.2170% | 22,635 | 3.4% |
| | 100.0000% | \$10,795,636 | 100.0000% | \$10,430,879 | |

2022 MUNICIPAL FUNDING FORECAST

The State of Good Repair long-term financing strategy developed in the 2019 budget proposed a municipal funding increase in the budget and operating forecast between 4 – 4.5% annually.

The annual increases will ensure funds are available to meet both current and future program and organization needs.

| | BUDGET | FORECAST | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Municipal Funding | 2022 | 2023 | 2024 | 2025 | 2026 |
| Operating | \$ 10,053,136 | \$ 10,408,282 | \$ 10,739,574 | \$ 11,186,493 | \$ 11,540,856 |
| Capital | \$ 262,000 | \$ 284,000 | \$ 392,000 | \$ 352,000 | \$ 367,000 |
| Municipal Funding - Total excluding SOGR Levy | \$ 10,315,136 | \$ 10,692,282 | \$ 11,131,574 | \$ 11,538,493 | \$ 11,907,856 |
| State of Good Repair (SOGR) Levy | \$ 480,500 | \$ 494,400 | \$ 521,200 | \$ 640,800 | \$ 823,400 |
| Municipal Funding - Total including SOGR Levy | \$ 10,795,636 | \$ 11,186,682 | \$ 11,652,774 | \$ 12,179,293 | \$ 12,731,256 |
| %Change | 3.5% | 3.6% | 4.2% | 4.5% | 4.5% |

RESERVES



RESERVES

| | Reserves Projected Balance Dec. 31, 2021 | 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, 2022 |
|--|---|--|------------------------------|---------------------------------|--|--|---|
| Conservation Halton Reserves | | | | | | | |
| Watershed Management & Support Services | | | | | | | |
| Vehicle and Equipment | 625,967 | | | | (94,000) | | 531,967 |
| Building | 153,470 | | | | (100,000) | | 53,470 |
| Building - State of Good Repair | 299,757 | | | 164,000 | (100,000) | | 363,757 |
| Watershed Management Capital - Municipal Funds and Self Generated Funds | 1,028,080 | | | 316,500 | (350,485) | | 994,095 |
| Watershed Management & Support Services Stabilization | 1,789,212 | | | | | (120,000) | 1,669,212 |
| Capital Projects - Debt Financing Charges | 425,564 | | | | | | 425,564 |
| Digital Transformation | 254,900 | | | | (200,000) | | 54,900 |
| Legal - Planning & Watershed Management | 258,891 | | | | | | 258,891 |
| Legal - Corporate | 200,000 | | | | | | 200,000 |
| Water Festival | 170,296 | | | | - | (10,000) | 160,296 |
| Land Securement | 85,437 | 25,000 | | | | | 110,437 |
| Property Management | 901,116 | | | | | | 901,116 |
| Landowner Outreach & Restoration | 259,011 | | | | - | (63,500) | 195,511 |
| Conservation Areas | | | | | | | |
| Capital | 2,402,091 | | 372,118 | | (1,532,903) | | 1,241,306 |
| Stabilization | 1,000,568 | | | | | | 1,000,568 |
| Total Reserves | 9,854,360 | 25,000 | 372,118 | 480,500 | (2,377,388) | (193,500) | 8,161,090 |

RESERVE CONTINUITY

| Conservation Halton | Projected 2021 | RESERVE CONTINUITY | | | | | | | | | | |
|--|-------------------|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | |
| Watershed Management & Support Services Reserves | | | | | | | | | | | | |
| Vehicle and Equipment, beginning | \$ 723,967 | \$ 625,967 | \$ 531,967 | \$ 357,467 | \$ 198,967 | \$ 166,467 | \$ 203,967 | \$ 180,967 | \$ 202,967 | \$ 159,967 | \$ 158,967 | \$ 158,967 |
| Transfer to Reserve - Reserve funding (municipal) | - | - | - | - | 50,000 | 125,000 | 75,000 | 100,000 | 100,000 | 125,000 | 125,000 | 125,000 |
| Transfer from Reserve - Capital expenditures | (98,000) | (94,000) | (174,500) | (158,500) | (82,500) | (87,500) | (98,000) | (78,000) | (143,000) | (126,000) | (125,000) | (125,000) |
| Vehicle and Equipment | \$ 625,967 | \$ 531,967 | \$ 357,467 | \$ 198,967 | \$ 166,467 | \$ 203,967 | \$ 180,967 | \$ 202,967 | \$ 159,967 | \$ 158,967 | \$ 158,967 | \$ 158,967 |
| | | | | | | | | | | | | |
| Building, beg. of year | \$ 373,137 | \$ 153,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 |
| Transfer from Reserve - Capital expenditures | (219,667) | (100,000) | - | - | - | - | - | - | - | - | - | - |
| Building | \$ 153,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 | \$ 53,470 |
| | | | | | | | | | | | | |
| Building - State of Good Repair, beginning of year | \$ 315,611 | \$ 299,757 | \$ 363,757 | \$ 414,552 | \$ 528,141 | \$ 517,673 | \$ 524,578 | \$ 645,045 | \$ 604,566 | \$ 708,030 | \$ 583,817 | \$ 583,817 |
| Transfer to Reserve - SOGR Levy | 102,000 | 164,000 | 167,300 | 170,600 | 174,000 | 177,500 | 181,100 | 184,700 | 188,400 | 192,200 | 196,000 | 196,000 |
| Transfer from Reserve - Capital expenditures | (117,854) | (100,000) | (116,505) | (57,011) | (184,468) | (170,595) | (60,633) | (225,179) | (84,936) | (316,413) | (406,574) | (406,574) |
| Building - State of Good Repair | \$ 299,757 | \$ 363,757 | \$ 414,552 | \$ 528,141 | \$ 517,673 | \$ 524,578 | \$ 645,045 | \$ 604,566 | \$ 708,030 | \$ 583,817 | \$ 583,817 | \$ 373,243 |
| | | | | | | | | | | | | |
| Watershed Mgmt Cap.-Municipal & Self Generated | 1,200,892 | \$ 1,028,080 | \$ 994,095 | \$ 1,001,695 | \$ 1,018,795 | \$ 1,128,095 | \$ 1,087,495 | \$ 1,251,495 | \$ 1,422,095 | \$ 1,560,195 | \$ 1,702,595 | \$ 1,702,595 |
| Transfer to Reserves - SOGR Levy | 376,500 | 316,500 | 327,100 | 350,600 | 466,800 | 645,900 | 856,500 | 873,600 | 891,100 | 908,900 | 927,100 | 927,100 |
| Transfer from Reserves - Capital expenditures | (549,312) | (350,485) | (319,500) | (333,500) | (357,500) | (686,500) | (692,500) | (703,000) | (753,000) | (766,500) | (782,000) | (782,000) |
| Watershed Management Capital - Municipal | \$ 1,028,080 | \$ 994,095 | \$ 1,001,695 | \$ 1,018,795 | \$ 1,128,095 | \$ 1,087,495 | \$ 1,251,495 | \$ 1,422,095 | \$ 1,560,195 | \$ 1,702,595 | \$ 1,847,695 | \$ 1,847,695 |
| | | | | | | | | | | | | |
| Watershed Mgmt & Support Services Stabilization | 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 |
| Transfer from Reserve | - | (120,000) | - | - | - | - | - | - | - | - | - | - |
| Watershed Mgmt & Support Serv. | \$ 1,789,212 | \$ 1,669,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 | \$ 1,789,212 |
| | | | | | | | | | | | | |
| Capital Projects - Debt Financing Charges | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 | \$ 425,564 |

