

Conservation Halton Board of Directors

Meeting Package

Fall colours at Hilton Falls

September 2018

MEETING NO: # 06 18
DATE: September 27, 2018
TIME: 3:00 – 6:00 pm
PLACE: CH Admin. Office, 2596 Britannia Road West, Burlington ON
905.336.1158 x 2236

AGENDA

Page #

1. **Acceptance of Agenda as distributed**
2. **Disclosure of Pecuniary Interest for Board of Directors**
3. **Consent Items**
 - Roll Call & Mileage
 - Approval of Board of Directors Minutes dated June 21, 2018 1 - 5
 - Approval of Governance Meeting Minutes dated June 26, 2018 6 - 12
- 3.1 Q2 Strategic Plan Update 13 - 24
Report #: 06 18 01
- 3.2. Purchasing Report – May to August 2018 25 - 27
Report #: 06 18 02
- 3.3 Projections & Budget Variance Report – September 27, 2018 28 - 53
Report #: 06 18 03
- 3.4 Health & Safety Update 54 - 56
Report #: 06 18 04
- 3.5 Kelso Dam Update 57 - 58
Report #: 06 18 05
4. **Action Items**
 - 4.1 Sixteen Mile Creek Floodplain Mapping Projects Application 59 - 61
Report #: 06 18 06
 - 4.2 Glen Eden, Uniform RFP Process & Selection of Supplier 62 - 63
RFP # KGE401007-18-01
Report #: 06 18 07

- 4.3 Maplehurst Correctional Centre Flood Mitigation Planning
Application
Report #: 06 18 08
- 5. **In Camera Items**
Personnel Issues
- 7. **CAO Update**
- 8. **Other Business**
- 9. **Adjournment**

REPORT TO: Board of Directors

REPORT NO: # 06 18 01

FROM: Sheryl Ayres, Senior Director Corporate & Strategic Initiatives

DATE: September 27, 2018

SUBJECT: Metamorphosis Update: May – August 2018

Recommendation

THAT the Conservation Halton Board of Directors receive for information the staff report dated September 27, 2018 regarding the strategic plan update for 2018.

Report

Conservation Halton's strategic plan, Metamorphosis, was approved by the Board of Directors in February 2017. In order to ensure accountability to the Board and the public, staff prepare regular updates on the progress achieved towards each of the strategic objectives throughout the year and an annual report at the end of the year.

This report provides an update on the status of each objective as at the end of August, 2018. Appendix A provides a dashboard of the key strategic initiatives for each objective and the progress that has been achieved this year.

Impact on Strategic Goals

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

Regular updates on our progress support the strategic direction to conduct routine evaluations of program performance and report on outcomes to increase accountability and drive improvements. It also achieves the outcome identified in the Strategic Plan of ensuring more knowledge is being shared with our partners

Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Sheryl Ayres
Senior Director, Corporate and Strategic Initiatives

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Sheryl Ayres 905-336-1158 ext. 2250; sayres@hrca.on.ca

Metamorphosis

Conservation Halton Strategic Plan – 2020 Strategy Map

Our Purpose: To protect our communities and conserve our natural environment through planning, education and recreation and to support our partners in the creation of sustainable communities within our watershed.

Our Ambition: A healthy watershed with clean streams, abundant forests and natural habitats that are in balance with our growing communities and engaged residents.

Preparing for the effects of climate change



Enhance public safety

Striving for service excellence and efficiency



Financial sustainability



Digital transformation



Corporate performance

Creating opportunities to connect with nature



Watershed resources



Recreation, education and tourism opportunities



Partnerships

Taking care of our growing communities



Economic, social and environmental sustainability



Sustainable community planning

Protecting our natural, cultural and scenic assets



Management of natural resources

Preparing for the effects of climate change

Enhance Public Safety



What we will focus on

Maintenance and upgrades of flood control structures and modernization of flood management operations to protect communities from severe weather and natural hazards.

Some of our key initiatives

- Continue to improve flood control structures, conduct regular inspections and implement upgrades and repairs as required.
- Investigate and modernize dam operating, flood forecasting and warning technologies and tools.
- Establish improved modelling tools used for hydrology and hydraulic purposes to support more informed decision-making.
- Update base aerial photography and digital surface modelling.
- Update floodplain mapping and associated data management activities.
- Review and update regulation mapping layer for Lake Ontario and Burlington Bay shoreline.

How we're doing so far

- Phase 1 construction of Kelso dam was completed in March, 2018 and included upgrades to the emergency spillway, releveling of precast concrete slabs on the upstream embankment, decommissioning of non-functioning and installation of new instrumentation (piezometers) and replacement of grouted rip-rap near sluiceway. Phase 2 construction is expected to commence in the fall of 2018 with completion in 2019.
- Several capital infrastructure projects to support the operation and maintenance of Conservation Halton's dams and channels are currently underway and include the Scotch Block Dam Safety Review, implementation of the Public Safety Plan and maintenance to gates and valves.
- Annual inspections of dams and channels are underway.
- LiDAR data (light detection and ranging) collection was completed in the spring of 2018 and orthophotography was obtained from Halton Region. This data will be used to prepare floodplain mapping starting with the Grindstone Creek watershed and used to support initiatives across departments at Conservation Halton.
- Completed construction of a full climate station at administrative building, installation of 3 new rain gauges and ongoing development of 5 new streamflow monitoring stations, and integration of 13 existing Region of Halton rain gauge stations into Conservation Halton's monitoring network.
- Completion of the first phase of an automated Flood Forecasting & Warning (FF&W) model initiative.
- Initiation of floodplain mapping update for Grindstone Creek watershed, as part of Conservation Halton's renewed Floodplain Mapping Program.

Striving for service excellence and efficiency

Financial Sustainability



What we will focus on

Develop policies and processes to strengthen financial controls, reduce exposure to risk and improve efficiency and effectiveness. Provide clear financial information to support informed decision-making.