RESERVE CONTINUITY

| Conservation Halton | Projected 2021 | RESERVE CONTINUITY | | | | | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|
| | | 2022 Preliminary | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | |
| Digital Transformation, beginning of year | 254,900 | \$ 254,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 |
| Transfer from Reserve | - | (200,000) | - | - | - | - | - | - | - | - | - | - |
| Digital Transformation | \$ 254,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 | \$ 54,900 |
| Legal - Planning & Watershed Management | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 | \$ 258,891 |
| Legal - Corporate | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 | \$ 200,000 |
| Water Festival | 188,911 | \$ 170,296 | \$ 160,296 | \$ 145,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 |
| Transfer from Reserve | (18,615) | (10,000) | (15,000) | (15,000) | - | - | - | - | - | - | - | - |
| Water Festival | \$ 170,296 | \$ 160,296 | \$ 145,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 | \$ 130,296 |
| Land Securement | 60,437 | \$ 85,437 | \$ 110,437 | \$ 135,437 | \$ 160,437 | \$ 185,437 | \$ 210,437 | \$ 235,437 | \$ 260,437 | \$ 285,437 | \$ 310,437 | \$ 310,437 |
| Transfer to Reserve - Reserve funding (municipal) | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Land Securement | \$ 85,437 | \$ 110,437 | \$ 135,437 | \$ 160,437 | \$ 185,437 | \$ 210,437 | \$ 235,437 | \$ 260,437 | \$ 285,437 | \$ 310,437 | \$ 310,437 | \$ 310,437 |
| Property Management | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 | \$ 901,116 |
| Landowner Outreach & Restoration | 420,511 | \$ 259,011 | \$ 195,511 | \$ 180,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 |
| Transfer to (from) Reserve | (161,500) | (63,500) | (15,000) | (15,000) | - | - | - | - | - | - | - | - |
| Land Ownership & Restoration | \$ 259,011 | \$ 195,511 | \$ 180,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 | \$ 165,511 |
| Conservation Areas Stabilization | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 | \$ 1,000,568 |
| Capital | 3,294,219 | 2,402,091 | 1,241,306 | 1,032,486 | 729,845 | 746,694 | 2,001,666 | 2,328,931 | 2,032,695 | 3,055,967 | 1,855,790 | 1,855,790 |
| Transfer to Reserve - Operating Surplus | 251,284 | 372,118 | 651,180 | 946,859 | 1,259,848 | 1,590,973 | 1,735,818 | 1,889,264 | 2,051,772 | 2,223,824 | 2,405,827 | 2,405,827 |
| Transfer from Reserve - Capital expenditures | (1,143,412) | (1,532,903) | (860,000) | (1,249,500) | (1,243,000) | (336,000) | (1,408,553) | (2,185,500) | (1,028,500) | (3,424,000) | (1,073,000) | (1,073,000) |
| Capital | \$ 2,402,091 | \$ 1,241,306 | \$ 1,032,486 | \$ 729,845 | \$ 746,694 | \$ 2,001,666 | \$ 2,328,931 | \$ 2,032,695 | \$ 3,055,967 | \$ 1,855,790 | \$ 3,188,617 | \$ 3,188,617 |
| TOTAL RESERVES | \$ 9,854,360 | \$ 8,161,090 | \$ 7,951,164 | \$ 7,615,713 | \$ 7,723,893 | \$ 9,007,671 | \$ 9,621,403 | \$ 9,502,288 | \$ 10,749,123 | \$ 9,591,134 | \$ 10,883,486 | \$ 10,883,486 |

DEPARTMENTAL BUSINESS PLANS



CORPORATE SERVICES

DEPARTMENTAL BUSINESS PLAN

Corporate Services budget category includes the Office of the President & CEO, Human Resources, Conservation Halton Foundation Administration, Finance, Information Technology (IT), Geographic information systems (GIS), Chief Operating Officer/Digital Transformation, Marketing and Communications.

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

STRATEGIC PLAN DELIVERABLES:



Ancient Cedars at Mount Nemo

CORPORATE SERVICES

OFFICE OF THE PRESIDENT & CEO

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

CONSERVATION HALTON FOUNDATION ADMINISTRATION

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

HUMAN RESOURCES

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

FINANCE

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

INFORMATION TECHNOLOGY

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

MARKETING AND COMMUNICATIONS

Marketing is comprised of marketing, communications, events, digital media and creative services professionals. This function partners with each department at Conservation Halton to ensure that the public is aware, educated and engaged with our products, programs and services, as well as policies and procedure, and is responsible for maintaining a positive public perception and maintaining the brand identity of Conservation Halton brand.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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

2022 INITIATIVES

FINANCIAL SYSTEMS COMPREHENSIVE REVIEW

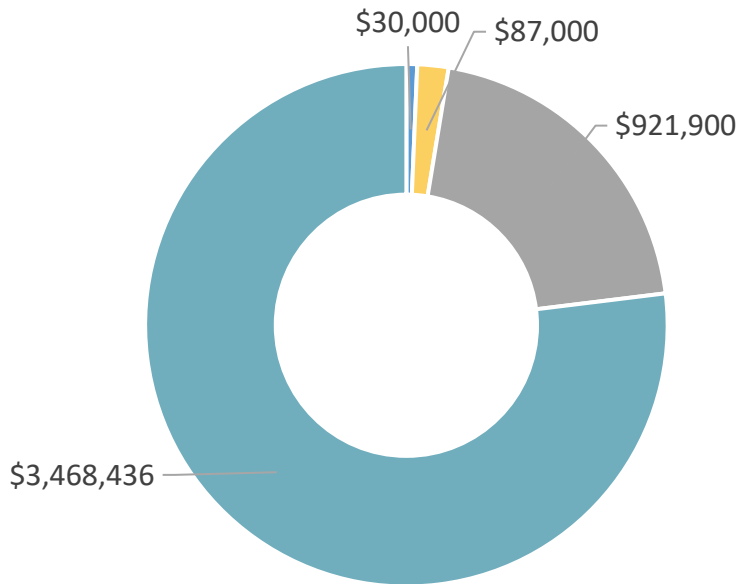
Finance staff will continue to review financial software systems to evaluate and implement software upgrades in collaboration with the Digital Transformation team, which will provide further automation and integration, with software systems used by Finance and client departments such as payroll, point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

DIGITAL TRANSFORMATION

A technology assessment was completed by staff and consultants to enable digital transformation to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Technology transformation themes were identified with opportunities for improvement recommended. Implementation of these opportunities will continue to be a strategic priority in 2022.

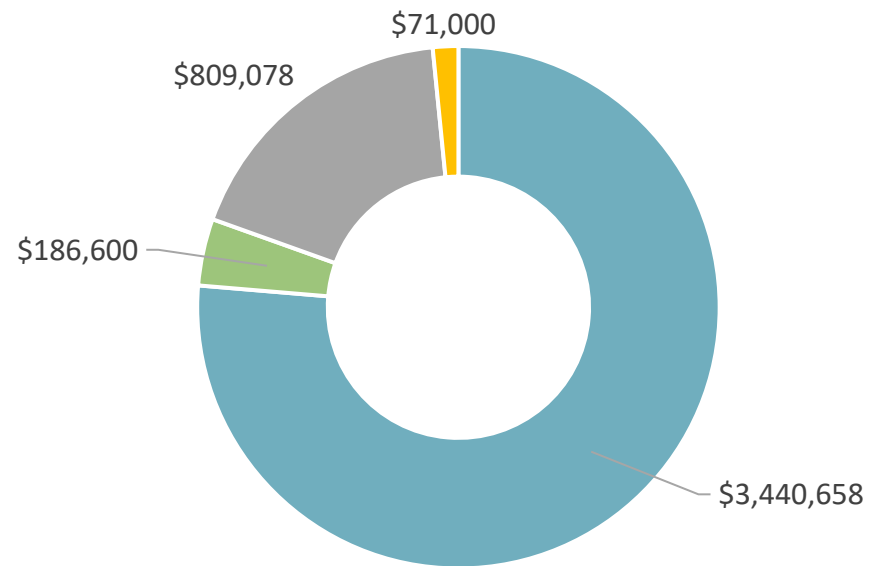
CORPORATE SERVICES

Revenue \$4,507,336



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

Expenses \$4,507,336



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

CORPORATE SERVICES

| Description | 2022 Capital Expenditures | Capital Revenue | | | | | |
|----------------------------|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Asset Management Plan | 40,000 | | | | | | 40,000 |
| Compensation Review | 30,000 | | | | | | 30,000 |
| IT Infrastructure | 52,000 | | | | | | 52,000 |
| Digital Transformation | 200,000 | | | | | 200,000 | |
| Total Capital Expenditures | 322,000 | - | - | - | - | 200,000 | 122,000 |

CORPORATE COMPLIANCE

DEPARTMENTAL BUSINESS PLAN

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

Corporate Compliance is responsible for ensuring the organization and its employees follow the applicable laws, regulations, standards, and ethical practices.

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

STRATEGIC PLAN DELIVERABLES:



Mount Nemo

CORPORATE COMPLIANCE

HEALTH & SAFETY

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

LAND MANAGEMENT

Land Management provides strategic oversight and planning for the current and long-term management for all Conservation Halton owned property. This includes administration and record keeping relating to land management as well as the creation and implementation of Master Plans and the Conservation Halton Land Securement Strategy. The goal is to proactively plan for management of Conservation Halton owned and maintained lands to ensure alignment with organization and industry priorities by working closely with all departments and external partners.

RISK MANAGEMENT

The risk management program creates a comprehensive approach to anticipate, identify, prioritize, manage and monitor the portfolio of risks impacting our organization. Partnering with the Conservation Halton staff risk management committees, our team ensures that the policies, processes, competencies, accountabilities, reporting and enabling technology are in place to execute that approach successfully.