Some of our key initiatives

- Continue to develop annual budget process to ensure strategies and solutions that will advance long-term strategic initiatives and strengthen financial sustainability are being developed for staff, BoD, and funding partners
- Undertake a facility condition assessment and prepare an asset management plan to guide investment decisions and develop the necessary tools to maintain facility assets in a good state of repair.
- Review financial policies and procedures and update for best practices and sustainability initiatives.
- Provide customized reports and dashboard through online, integrated financial software.
- Ensure Conservation Halton staff know what financial information is available, what financial data they need, and how to interpret that data.
- Provide standardized tools, training and leadership across the organization in conducting business analysis and plans for decision making.

How we're doing so far

- The 2019 Preliminary Budget and Business Plan has been prepared with continuous improvements in mind during the process. The budget provides investments in programs and services to improve service delivery, embark on digital transformation across the organization, enhance park experiences, and commits resources to watershed planning, greenspace revitalization, floodplain mapping, and flood forecasting. Program based budgets combined with our performance metrics are enabling better analysis as we work on a long term, sustainable budget strategy.
- Condition assessments and capital maintenance forecasts were completed by an independent, external consultant on 40 of the 155 building assets owned by Conservation Halton. Staff have completed assessments on the remaining 115 buildings. This information will be used to prepare an Asset Management Plan for Buildings in the fall and determine a long term sustainable plan to maintain these assets in a good state of repair.
- Customized reports have been developed for program areas as required. A monthly financial statement has been developed with a consistent format for all departments. Further reporting enhancements are planned for the future, with upgrades to the financial system, planned through digital transformation initiatives.



What we will focus on

Leveraging technology to support our operational and internal information management needs, enabling big data use.

Some of our key initiatives

- Invest in information technologies and innovative tools to develop integration and coordination of CH databases and to improve access to inventory and monitoring data for our partners and the community.
- Develop and Information Management Strategy
- Develop and implement GIS tool for use of citizens on the website for easy access to regulation mapping.
- Develop improved digital file storage, document sharing, time tracking, reporting and collaboration tools.
- Develop a comprehensive corporate IT program that focusses on improving systems for internal customers (CH staff and Board members) as well as improving service to these internal customers through the development of proper protocols and business practices.
- Ensure all systems are PCI Compliant.
- Upgrade and maintain an e-commerce system.
- Provide technical leadership for IT technology landscape assessment.

How we're doing so far

- An upgrade to our SP Marketplace software from its current version 5 to version 11 is underway. Business sites have been purchased, recognizing 15 “businesses” within CH. This improved technology will leverage existing MS SharePoint technology for storage, sharing and collaboration.
- Through the GIS, public access to the Approximate Regulation Limit (ARL) has been completed giving citizens easy access to regulation mapping. A current update to the ARL is expected to be completed and released by Q1 2019.
- Upgrades to our e-commerce system continue. Annual park memberships and camping are expected to be available for purchase through the new system this fall and Glen Eden services will be available spring 2019.
- Conservation Halton is currently working to become Payment Card Industry Data Security Standard (PCI-DSS) compliant using a five-phased approach that includes scope discovery, readiness assessment, remediation, compliance assessment and Maintenance. Currently, Conservation Halton is working on phase three, or remediation, of the five phased approach to compliance which is scheduled to be completed in late Q4 of 2018 or early Q1 of 2019, after which will commence phase four, which is the compliance assessment.

Striving for service excellence and efficiency

Corporate Performance



What we will focus on

Create a corporate performance culture that is results driven and people centric.

Some of our key initiatives

- Focused training initiatives in employee wellness and mental health.
- Improve safety culture within the organization building awareness using formalized metrics
- Ensure HR policies, processes & guidelines are established, documented, legislatively compliant, and follow best practices
- Monitor, measure and launch programs to focus on workplace culture and employee engagement.
- Review, revise and create HR programs and procedures to position Conservation Halton as an employer of choice.
- Create new rewards and recognition program.

How we're doing so far

- An employee Rewards & Recognition program was launched in January.
- A compensation maintenance project is underway and a new salary grid for seasonal staff is in final draft.
- An employee Wellness Plan for 2018 has been prepared with the following initiatives undertaken: Fostering Happiness Workshop, Yoga & Meditation, and a "Not Myself Campaign" was launched in tandem with Mental Health Awareness Week - May 7 to 11. An employee Wellness Challenge was also launched in June, and a Wellness Fair is planned for October 2nd.
- A revised Vulnerable Sector Screen and Criminal Record Check Policy has been finalized and circulated to all People Leaders. A revised Workplace violence and Harassment policy and procedures also launched with mandatory training being provided in the fall.
- Safety audits are underway and between 35 - 80% are complete depending on location. Recommendations/action plan has been started and is 10% complete.

Create opportunities to connect with nature

Watershed Resources



What we will focus on

Communicate to the public the value of science-based programs that conserve, restore and manage the natural resources of the watershed.

Some of our key initiatives

- Develop and implement communication strategies and tools to promote the value of our programs to customers.
- Lead or participate in joint research ventures with environmental non-governmental organizations, academia, landowners, provincial and federal agencies and the private sector.
- Expand partnerships with local school boards to deliver affordable, innovative outdoor education programs.
- Develop a public engagement strategy to ensure a consistent consultation and notification process.

How we're doing so far

- Community outreach events are scheduled in collaboration with the Marketing and Communications team, Parks as well as Science and Partnerships to promote the value of our programs to customers. Recent examples include the Forest Festival Public Day, workshops on edible invasive plants and EcoArt, and community treeplanting at the Hopkins Tract.
- Many projects are underway in regards to joint research ventures including the following: staff led a group from the University of Waterloo on a workday/tour of Drumquin Park, conducted bat research with MNRF, and participated in a Bioblitz in the Cootes to Escarpment EcoPark System that documented over 650 species, in partnership with other experts, during a two-day period.
- Many education programs are demonstrating strong growth eg. Stream of Dreams (up 103% over 2017), Mountsberg (up 9% over 2017 to date), new High Ropes course had over 200 students this spring. The Crawford Lake longhouse renovations should be complete by September 20. If the project stretches into the school year we will need to re-evaluate our ability to achieve this goal overall. Individual programs are on track to achieve 5% (or greater) growth.
- Kelso Master Plan public engagement was completed with strong results. Future Master Plan updates will be prepared for Mountsberg and Giant's Rib and will continue to include a strong public engagement component.