PROCUREMENT

The Procurement function ensures that the required services, materials and equipment are sourced and secured while ensuring that quality, safety, and cost-effectiveness are achieved, that procurement transactions are conducted with full and open competition, compliance with procurement rules and applicable laws and regulation, that participation from all qualified and responsible contractors and suppliers in the procurement process is solicited, equity for all parties involved in the procurement process, and eliminates the possibility of corruption or unethical practices in the procurement process.

CORPORATE COMPLIANCE

2022 INITIATIVES

ENTERPRISE RISK MANAGEMENT

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

ETHICS & COMPLIANCE

An ethics and compliance program is made up of a code of conduct and organizational policies and procedures to promote law abiding and ethical conduct, designed to meet internal and external requirements, guided by Conservation Halton's core values. By creating this program, we will promote a culture of integrity, ethical, and compliant behavior that supports and guides employees as they do their jobs. Implementing a meaningful governance framework, tools and resources, training and communication, and compliance monitoring will help us achieve this objective. The program will promote a culture that encourages everyone to raise their hands when they have concerns, and guards against retaliation of any kind.



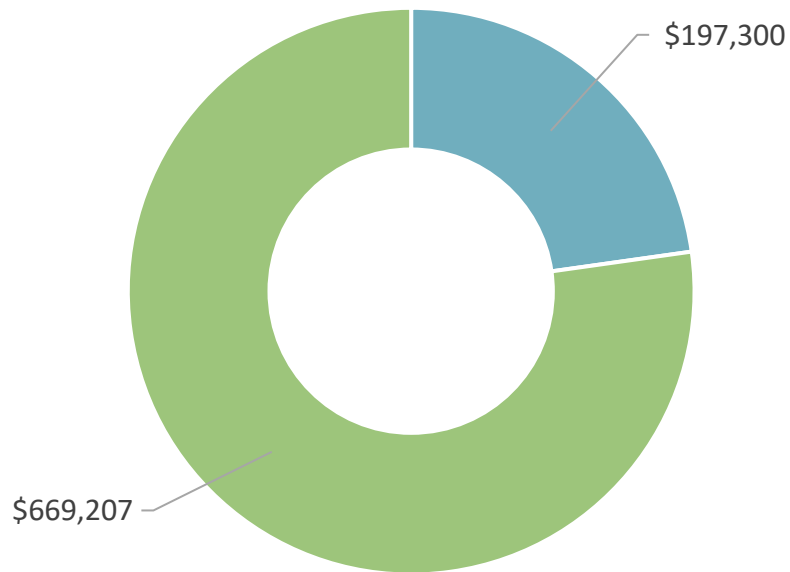
Entertainment at Pride in Nature



Educating Attendees at Flamborough
Phase 2 Groundbreaking

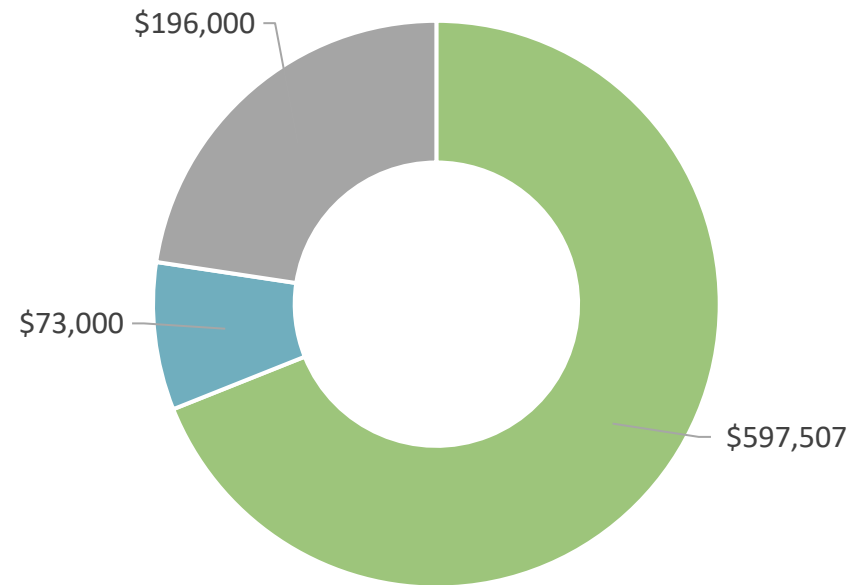
CORPORATE COMPLIANCE

Revenue \$866,507



■ Chargeback Recoveries ■ Municipal Funding

Expenses \$866,507



■ Salaries & Benefits ■ Materials & Supplies ■ Purchased Services

FLOOD FORECASTING & OPERATIONS

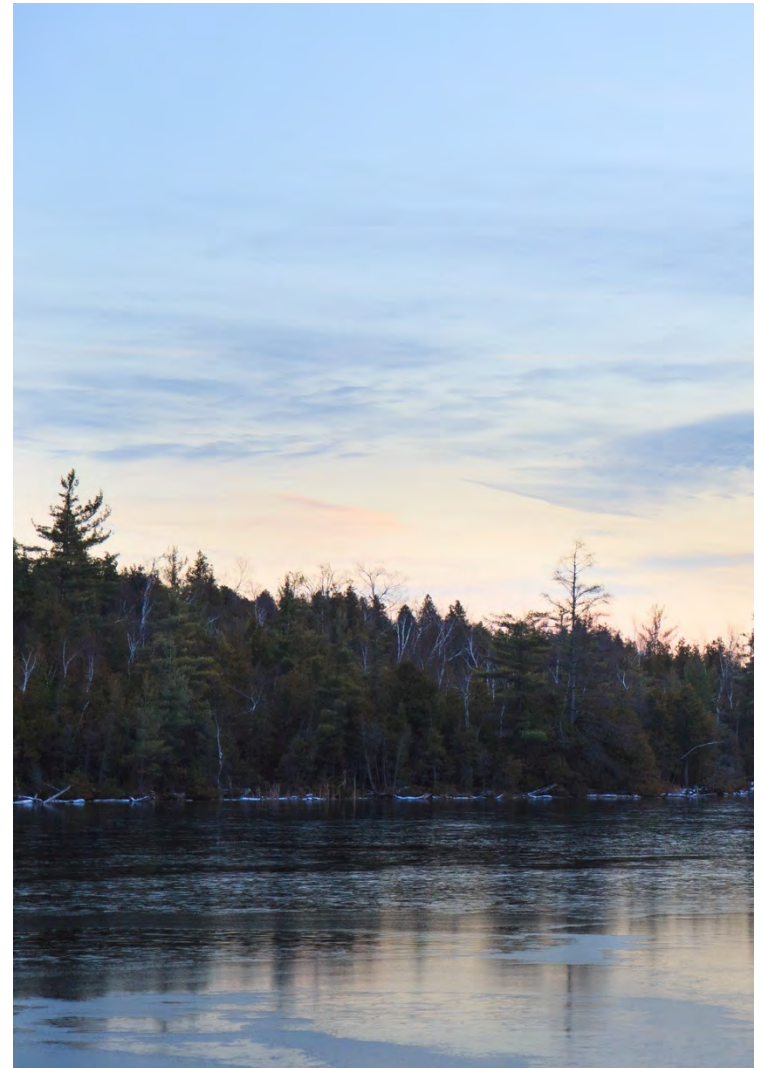
DEPARTMENTAL BUSINESS PLAN

The Flood Forecasting & Operations program is responsible for enhancing public safety through the maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.

Flood Forecasting & Operations staff help fulfill the protection of our natural, cultural and scenic assets, taking care of our growing communities and preparing for the effects of climate change by protecting people and property from flooding.