Create opportunities to connect with nature

Recreation, Education and Tourism Opportunities



What we will focus on

Attract visitors to our parks and connect our communities with nature through sustainable recreation, education and tourism opportunities.

Some of our key initiatives

- Develop and implement more diverse experiences and events that cater to the needs of our customer segments.
- Create a visitor impact management program.
- Take a more strategic approach to creative marketing, brand management and product development.
- Promote the ecotourism opportunities and economic potential of our natural assets.
- Attract new customers and retain current customers to increase annual membership sales and membership retention.
- Update Master Plans and prepare financing strategy for developer contribution projects.
- Prepare for the development and construction of water infrastructure to Kelso/Glen Eden.
- Work on the development of the Giants Rib EcoPark concept.
- Launch Milton Heights CA for families and pets.

How we're doing so far

- A Visitor Impact Management Program has been prepared, training has been completed, and inspections at all parks have been completed. A policy has been reviewed with those staff who complete the inspections.
- Taking a more strategic approach to investing in more marketable events and key partnerships has proven to be successful. Food Truck'n Friday at Kelso throughout July and August was successful – visitation after 4:30pm increased 102%. A three-year Conservation Halton Parks marketing strategy is being developed.
- Staff participate on a number of Boards and Committees to promote the economic potential and opportunities of our parks. Provided input in June for cycling strategy presented to Halton Region. New tourism event (Hops & Harvest) will launch in October.
- Current membership revenue up by 3.5%. Total sales are on par with 2017.
- Design and cost certainty around three key projects to be funded from developer contributions collected by the Region of Halton has commenced. Alignment with NEC Development Permit and ROPA process agreed to with stakeholders. Submissions for the development and construction of water infrastructure to Kelso/Glen Eden expected Fall 2018.
- Stakeholder and partnership consultations continue for the development of the Giants Rib EcoPark concept.
- Milton Heights CA concept to be presented to Board of Directors for input and approval early 2019.

Create opportunities to connect with nature Partnerships



What we will focus on

Partner and collaborate with municipalities, government agencies, professional associations, educational institutions, Indigenous communities and others.

Some of our key initiatives

- Build relationships with developers, builders, contractors, consultants and others to improve communication and enhance trust.
- Strengthen valuable, meaningful partnerships in core service areas (ie. municipal partners, province, committees, industry, agriculture, developers and builders, stewardship and outreach) and seek out new partnerships that provide added value.
- Enhance relationships with member municipalities through direct, regular communication with municipal councils and senior staff and by supporting members in their role as liaison to their councils.
- Position the Conservation Halton Foundation to promote a culture of giving.
- Consultation and partnership with Indigenous communities.

How we're doing so far

- Staff continue to participate in liaison meeting with consultants and developers through Halton BILD. CH staff have met with senior staff in Oakville to discuss ongoing planning matters. A joint staff meeting will be held in the fall to celebrate successes in implementing the process re-engineering recommendations and improving communications with municipal staff.
- Engagement with Halton area municipalities continues with a focus on responsive customer service. The CAO held or facilitated several meetings with councillors, residents, farmers, and other businesses to mediate in matters related to CH services, while reiterating the mandate of Conservation Halton to conserve the watershed's natural resources.
- Leading a project with all CA's across the Province to create a draft Mutual Assistance Agreement that will provide the framework for support between CA's during flooding emergencies
- The recruitment for a new Director, Foundation is complete and a relaunch of the CH Foundation is underway. Many new exciting initiatives, including the launch of a gala in 2019, development of a capital campaign to leverage funds collected from developers through the Region of Halton, and development of a donor strategy are being prepared to position the CH Foundation to promote a culture of giving.
- A staff training session to support Truth and Reconciliation Call to Action #57 is planned for October. Collaboration with Indigenous community members on the Crawford Lake village rejuvenation project and Three Sisters Garden initiative is ongoing. Faith Keeper Catherine Tammaro of the Wyandot of Anderdon Nation assisted with opening the Citizenship Ceremony at Crawford Lake.

Taking Care of Our Growing Communities

Economic, Social and Environmental Sustainability



What we will focus on

Implementing business practices that ensure economic, social and environmental sustainability.

Some of our key initiatives

- Investigate and implement new business models for our conservation lands to generate sustainable revenue and increase administrative and operational efficiency.
- Formulate a new, superior, visionary standard to guide the construction of facilities in terms of architectural and functional design, low impact development techniques (LIDs), experience and sustainability
- Identify and prioritize capital projects and initiatives ensuring alignment with organizational needs.
- Create and implement an enterprise Risk Management Strategy.
- Investigate opportunities to maximize recovery of costs through fees for service.
- Investigate opportunities for revenue generation
- Develop a Corporate Policy Manual, approved by the Board, to guide decision making and increase accountability.

How we're doing so far

- A new Project Management Office has been established and a stronger focus on sustainable construction methods is being placed on projects.
- An annual process to identify and approve organizational priorities and projects has been developed that ensures required resources are allocated through the budget.
- Development of a corporate policy and risk management framework is underway. Creation of a multi-departmental team for the purpose of embedding risk think culture throughout the organization while providing a clear line of sight will be considered in the future.
- A Rates & Fees Study is underway with support from an external consultant to ensure fees are set to appropriately recover costs, benchmark fees against comparable organizations, and recommend new fees that could be considered.
- A Corporate Policy Manual is being developed and is at a consultation stage internally. A first draft of the Table of Contents will be brought to the Board of Directors in the fall.

Taking care of our growing communities

Sustainable Community Planning



What we will focus on

Remain dedicated to ecosystem-based watershed planning that contributes to the development of sustainable rural, urban and suburban communities.

Some of our key initiatives

- Ensure CH interests are reflected in the MOU review in Halton Region and the City of Hamilton and in the CA Act implementation.
- Develop a strategy to implement integrated watershed management plans (IWMPs) to deliver more integrated and relevant cross-program management initiatives.
- Implement changes recommended through the Process Re-Engineering Review to continue to improve permit and plan review processes.
- Improve permit and planning timelines with the goal of achieving targets set by the Strategic Plan by 2020.
- Reduce legal fees for pursuing violations of O. Reg. 162/06.
- Support municipalities in implementing a source water protection plan and updating technical reports with new science.
- Work with municipal, regional and provincial governments and the private sector to build better working relationships and understanding of Conservation Halton's roles, responsibilities, and technical requirements.
- Develop a workplan and budget to complete a CH Shoreline Regeneration Strategy.

How we're doing so far

- A high-level MOU has been drafted and is being endorsed by the municipalities and CAs.
- A framework for moving forward with integrated watershed management plans is being developed.
- A work plan to implement the recommendations of the Process Re-Engineering Review has been developed and is being implemented in phases. Initial focus has been on staff providing clearer, more concise and easily understood comments on plan review applications
- Staff are updating the communication plan and continue to prioritize communications with their municipal counterparts to grow trust and good working relationships.
- File and time tracking are in place and reporting is done on a quarterly basis. Review times are either improving or meeting Strategic Plan targets.
- Staff collect fees in accordance with the approved fee schedule for permits and compliance/restoration agreements as well as plan review.
- No charges for violations have been laid in 2018. There are just two active court cases.
- Consulting with municipalities is underway to review and update the Source Protection Plan. Staff are working with Hamilton on municipal well studies.
- A Shoreline Regeneration Workshop was held in June with representatives from all levels of government. Participants agreed to collaborate on and expedite reviews for shoreline works.



What we will focus on

Conservation, restoration and responsible management of natural resources with a focus on evidence-based programs.

Some of our key initiatives

- Use evidence-based watershed data to develop an integrated, transparent priority conservation process for protection, restoration, enhancement and securement projects, integrated watershed studies and related management plans.
- Research, develop and adopt climate change strategies within the watershed that effectively position Conservation Halton as a regional leader in climate change adaptation and mitigation.
- Develop a strategy to implement integrated watershed management plans (IWMPs) to deliver more integrated and relevant cross-program management initiatives.
- Create a forest management plan.

How we're doing so far

- A funding application was submitted to the federal government for land securement in the Cootes to Escarpment EcoPark System following the completion of the land securement strategy.
- In partnership with the University of Guelph and Hamilton Conservation Authority, and with funding from the Ministry of Natural Resources and Forestry, Conservation Halton ecologists are conducting research on the genetics of the endangered Red Mulberry tree.
- The first phase of construction at the Limestone Creek restoration project has been completed, but permitting delays will push back construction of the next phase to 2019.
- Conservation Halton is one of the backbone organizations in the Halton Climate Collective (HCC) and has many projects underway that contribute to climate change adaptation. In the spring, staff participated in stakeholder sessions for the Bay Area Climate Change Office. Significant progress has been made on HCC branding; we also have an online survey that has garnered almost 300 responses to date, and our newsletter is planned for launch in September.
- Work has begun to identify a framework for undertaking the development of a strategy to implement an IWMP (e.g. identification of key issues, identification of key partners and their perspectives and interests).
- A draft Forest Management Plan has been completed and is undergoing an internal review. There is likely insufficient staff capacity to advance the Plan.

REPORT TO: Board of Directors

REPORT NO: # 06 18 02

FROM: Sheryl Ayres, Senior Director, Corporate & Strategic Initiatives
905-336-1158, ext. 2250

DATE: September 27, 2018

SUBJECT: Purchasing Report May to August 2018

Recommendation

That the Conservation Halton Board of Directors **receive for information the Purchasing Report dated September 27, 2018 for the period May to August in accordance with the Purchasing Policy.**

Report

The following report summarizes purchases to be reported during the period May 1 to August 31, 2018. The Conservation Halton Purchasing Policy requires single or sole source purchases greater than \$25,000 and Tenders awarded with a value of \$100,000 to \$350,000 to be reported to the Board of Directors for information.

Single or Sole Source Purchases:

Vendor	Amount (excluding HST)	Details
Hatch	\$28,550	Hatch was awarded consulting services for the Kelso Dam sluice gate stem, stem guide, and by-pass valve decommission capital projects. The services to be undertaken by Hatch include the preparation of engineering design drawings and development of specifications for the proposed changes in equipment. Hatch previously prepared a detailed equipment condition assessment in 2015-2016 and are familiar with Kelso Dam infrastructure. These projects are funded 50% provincially and 50% municipal capital funding through the State of Good Repair Levy for Dams and Channels.
Canadian Kiosks	\$32,010	Canadian Kiosks is providing a pre-fabricated building for the Mount Nemo Gatehouse capital project included in the 2018 Budget. The building will replace the existing

		gatehouse that is deteriorating with a durable permanent structure. After research and price comparisons, it was determined that the company had a product that would cohesively match other similar structures and branding at Conservation Halton. This project is funded through a transfer from the Conservation Areas capital reserve.
GHD Limited	\$39,234 Change order in September 2018 for \$31,234; Total contract award \$70,468	GHD Limited was awarded the contract to provide construction dewatering support for the Kelso Dam Rehabilitation capital project to complete construction in dry working conditions. This work includes preparation of dewatering technical specifications, modelling to provide estimated pumping rate needs during construction, drilling of boreholes and installation of monitoring wells to refine dewatering cost estimates. GHD previously completed a hydrogeological assessment to support the Permit to Take Water from the Ministry of Environment and Climate Change. This project is included in the 2017 Budget and an increase was approved in the capital project budget amount in April 2018. This work is funded through municipal debt financing and 2018-2019 provincial (WECI) capital funding.
MNP	\$26,250 Change order; Revised total contract \$157,850	An increase in the services awarded to MNP was required to complete Phase 3 of the Payment Card Industry (PCI) Data Security Standard Update. This amount will be accommodated within the PCI Phase 3 capital project budget approved in October 2017.