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

STRATEGIC PLAN DELIVERABLES:



Crawford Lake Spring Melt

FLOOD FORECASTING & OPERATIONS

FLOOD FORECASTING & OPERATIONS

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

2022 INITIATIVES

CAPITAL PROJECTS

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

EMERGENCY MANAGEMENT

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

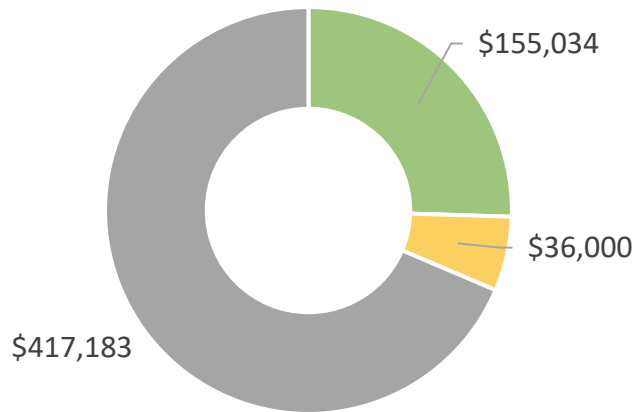
FLOOD FORECASTING & OPERATIONS

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

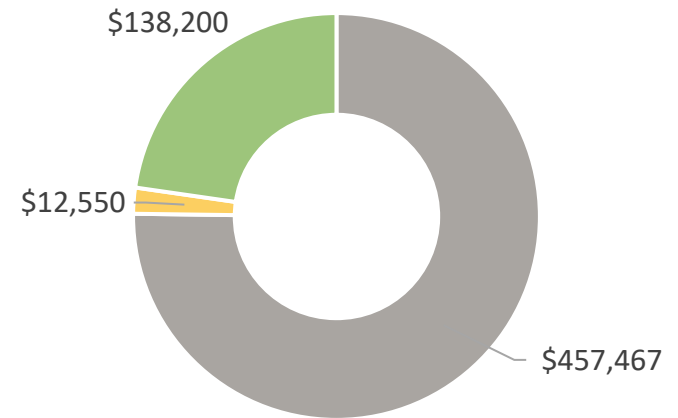
A key responsibility to support Conservation Halton's mandate is to prevent damage to life and property due to flooding. As part of this responsibility, Conservation Halton operates a network of real-time gauging stations to enable both the monitoring of current conditions and to use available weather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

FLOOD FORECASTING & OPERATIONS

Revenue \$608,217



Expenses \$608,217



■ Provincial Funding ■ Chargeback Recoveries ■ Municipal Funding

■ Salaries & Benefits ■ Materials & Supplies ■ Purchased Services

FLOOD FORECASTING & OPERATIONS

| Description | 2022 Capital Expenditures | Capital Revenue | | | | | |
|-------------------------------------|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Dams & Channels SOGR Maintenance | 700,970 | | 350,485 | | | 350,485 | |
| Flood Forecasting & Warning Program | 90,000 | | | | | | 90,000 |
| Total Capital Expenditures | 790,970 | - | 350,485 | - | - | 350,485 | 90,000 |

PLANNING & WATERSHED MANAGEMENT

DEPARTMENTAL BUSINESS PLAN

The Planning and Watershed Management Department has three sections: Planning & Regulations, Watershed Planning & Source Protection, and Science & Partnerships. Interdisciplinary staff have professional training and expertise in environmental planning, policy, ecology, water resources engineering, hydrogeology, climate change assessments, permitting and compliance, regulation mapping, source water protection, environmental restoration, and watershed monitoring.

A range of planning services is offered, including the review of development applications and technical studies under the *Planning Act*, sub-watershed studies, environmental assessments under the *Environmental Assessment Act*, *Aggregate Resources Act*, and federal, provincial, regional and municipal proposed policies and initiatives.

Permitting, compliance and enforcement activities are carried out as required by regulations enacted under the *Conservation Authorities Act*.

The Floodplain Mapping Program is updating flood hazard mapping across the watershed to support the planning and regulatory programs and flood warning and forecasting

operations. This mapping also informs infrastructure management decisions, emergency planning and response, prioritization of flood mitigation efforts, and infrastructure design.

Staff implement the Source Water Protection Program under the Clean Water Act and undertake watershed planning initiatives, including resource management and climate change strategies.

Additionally, staff inventory, monitor, and assess watershed environmental conditions and trends such as water quality, forest health and biodiversity, create partnerships with landowners and funders to restore degraded habitats, promote land and water stewardship, and provide support to the Hamilton Harbour Remedial Action Program (HHRAP).



Hilton Falls

STRATEGIC PLAN DELIVERABLES:



PLANNING & WATERSHED MANAGEMENT

DEPARTMENTAL BUSINESS PLAN

PLANNING

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

REGULATIONS

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

POLICY REVIEW & DEVELOPMENT

The Department is responsible for the review of legislative, regulatory, or policy changes related to natural resources management, the protection of drinking water sources or planning related matters. It is responsible for developing and administering Board-approved policies for permitting and plan review, as well as responding to changes to the Conservation Authorities Act.

REGIONAL INFRASTRUCTURE TEAM

The Regional Infrastructure Team provides planning and regulatory services to Halton Region for regional infrastructure and related projects. These services include the review of Environmental Assessments, and related planning and permitting applications, as well as the review of other Regional planning applications and related permits. This service is provided through an agreement with the Region of Halton who funds the program.

FLOODPLAIN MAPPING

The Floodplain Mapping Team is responsible for the update and maintenance of Conservation Halton's watershed floodplain mapping, which identifies flood risk and hazards. This information is used to develop approximate regulation limit mapping for purposes of review associated with Ontario Regulation 162/06, as well as used to support flood risk management decisions and communications.

PLANNING & WATERSHED MANAGEMENT

PLANNING & REGULATIONS

2022 INITIATIVES

EXCELLENCE IN CUSTOMER SERVICE & EXPERIENCE

We anticipate that the number of planning and permit files, as well as large-scale technical reviews, will continue to remain high. Several hearings related to on-going legal files (i.e., OLT files, regulatory violation files and other legal matters) are anticipated, as well as municipal policy initiatives or reviews, will require considerable staff time in 2022. We will continue to strive for excellence in customer service and customer experience, work to provide efficient, effective, and timely service, foster partnerships, and identify opportunities to build mutual understanding, trust, respect, and support.

SERVICE AGREEMENTS & MEMORANDA OF UNDERSTANDING

In 2021, a new interim service agreement for ecological services was reached between Halton Region and Conservation Halton. We will continue to work with our municipal partners to develop updated planning service agreements that will benefit all stakeholders.

MODERNIZE POLICIES & MAPPING

The Planning & Regulations team will respond to regulatory changes under the new Conservation Authorities Act by updating policies for administration of the amended regulations. In 2022, additional policies will be developed to provide the public with greater clarity and certainty on Conservation Halton's requirements for developing in riverine spill hazards. We will continue to review and update flood

hazard mapping for select watersheds across our jurisdiction. Other components of Conservation Halton's regulatory mapping (e.g., wetland layer) will also be updated. Stakeholder and public engagement will be carried out as part of a policy or mapping initiative prior to approval.