Request for Proposal over \$100,000:

Vendor	Amount (excluding HST)	Details
Matrix Solutions Inc.	\$282,724	After a formal request for proposal (RFP) process, Matrix Solutions Inc. was awarded the contract for the Grindstone Creek Flood Risk Mapping capital project included in the 2018 Budget. Five complete bids were received electronically through the Bids and Tenders system and evaluated using the criteria included in the RFP. The contract was awarded in early August and the amount is within the budget amount. The CAO received delegated authority to award this contract

		within the project budget at the June Board of Directors meeting to meet project timelines. This project is funded 50% through federal National Disaster Mitigation Program and 50% through municipal capital funding.
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Impact on Strategic Goals

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

Financial Impact

There is no financial impact to this report at this time. Potential expense savings that may be identified closer to completion of the respective projects will be included in future budget variance reports to the Board of Directors.

Signed & respectfully submitted:

Approved for circulation:



Sheryl Ayres
Senior Director, Corporate & Strategic Initiatives



Hassaan Basit
CAO/Secretary-Treasurer

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

REPORT TO: Board of Directors

REPORT NO: # 06 18 03

FROM: Sheryl Ayres, Senior Director Corporate & Strategic Initiatives
905-336-1158, ext. 2250; sayres@hrca.on.ca

DATE: September 27, 2018

**SUBJECT: Budget Variance Report for the Period Ended July 31, 2018 and 2018
Projected Year End Amounts**

Recommendation

That the Conservation Halton Board of Directors receive for information the staff report dated September 27, 2018 on the budget variances for the period ended July 31, 2018 and 2018 projected year end amounts;

And Further That the Conservation Halton Board of Directors approve the transfers from reserves and increase in respective capital project budget amounts up to the following amounts:

- **\$1,000 from the WMSS Stabilization Reserve in addition to the \$32,000 approved at the May 24 Board of Directors meeting to fund the 2018 Executive MBA Program costs;**
- **\$10,000 from the Water Festival Reserve to fund projected Water Festival expenses exceeding revenues received;**
- **\$35,000 from the Property Management Reserve to fund land securement closing costs on the property purchase approved at the June 28 Board of Directors meeting;**
- **\$60,000 from the Conservation Areas Capital Reserve to fund capital projects expenses for Kelso Servicing Project \$50,000, Ways of the Woods (WOW) Camp Equipment \$5,000 and the Ropes Challenge Course \$5,000.**

Executive Summary

Attached is the Budget Variance Report for the period ended July 31, 2018 including the projected year-end amounts. Staff have reviewed the financial results to date and considered future transactions for the remainder of the year and are projecting an operating surplus for 2018 in Watershed Management and Support Services (WMSS) of \$288,153 and an operating surplus of \$987,695 in the Conservation Areas.

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

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

The Conservation Areas projected operating surplus takes into consideration variables in weather, elimination of snow tubing at Glen Eden affecting both revenue and expenses, and reduced capacity for school groups at Crawford Lake due to refurbishments of the longhouses. Staff have also taken into consideration the impact of the minimum wage increase that came into effect on January 1.

The table below summarizes the projected year end surplus for WMSS and Conservation Areas. Further details on the projected surplus are provided in the attached Budget Variance Report and in the information provided in this report.

				PROJECTED \$	PROJECTED %
				VARIANCE	VARIANCE
	ACTUAL	PROJECTED	BUDGET	OVER (UNDER)	OVER (UNDER)
Program	JULY 2018	DECEMBER 2018	2018	BUDGET	BUDGET
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS)					
Revenue	\$8,735,591	\$15,624,276	\$15,872,738	(\$248,462)	(\$0)
Expenses	7,754,197	15,336,122	15,872,738	(536,616)	-3.4%
Operating Surplus	\$981,394	\$288,153	\$0	\$288,153	100.0%
CONSERVATION AREAS					
Revenue	\$9,609,174	\$12,651,091	\$11,613,904	\$1,037,187	8.9%
Expenses	7,545,997	11,663,396	11,303,510	359,886	3.2%
Operating Surplus	\$2,063,177	\$987,695	\$310,394	\$677,301	218.2%

Report

The following report provides explanations for variances greater than 10% from the budget amounts in the attached Budget Variance Report.

Watershed Management & Support Services (WMSS)

Note 1. Office of the CAO

Materials and supplies are projected to be over budget due to increased costs for public relations and the Greenbelt Golden Horseshoe Conservation Authorities Collaborative that are not included in the 2018 Budget.

Note 2. Finance & Conservation Area Chargebacks

Chargeback recoveries from the Conservation Areas are projected to be under budget by (\$35,786) due to Finance staff position vacancies during the year.

Note 3. General Corporate Services, Construction & Conservation Areas Chargebacks

Three staff positions will not be filled in 2018 as a result of the reorganization announced in December 2017. These positions were intended to partially provide support services to the Conservation Areas.

As a result of this reorganization, General Corporate Services salaries and benefits are projected to be under budget by (\$245,551), Construction salaries and benefits under budget by (\$106,109), and General Corporate Services chargeback recoveries from the Conservation Areas under budget by (\$160,600).

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

General Corporate Services financial and other expenses include a \$50,000 payment on the mortgage held with the Hamilton Community Foundation for land purchased in 2015 as part of the Cootes to Escarpment Ecopark system. This payment was funded by a donation received through the Conservation Halton Foundation of \$50,000 reported under General Corporate Services other revenue. After the principal payment the mortgage balance remaining is \$438,000 significantly down from the original loan of \$858,000 assumed in December 2015.

Note 4. Foundation Administration

Salaries and benefits are projected to be under budget by (\$77,753) due to a staff position vacancy that was filled by early August. Purchased services are projected to be over budget by \$28,000 to retain a consultant to prepare a feasibility and capacity assessment for a capital campaign to leverage the funds secured by Halton Region from developer contributions for the three parks capital projects endorsed by the Board. This assessment was not included in the 2018 budget. The increased consulting costs and the reduced chargeback to the Conservation Halton Foundation, projected to be less than the budget amount by \$14,750 as a result of the position vacancy, are offset by the savings in salaries and benefits.

Note 5. Geographical Information Systems (GIS)

GIS expenses are projected to be under the budget amounts primarily due to reduced consulting services and materials and supplies. Program revenue is projected to be under budget by (\$15,464) due to reduced requests for data licensing agreements as a result of increasing opportunities for open data sharing and offset by an estimated employment grant. This variance is more than offset by a projected reduction in GIS expenses, mainly related to a staff vacancy.

Note 6. Human Resources, Health, Safety & Wellness

Purchased services are projected to be over budget by \$77,092 due to staff training initiatives. With the creation of the new Project Management Office, project management training was provided to this team as well as other staff who are responsible for managing projects. This training will assist staff with managing projects using standard project management methodology, consistently across the organization. A consultant was hired to perform a compensation system maintenance review in light of the staff reorganizations that have occurred over the last two years.

In addition, costs will be incurred for an Executive MBA program that was approved by the Board of Directors in March 2017, to be funded from the 2016 surplus transferred to the WMSS Stabilization Reserve in the amount of \$33,000.

Note 7. Communications

Salaries and benefits are projected to be over budget by \$72,761 due to a severance and extending a contract position by four months. Materials and supplies are projected to be over budget by \$25,163 due to printing costs for the relaunch of the membership package scheduled for January 2019 and supplies needed for participation in more special events. Purchased Services is projected to be under budget by (\$32,660) as there will be less advertising done in 2018 and more focus placed on special events.

Note 8. Flood Forecasting & Operations and Engineering

Purchased services in Engineering are projected to exceed the budget amount by \$13,925 due to required sedimentation removal works in the Morrison-Wedgewood channel. This work was included in the 2018 budget with anticipated funding from the provincial government. The funding was not approved by the province in the 2018/2019 WECI program as a large portion of the funds in this program were allocated to the rehabilitation of Kelso dam. However; the work is necessary to be completed to maintain channel capacity. In order to mitigate the budget impact, Engineering staff have reduced purchases of materials and supplies in the Flood Forecasting & Operations program. Chargeback recoveries are projected to be above budget by \$53,486 due to staff time spent managing Engineering capital projects that is within the capital project budget amount.

Note. 9. Regional Infrastructure Team (RIT)

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

Note 10. Source Protection Program

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

Note 11. Ecology

Ecology purchased services are projected to be over budget by \$2,192 for consulting services for a review of the monitoring program completed in 2018 that was included in the 2017 Budget. Materials and supplies costs are projected to exceed the budget by \$11,068 for the purchase of statistical software recommended in the consultant report and monitoring equipment including data loggers that require periodic replacement and some loggers are washed away with higher water levels. Program revenue is projected to be under budget due to an anticipated decrease in grants and donations received through the Foundation as a result of the staff vacant position. The increased costs and reduced program revenue is more than offset by savings in staffing costs due to a position vacancy.

Note 12. Stewardship

Materials and supplies are projected to be under the budget target. These savings combined with savings in staff salaries and benefits for a staff on leave will offset reduced recoveries from the delay in

the Limestone Creek Partnership Project to 2019 as a result of permit requirements and the fish timing window.

Note 13. Outreach

Salaries and benefits are projected to be over budget by \$28,128 for a contract staff position hired to assist with festivals and events that is funded by increased program revenue. Program revenue is projected to be above budget by \$30,121 due to increased donations and sponsorships from corporations and other Foundations for the Forest Festival public day and special events. Sponsorships for the Water Festival are projected to be under the budget amount by \$14,000 as a result of the vacant Foundation staff position. With reduced projected costs for the Water Festival an overall shortfall for this program is estimated of approximately \$5,000. A transfer from the Water Festival Reserve is recommended for up to \$10,000 to offset this program shortfall.

Note 14. Forestry Tech. Team

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

Note 15. Administration Office Facility

Materials and Supplies are projected to be over budget by \$16,731 due to purchasing additional office furniture for the relocation of the GIS Department in the Administration Office. Purchased services costs are projected to be under budget as a result of infrastructure work completed through the Administration Office capital project and funded by a transfer from reserves.

Note 16. Project Management Office

Purchased services are projected to exceed the budget by \$26,630 for the hiring of a consultant, not included in the budget, to assist with workload as a result of a staff vacancy. Chargeback recoveries from the Conservation Areas are estimated to increase and exceed the budget by \$30,714 due to staffing changes.

Note 17. Restoration

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

Note 18. WMSS Vehicles

Purchased services are projected to be over budget by \$27,794 due to increased maintenance costs and a vehicle lease that was not included in the 2018 Budget. The overexpenditure will be offset by lower fuel and supplies costs of (\$27,637) for the WMSS vehicle fleet.

Note 19. Property Management

Salaries and benefits are projected to be under the budget amount as a result of staffing changes during the year. Purchased services for managed properties maintenance is expected to be less than the budget amount based on the anticipated work required to be completed. Program revenue estimated for the remainder of 2018 has been reduced based on rental and other agreements.

Note 20. Forestry

Materials and supplies and purchased services are projected to be over budget due to the hiring of contractors with specialized equipment to clear the hydro lines of hazard trees at Mountsberg. This over expenditure is partly offset by savings due to staffing changes and an increased chargeback recovery for time spent on the EAB capital project.

Note 21. Security

Projected Security salaries and benefits are expected to be higher than the budget amount by \$32,922 as a result of program management staff changes that occurred mid year and contract staffing coverage during a staff leave.

Note 22. Partnership Projects

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

Conservation Areas**Note 23. Conservation Areas Vehicles**

The decrease in 2018 projected vehicle fuel and other supplies of (\$31,550) is estimated to more than offset increased maintenance costs of \$31,329 required due to servicing on aging vehicles.

Note 24. Conservation Areas Administration

Purchased services are projected to be under budget by (\$198,116) due to the delay in implementation of a new ecommerce solution. This savings is offset by increased payroll processing costs, based on actual staffing, and training as a result of new staff and staff position changes. Financial and other expenditures are also projected to be under budget by (\$10,999) due to reduced cash handling fees that have resulted from improving internal processes at our Conservation Areas.

Note 25. Conservation Areas

Overall, expenditures for all Conservation Areas are projected to be over budget due to increased seasonal staffing costs as a result of increased visitation to the parks. The minimum wage increase

that took effect earlier this year and increased staff training for succession planning are also impacting expenditures in the Conservation Areas.

Crawford Lake/Mountsberg has absorbed some increased part time staffing costs associated with the longhouses refurbishments that were not covered by the federal funding received for this project. Revenue is projected to be slightly lower due to reduced capacity for school groups while the refurbishments were underway.