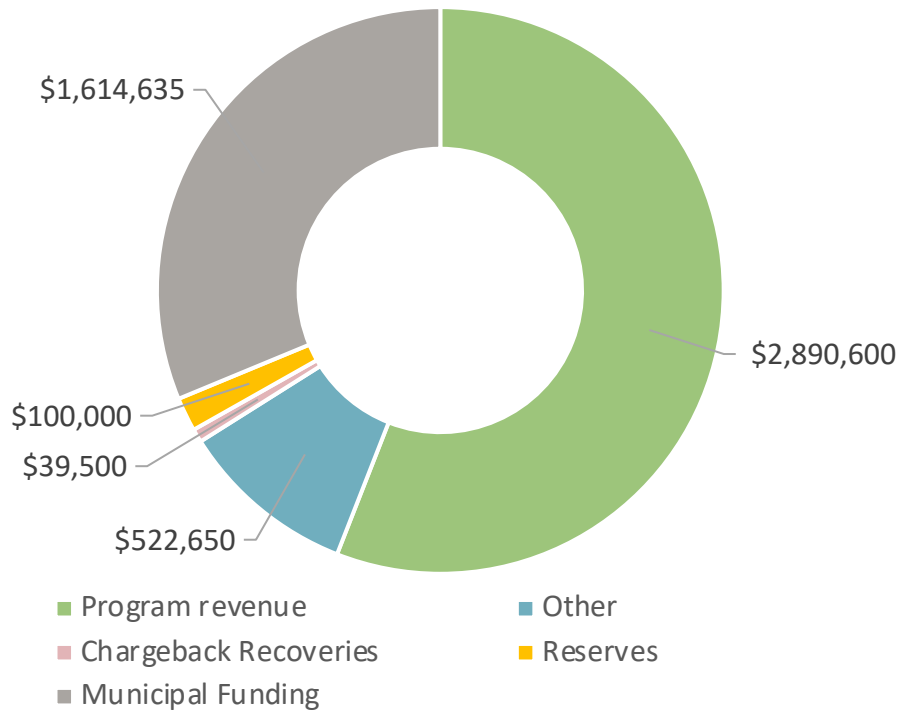


Boardwalk at Mountsberg Reservoir

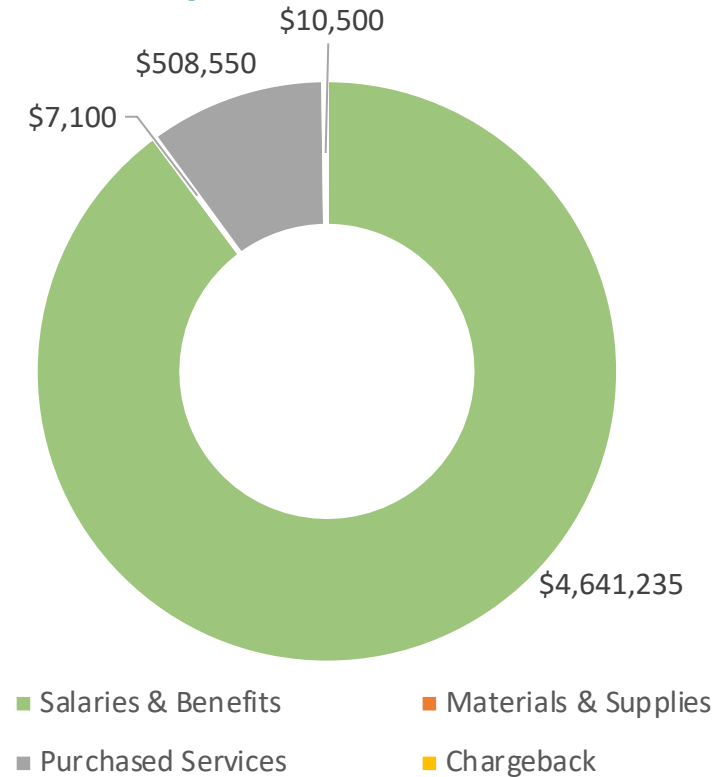
PLANNING & WATERSHED MANAGEMENT

PLANNING & REGULATIONS

Revenue \$5,167,385



Expenses \$5,167,385



PLANNING & WATERSHED MANAGEMENT

PLANNING & REGULATIONS

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

PLANNING & WATERSHED MANAGEMENT

WATERSHED PLANNING & SOURCE PROTECTION

SOURCE WATER PROTECTION PROGRAM

The Source Water Protection team is responsible for implementing the Halton-Hamilton drinking water source protection program under the *Clean Water Act, 2006*. This program is a community initiative, which protects existing and future municipal drinking water sources from contamination and overuse. Conservation Halton and Hamilton Conservation Authority deliver the program, working closely with a locally appointed source protection committee and municipalities, provincial agencies, and other stakeholders. This program is supported through provincial grants. Under the recently amended *Conservation Authorities Act*, the role of the source protection authority is a mandatory program and service.

INTEGRATED WATERSHED MANAGEMENT (IWM)

As a watershed management agency, Conservation Halton promotes integrated watershed management planning. The program is being renewed to develop a coordinated strategy and identify actions based on good science and positive outcomes. Conservation Halton will bring municipalities, agencies and others together to promote the management, restoration and enhancement of the natural systems within the watershed, including natural hazards. Through this program, Conservation Halton is developing a watershed climate action strategy and plans to identify actions supporting resilience in the face climate change, including hazards.

Conservation Halton monitors groundwater aquifers at locations within the watershed through the Provincial Groundwater Monitoring Network, as well as five wetlands across the watershed.

WATERSHED CLIMATE ACTION PLAN (WCAP)

Conservation Halton is developing a watershed climate action supporting resilience in the face of climate change, including nature-based solutions.

2022 INITIATIVES

WATERSHED PLANNING

Conservation Halton is refreshing our watershed planning program, with the goal to undertake and implement watershed plans to identify and prioritize actions that protect natural resources, address natural hazards, and promote sustainability. We will continue to advance and participate in collaborative watershed management initiatives to support, restore, and enhance our natural watershed systems and the health of Lake Ontario. We will also identify and promote climate change approaches for watershed resilience and lead by example.

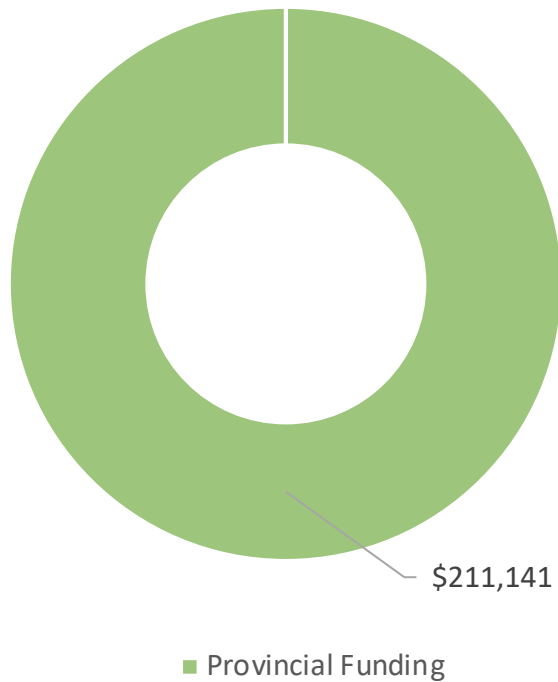
SOURCE WATER PROTECTION

We will continue to lead the Halton-Hamilton source water protection program through a comprehensive review and update of drinking water science and source protection plan policies. Using a watershed-based approach and by working with the Hamilton Conservation Authority, municipalities and others, municipal drinking water sources from groundwater aquifers and Lake Ontario are being protected.

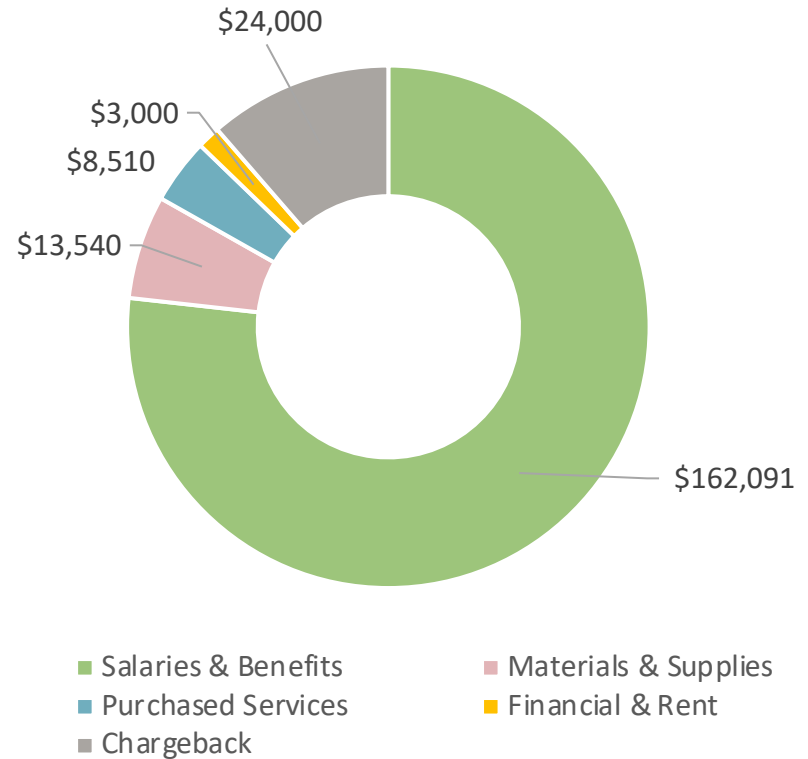
PLANNING & WATERSHED MANAGEMENT

WATERSHED PLANNING & SOURCE PROTECTION

Revenue \$211,141



Expenses \$211,141



PLANNING & WATERSHED MANAGEMENT

WATERSHED PLANNING & SOURCE PROTECTION

| Description | 2021 Capital Expenditures | Capital Revenue | | | | | |
|-----------------------------------|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Watershed Planning | 55,000 | | | 30,000 | | | 25,000 |
| Total Capital Expenditures | 55,000 | - | - | 30,000 | - | - | 25,000 |

PLANNING & WATERSHED MANAGEMENT

SCIENCE & PARTNERSHIPS

MONITORING ECOLOGY

Conservation Halton conducts environmental monitoring to inform and guide internal decision-making, and to provide information to watershed residents, partners, and stakeholders. Our Long-term Environmental Monitoring Program was initiated in 2005 to monitor how species and environmental conditions change over time. Staff are also responsible for data analysis, documentation and preparation of reports, including innovative story maps, such as 55-year water quality trends. In addition, the results of the monitoring program are used to inform and guide the plan review process and provide information for watershed planning, parks master plans, resource management plans, etc.

LANDOWNER OUTREACH & RESTORATION

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

HAMILTON HARBOUR REMEDIAL ACTION PLAN

Hamilton Harbour is one of 43 areas around the Great Lakes that have been designated as Areas of Concern because of the extent of environmental degradation. Areas of Concern were formally designated under the Great Lakes Water Quality Agreement in 1987, and Remedial Action Plans were established to guide the delisting of these areas. The Hamilton Harbour Remedial Action Plan Office provides services to the Bay Area Implementation Team and more than 12 other committees. The team also prepares technical reports, facilitates and sponsors local training opportunities related to stormwater management and sediment control, organizes research and monitoring workshops and provides study support as key works are identified in committees.

PLANNING & WATERSHED MANAGEMENT

SCIENCE & PARTNERSHIPS

2022 INITIATIVES

WATERSHED HEALTH

Monitoring ecology staff continue to collect the data we need to support evidence-based corporate decision-making and detect long-term trends in watershed health. Much of our focus in 2022 will be on compiling data and conducting analysis for the publication of the Watershed Report Card in early 2023. We will also work towards increasingly comprehensive and discoverable data to establish connections and correlations that will support story-telling.

HAMILTON HARBOUR REMEDIATION

The Hamilton Harbour Remedial Action Plan Office will continue to provide local coordination and secretariat services to two specialized committees, including the Bay Area Implementation Team. Specifically, in 2022, the team will guide and report on work plan actions to achieve re-designation of beneficial uses, build relationships and facilitate information exchange with partners, support development of reports, provide engagement and outreach opportunities to communicate progress and build support with local communities and Indigenous peoples.

LANDOWNER OUTREACH & RESTORATION

Pending final confirmation of outstanding grant applications for partnership projects, as well as the results of studies and design processes currently underway, our 2022 areas of focus will include support for homeowner implementation of Low Impact Development projects in Hamilton Harbour watershed

communities, continuation of our strategic focus on restoration of the Limestone Creek sub-watershed through the Brookies in Bronte Forever program, building on recent work to restore the quality and connectivity of aquatic habitat in Sixteen Mile Creek, with a focus on Redside Dace, and mitigating barriers to fish movement.

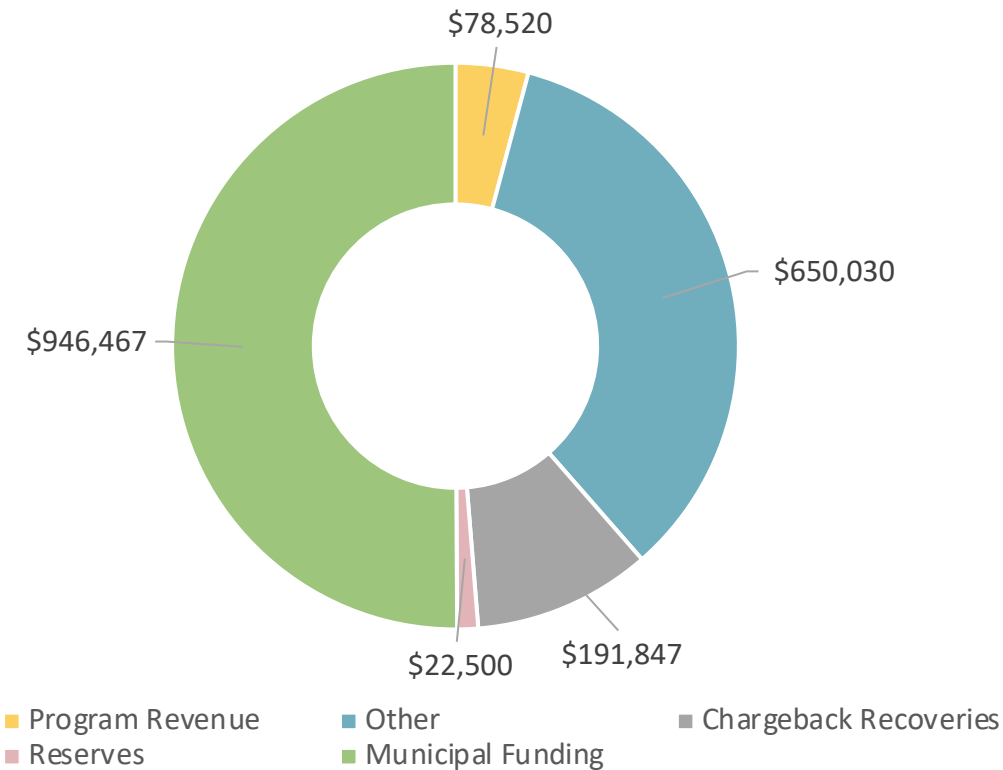


Snapping Turtle near Rattlesnake Point

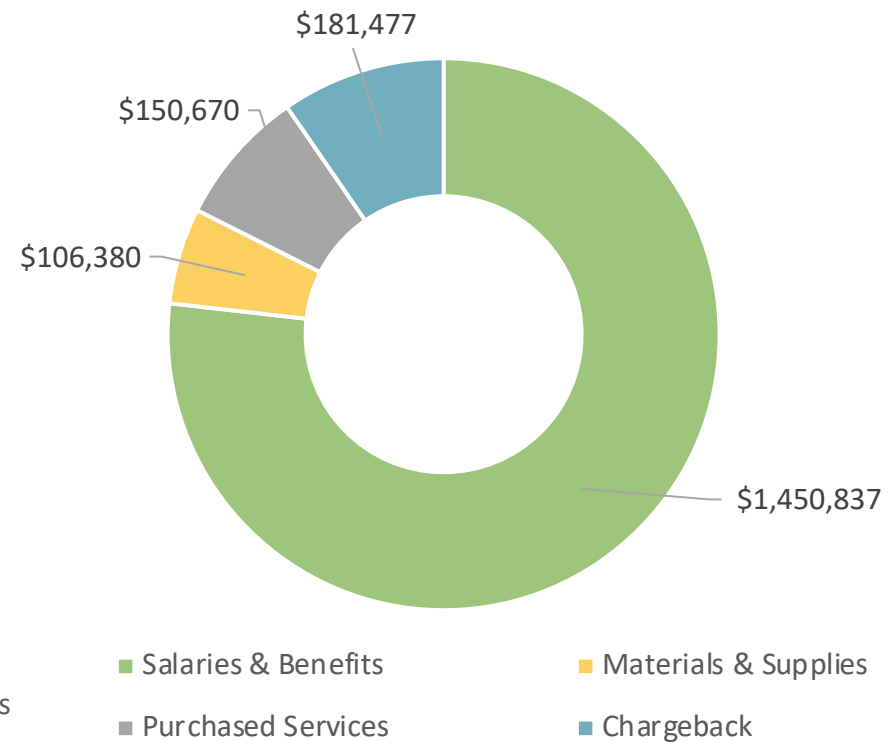
PLANNING & WATERSHED MANAGEMENT

SCIENCE & PARTNERSHIPS

Revenue \$1,889,364



Expenses \$1,889,364

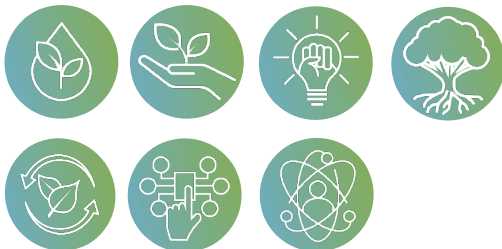


PROJECT MANAGEMENT OFFICE

DEPARTMENT BUSINESS PLANS

The Project Management Office (PMO) team consists of a broad range of specialists who provide support and project oversight to multiple areas within Conservation Halton, including ecological restoration and conservation, engineering and capital infrastructure, construction and facilities, information technologies, digital transformation and enterprise project and business process management.

STRATEGIC PLAN DELIVERABLES:



Bee Tower as part of the Flamborough Restoration

PROJECT MANAGEMENT OFFICE

ADMINISTRATION OFFICE FACILITY

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

RESTORATION

A function of the PMO is larger-scale, watershed-benefitting ecological restoration and enhancement projects.

CONSTRUCTION

A function of the PMO is construction support services, which provide operational support for small-scale infrastructure work, oversight on asset management programs, support to other teams delivering construction projects .

PROJECT MANAGEMENT

Responsible for the delivery of project-based work at Conservation Halton which includes ecological restoration and conservation, engineering and capital infrastructure, construction and facilities, IT and digital transformation and enterprise projects.