Kelso/Glen Eden has incurred additional expenses for the repair and maintenance of aging infrastructure, extending the snowmaking season and increasing advertising, planning for a more robust retail presence for the 2018/2019 ski season, increasing visitor events, and an expected cost increase for expanding the Ways of the Woods bussing routes. Revenue is projected to be over budget by \$724,574 despite no snow tubing revenues with a budget of \$180,000. Snow tubing is no longer in operation and has been converted into ski/snowboard terrain.

Hilton Falls/Mount Nemo/Rattlesnake has not been affected as significantly as the other park groups by the minimum wage increase because of fewer seasonal staff required for the lesser programming offered at these parks relative to the other parks. Revenue is projected to be above budget by \$272,507 as these parks continue to receive increased visitation.

Capital Program

Note 26. Capital Program

Attached is information on the capital program that includes the capital project budget, life to date costs and budget remaining to be spent. The life to date capital expenses are \$5,415,648 which is 31% of the total budget. The Kelso Dam capital project makes up 53% of the total capital projects costs and expenses have been delayed as the result of permit requirements and requests for additional funding for changes to the scope of the project.

Capital project costs are expected to exceed approved budget amounts for Land Securement, Kelso Ropes Challenge Course, WOW camp equipment and Kelso Municipal Servicing. Increases in the capital project amounts and additional transfers from reserves up to \$95,000 are being requested to fund the projected costs.

Land Securement closing costs of over \$35,000 are estimated to complete the property purchase approved at the June Board of Directors meeting. The closing costs include the property appraisal fee, real estate commission, legal fees and the non-recoverable portion of HST that were not included in the original reserve funding request. These costs are related to the land purchase rather than operating costs and an increase in the budget amount is recommended that can be funded by a transfer from the Property Management Reserve.

Slight overages in costs are estimated to total less than \$10,000 for the Kelso Ropes Challenge Course and WOW summer camp equipment. The budget amounts for these capital projects are \$290,000 and \$85,000 respectively that are funded by transfers from the Conservation Areas capital reserve. The budget amount is recommended to be increased by \$5,000 for each project to be funded by a further transfer from the Parks capital reserve.

An increase in the Kelso Municipal Servicing budget of \$50,000 to a total amount of \$150,000 is being requested to complete anticipated Regional Official Plan amendment work for this project in 2018. The

work is being completed by a consultant hired in 2014 through a Request for Proposal process for this project. This work is required before preliminary design work can be commenced that is included in the 2019 Budget, to be funded by the developer contributions received by Halton Region. The increased budget of \$50,000 for 2018 is recommended to be funded by a transfer from the Conservation Areas capital reserve.

Impact on Strategic Goals

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

Financial Impact

The report Recommendation outlines the financial impacts of the Budget Variance Report for the period ended July 31, 2018 and 2018 Projected year end amounts.

Signed & respectfully submitted:

Approved for circulation:



Sheryl Ayres
Senior Director Corporate & Strategic Initiatives



Hassaan Basit
CAO/Secretary-Treasurer

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

**Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018**

	PROGRAM NET JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	PROJECTED \$ VARIANCE OVER (UNDER) BUDGET	PROJECTED % VARIANCE OVER (UNDER) BUDGET
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS)					
Corporate & Strategic Initiatives	\$3,920,564	\$5,472,435	\$5,400,626	\$71,809	1.3%
People, Culture & Creative	(716,446)	(1,335,119)	(1,273,605)	(61,514)	4.8%
Engineering	(181,408)	(411,003)	(497,677)	86,674	-17.4%
Planning & Watershed Management	(417,855)	(1,016,486)	(1,056,004)	39,518	-3.7%
Science & Partnerships	(630,921)	(943,613)	(978,956)	35,343	-3.6%
Innovation & PMO	(437,922)	(684,431)	(810,989)	126,558	-48.5%
WMSS Operations	(550,112)	(793,631)	(783,395)	(10,236)	1.3%
Partnership Projects	(4,506)	0	0	0	0.0%
Total	\$981,394	\$288,153	\$0	\$288,153	100.0%