2022 INITIATIVES

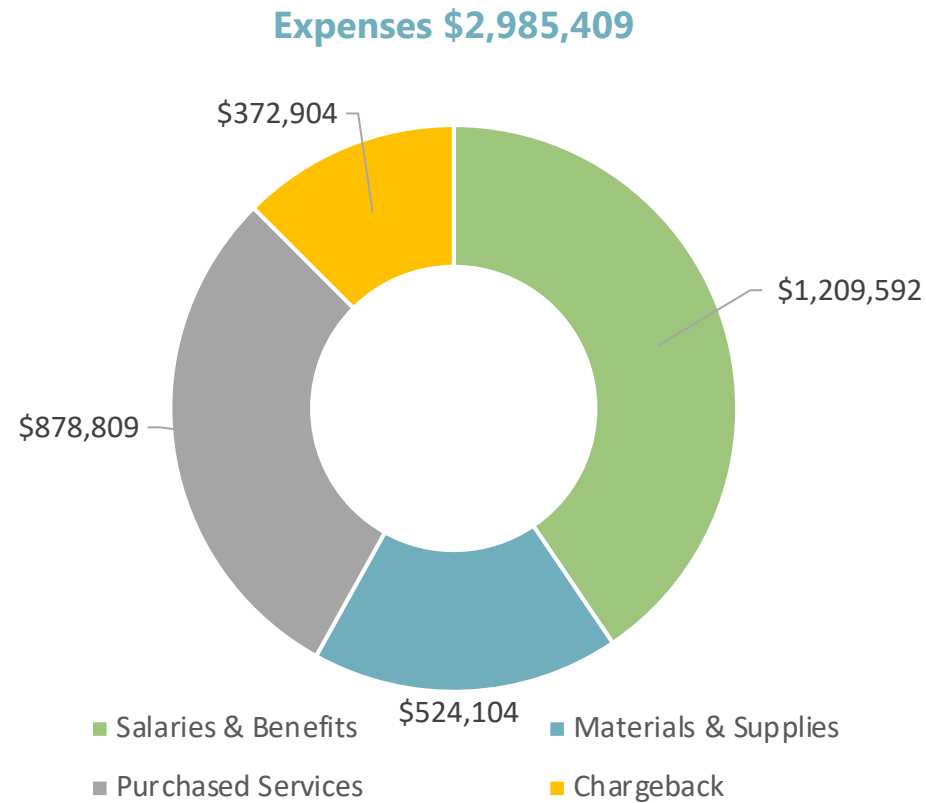
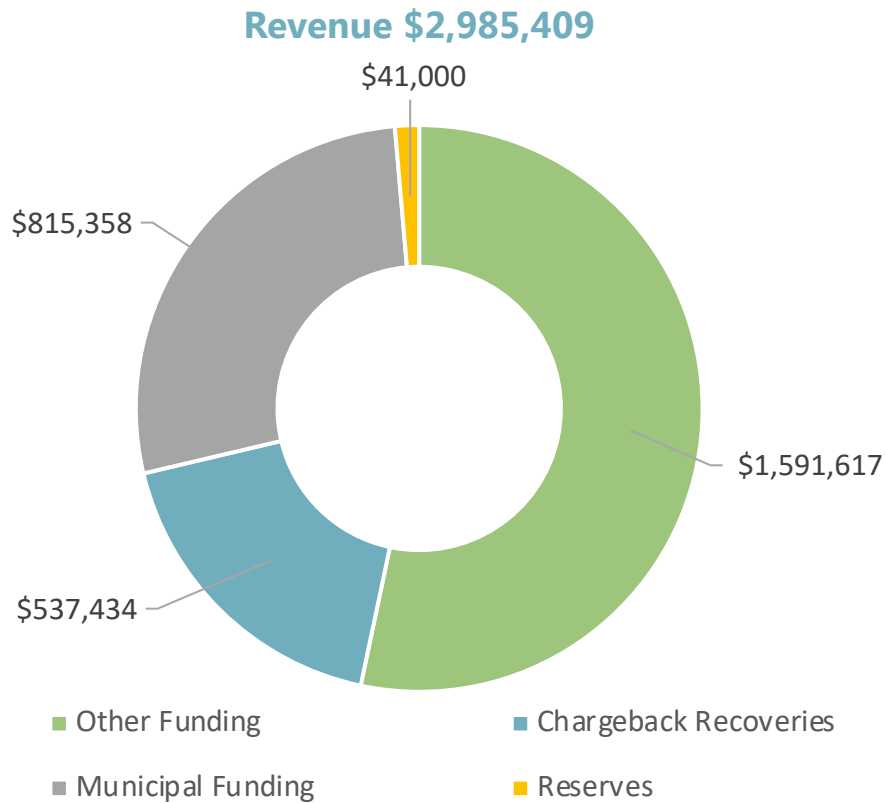
BOYNE WETLAND

A key phase of the Boyne Valley Restoration project will see the planning and implementation of the southern floodplain wetland and riparian restoration project near Britannia Road and Hwy 25 as well as the grassland project near Whitlock Bridge. Objectives also include area invasive species management and planning for future phases of restoration work.

ADMINISTRATION OFFICE LANDSCAPE PROJECT

An Administration Office Landscape Master Plan (2018) initiative involving Low Impact Development strategies and redesigned outdoor staff space. This project will reduce runoff and stormwater pollution impacts to Bronte Creek and improve outdoor space for staff.

PROJECT MANAGEMENT OFFICE



PROJECT MANAGEMENT OFFICE

CAPITAL PROJECTS

| Description | 2022 Capital Expenditures | Capital Revenue | | | | | |
|-----------------------------------|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Administration Office Renovations | 100,000 | | | | | 100,000 | |
| Facility Major Maintenance | 100,000 | | | | | 100,000 | |
| Total Capital Expenditures | 200,000 | - | - | - | - | 200,000 | - |

WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

DEPARTMENTAL BUSINESS PLAN

This budget category is related to Operations for Watershed Management & Support Services (WMSS) and is partly managed by Conservation Areas staff.

The Operations program is responsible for Conservation Halton's forestry operations, strategic forest management, property management, security and fleet management.



Remnants of **Emerald Ash Borer**

WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

FORESTRY OPERATIONS

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

FORESTRY TEAM

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

PROPERTY MANAGEMENT

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

SECURITY

A function within Property and Risk Management, this team provides operational security services (alarm, lock and securing premises as well as 24/7/365 on call) and risk

(incident support and documentation, inspection services) management focus. In addition, this team is empowered under Section 28 and 29 of the CA Act and the Trespass to Property Act as well as various municipal bylaws to support enforcement activities on behalf of Conservation Halton.

FLEET MANAGEMENT

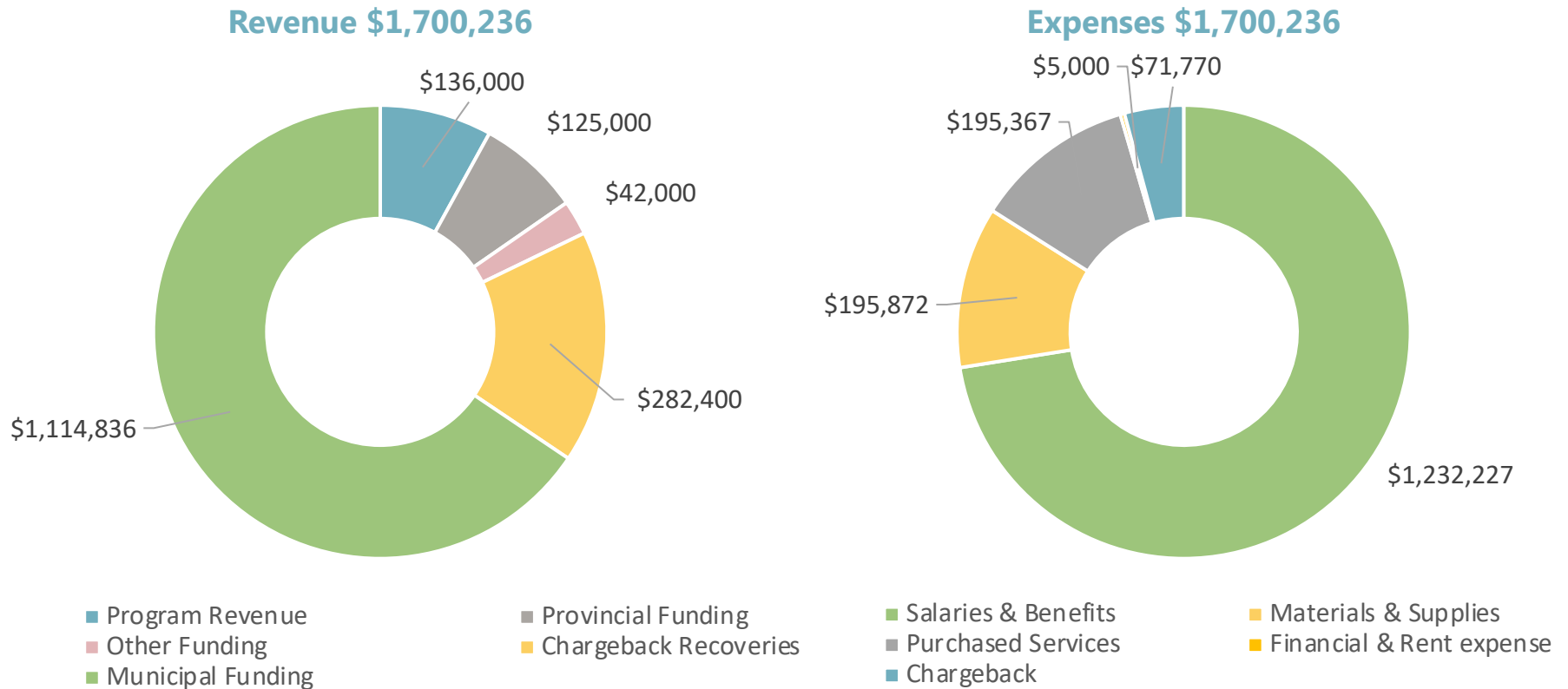
Vehicle and equipment are maintained by staff in a State of Good Repair. Staff also coordinate the replacement of the asset or an assessment if the asset is no longer needed at the end of the useful life of the asset.

2022 INITIATIVES

EMERALD ASH BORER

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

WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS



WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS

CAPITAL SUMMARY

| Description | 2022 Capital Expenditures | Capital Revenue | | | | | |
|-----------------------------------|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Emerald Ash Borer | 820,000 | 16,000 | | 804,000 | | | |
| Vehicle and Equipment Replacement | 94,000 | | | | | 94,000 | |
| Property Management Projects | 25,000 | | | | | | 25,000 |
| Total Capital Expenditures | 939,000 | 16,000 | - | 804,000 | - | 94,000 | 25,000 |

PARKS & RECREATION

DEPARTMENTAL BUSINESS PLAN

The Parks and Recreation Team at Conservation Halton is responsible for the delivery of a wide variety of recreational and educational programs and services to over 1,000,000 annual visitors.

Park operations, programming and services are funded almost entirely through self-generated revenue from annual and seasonal passes, daily access fees, education fees, and lesson and camp registrations. Major themes addressed within the 2022 Operational and Capital budget proposals include service delivery and aging infrastructure.

Long-term planning, focused on environmental and fiscal sustainability, will remain a funded priority for staff.



Cliffside at **Rattlesnake Point**

STRATEGIC PLAN DELIVERABLES:



PARKS & RECREATION

KELSO/GLEN EDEN

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

CRAWFORD LAKE/MOUNTSBERG/ ROBERT EDMONDSON

Crawford Lake, Mountsberg and Robert Edmondson offer unique recreation and education programming opportunities. Education programs are provided to approximately 65,000 school children each year, with topics ranging from life in a longhouse village to how maple syrup is made and local species of owls. These parks offer education-based family programs, tours of the Longhouse Village, Christmas Town, Maple Town, farm animal barn and birds of prey centre. Virtual programs are also offered in response to COVID-19. Total annual visitation exceeds 190,000.

HILTON FALLS/RATTLESNAKE POINT/ MOUNT NEMO

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

OUTREACH

Conservation Halton provides community outreach and education programs that have an annual reach of over 10,000 participants.

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

PARKS & RECREATION

2022 INITIATIVES

FINANCIAL

With the Park operations totally reliant on user fees, it is important for the Parks to continue to grow, generate revenue and manage expenses. For 2022, park staff will be focusing on increasing operating profit and gross revenues of the park offerings, effectively managing expenses and ensuring staff resources are used efficiently. This will be done using the new fee strategy, digital tools for efficiency and reporting, and value-added experiences.

CAPITAL

For our park system to continue to be a leader, long-term planning plays an important role. The 10-Year Capital Plan will be further refined to ensure that existing infrastructure has funding allocated for maintenance but also allowing funds for future growth and experience for the user experience.

DIGITAL TRANSFORMATION

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



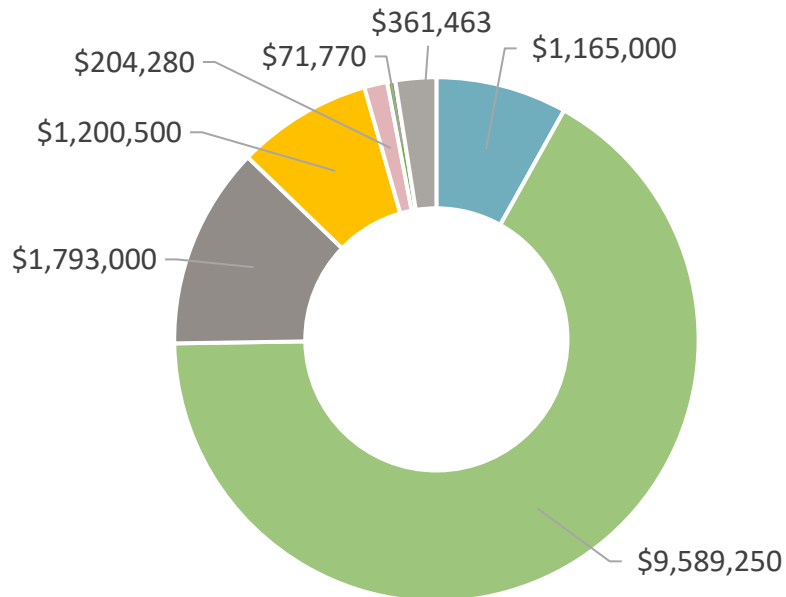
Cross Country Skiers at Hilton Falls



Mountain Biker in Training at Kelso

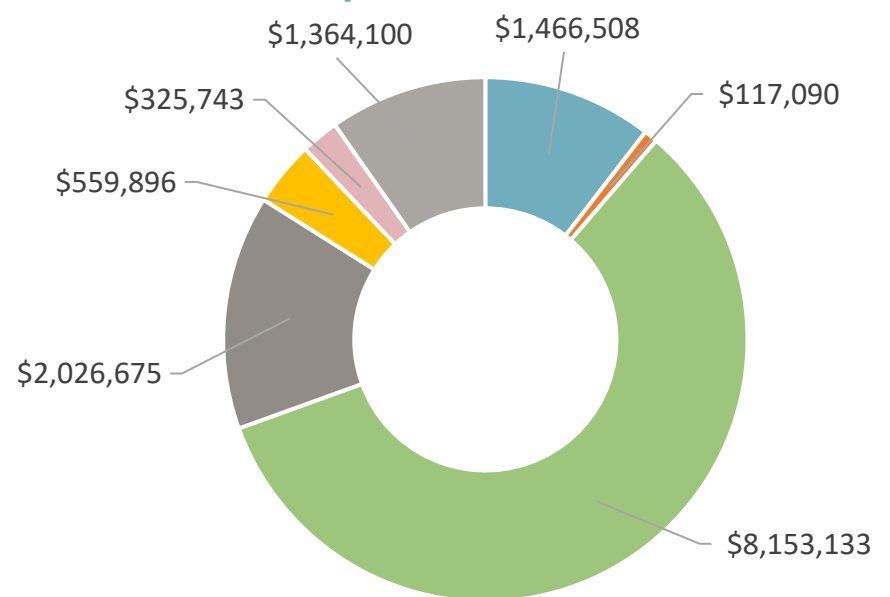
PARKS & RECREATION

Revenue \$14,385,263



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

Expense \$14,013,145



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

PARKS & RECREATION

CAPITAL PROJECTS

| Description | 2022 Capital Expenditures | Capital Revenue | | | | | |
|--|---------------------------|-----------------|--------------------|---|--|-----------------|--------------------------|
| | | Program Revenue | Provincial Funding | Other (Grants, Sp. Project, Debt financing) | Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas) | Reserve Funding | Municipal Levy & Funding |
| EXPENDITURES | | | | | | | |
| Skihill Improvements | 950,000 | | | | | 950,000 | |
| Facility Major Maintenance & IT Infrastructure | 213,000 | | | | | 213,000 | |
| Vehicle and Equipment Replacement | 269,903 | | | | | 269,903 | |
| Developer Contribution Projects | | | | | | | |
| -Crawford Lake Boardwalk | 2,280,000 | | 759,924 | 1,520,076 | | | |
| -Kelso Quarry Park / Area 8 | 100,000 | | | | | 100,000 | |
| Total Capital Expenditures | 3,812,903 | - | 759,924 | 1,520,076 | - | 1,532,903 | - |

momentum

GREEN • RESILIENT • CONNECTED

THANK YOU

Diversity and Inclusion

We endeavor to understand, accept and appreciate the value of our differences and encourage authenticity.

Learning and Innovation

We embrace the need for continuous improvement, the opportunity to learn from others and the benefits of sharing knowledge.

Person-Centered Service

We make people a priority through customer-centred engagement, predictive problem-solving and high-quality service.

Collaboration

We seek out and trust in the skills, expertise and experience of others in order to achieve our common ambition.

Sustainability

We consider the environmental impact of everything we do and always keep future generations in mind when making decisions.

Integrity

We make decisions with accountability, transparency and a strong sense of personal responsibility for our choices and actions.

Resilience

We are positive and proud of our ability to quickly and effectively respond to change.