CONSERVATION AREAS

Vehicles & Equipment	(\$62,169)	(\$109,669)	(\$109,890)	\$221	-0.2%
Conservation Areas Admin	377,631	431,938	175,180	256,758	146.6%
Chargebacks	(516,450)	(826,100)	(1,055,786)	229,686	-21.8%
Crawford Lake/Mountsberg	(3,465)	22,859	21,031	1,828	8.7%
Kelso/Glen Eden	2,078,678	1,134,387	1,191,217	(56,830)	-4.8%
Hilton Falls/Mount Nemo/Rattlesnake	188,952	334,280	88,642	245,638	277.1%
Total	\$2,063,177	\$987,695	\$310,394	\$677,301	218.2%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
CORPORATE & STRATEGIC INITIATIVES						
OFFICE OF THE CAO						
<u>Expenditures</u>						
Salaries and Benefits	1	\$207,869	\$362,237	\$380,790	(\$18,553)	-4.9%
Materials and Supplies		16,381	27,881	23,000	4,881	21.2%
Purchased Services		85,013	156,814	150,400	6,414	4.3%
Total Expenditures		\$309,263	\$546,932	\$554,190	(\$7,258)	-1.3%
<u>Revenue</u>						
Chargeback Recoveries		\$7,215	\$12,900	\$12,500	\$400	3.2%
Total Revenues		\$7,215	\$12,900	\$12,500	\$400	3.2%
TOTAL OFFICE OF THE CAO		(\$302,048)	(\$534,032)	(\$541,690)	\$7,658	-1.4%
FINANCE						
<u>Expenditures</u>						
Salaries and Benefits		\$438,865	\$745,967	\$809,495	(\$63,528)	-7.8%
Materials and Supplies		313	313	0	313	0.0%
Purchased Services		26,414	68,414	72,000	(3,586)	-5.0%
Financial and other		12,205	23,722	24,000	(278)	-1.2%
Total Expenditures		\$477,796	\$838,416	\$905,495	(\$67,079)	-7.4%
<u>Revenue</u>						
Chargeback Recoveries	2	\$140,314	\$186,964	\$222,750	(\$35,786)	-16.1%
Other		30,219	39,019	43,000	(3,981)	-9.3%
Total Revenues		\$170,533	\$225,983	\$265,750	(\$39,767)	-15.0%
TOTAL FINANCE		(\$307,264)	(\$612,433)	(\$639,745)	\$27,312	-4.3%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
GENERAL CORPORATE SERVICES						
<u>Expenditures</u>						
Salaries and Benefits		\$0	\$0	\$245,551	(\$245,551)	-100.0%
Materials and Supplies		-	125,000	-	125,000	100.0%
Financial and other		59,262	1,018,688	971,586	47,102	4.8%
Total Expenditures	3	\$59,262	\$1,143,688	\$1,217,137	(\$73,449)	-6.0%
<u>Revenue</u>						
Municipal Funding		\$5,074,508	\$8,699,157	\$8,699,157	\$0	0.0%
Chargeback Recoveries	3	0	0	160,600	(160,600)	-100.0%
Other	3	50,000	50,000	0	50,000	100.0%
Total Revenues		\$5,124,508	\$8,749,157	\$8,859,757	(\$110,600)	-1.2%
TOTAL GENERAL CORPORATE SERVICES		\$5,065,246	\$7,605,469	\$7,642,620	(\$37,151)	-0.5%
FOUNDATION ADMINISTRATION						
<u>Expenditures</u>						
Salaries and Benefits		\$26,522	\$94,805	\$172,558	(\$77,753)	-45.1%
Purchased Services		\$0	\$28,000	\$0	\$28,000	100.0%
Total Expenditures	4	\$26,522	\$122,805	\$172,558	(\$49,753)	-28.8%
<u>Revenue</u>						
Program Revenue	4	8,750	6,250	21,000	(14,750)	-70.2%
Total Revenues		8,750	6,250	21,000	(14,750)	-70.2%
TOTAL FOUNDATION ADMINISTRATION		(\$17,772)	(\$116,555)	(\$151,558)	\$35,003	-23.1%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
INFORMATION TECHNOLOGY						
<u>Expenditures</u>						
Salaries and Benefits		\$210,319	\$358,180	\$355,379	\$2,801	0.8%
Materials and Supplies		22,645	27,145	27,000	145	0.5%
Purchased Services		12,383	23,708	26,000	(2,292)	-8.8%
Total Expenditures		\$245,346	\$409,032	\$408,379	\$653	0.2%
<u>Revenue</u>						
Chargeback Recoveries		\$34,095	\$57,800	\$59,100	(\$1,300)	-2.2%
Total Revenues		\$34,095	\$57,800	\$59,100	(\$1,300)	-2.2%
TOTAL INFORMATION TECHNOLOGY		(\$211,251)	(\$351,232)	(\$349,279)	(\$1,953)	0.6%
GEOGRAPHICAL INFORMATION SYSTEMS (GIS)						
<u>Expenditures</u>						
Salaries and Benefits		\$280,501	\$492,163	\$529,722	(\$37,559)	-7.1%
Materials and Supplies	5	141	141	5,000	(4,859)	-97.2%
Purchased Services	5	29,040	36,211	50,000	(13,789)	-27.6%
Total Expenditures		\$309,681	\$528,515	\$584,722	(\$56,207)	-9.6%
<u>Revenue</u>						
Program Revenue	5	\$3,136	\$9,536	\$25,000	(\$15,464)	-61.9%
Chargeback Recoveries		\$198	\$198	\$0	\$198	0.0%
Total Revenues		\$3,334	\$9,734	\$25,000	(\$15,266)	-61.1%
TOTAL GEOGRAPHICAL INFORMATION SYSTEMS		(\$306,347)	(\$518,781)	(\$559,722)	\$40,941	-7.3%
TOTAL CORPORATE & STRATEGIC INITIATIVES		\$3,920,564	\$5,472,435	\$5,400,626	\$71,809	1.3%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PEOPLE, CULTURE & CREATIVE						
HUMAN RESOURCES, HEALTH, SAFETY & WELLNESS						
<u>Expenditures</u>						
Salaries and Benefits	6	\$239,908	\$410,004	\$442,466	(\$32,462)	-7.3%
Materials and Supplies		53,044	111,981	113,611	(1,630)	-1.4%
Purchased Services		150,542	300,342	223,250	77,092	34.5%
Financial and other		23,761	41,000	41,000	0	0.0%
Total Expenditures		\$467,255	\$863,326	\$820,327	\$42,999	5.2%
<u>Revenue</u>						
Chargeback Recoveries	6	\$106,589	\$159,900	\$158,600	\$1,300	0.8%
Reserve Funding		\$33,000	\$33,000	\$0	\$33,000	100.0%
Other		\$0	\$0	\$0	\$0	0.0%
Total Revenues		\$139,589	\$192,900	\$158,600	\$34,300	21.6%
TOTAL HUMAN RESOURCES, HEALTH, SAFETY & WELLNESS		(\$327,666)	(\$670,426)	(\$661,727)	(\$8,699)	1.3%
COMMUNICATIONS						
<u>Expenditures</u>						
Salaries and Benefits	7	\$396,187	\$693,639	\$620,878	\$72,761	11.7%
Materials and Supplies		44,063	72,563	47,400	25,163	53.1%
Purchased Services		40,840	85,340	118,000	(32,660)	-27.7%
Total Expenditures		\$481,091	\$851,542	\$786,278	\$65,264	8.3%
<u>Revenue</u>						
Program Revenue		250	250	-	250	0.0%
Chargeback Recoveries		92,060	171,600	159,400	\$12,200	7.7%
Reserve Funding		-	15,000	15,000	0	0.0%
Total Revenues		\$92,310	\$186,850	\$174,400	\$12,450	7.1%
TOTAL COMMUNICATIONS		(\$388,781)	(\$664,692)	(\$611,878)	(\$52,814)	8.6%
TOTAL PEOPLE, CULTURE & CREATIVE		(\$716,446)	(\$1,335,119)	(\$1,273,605)	(\$61,514)	4.8%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
ENGINEERING						
FLOOD FORECASTING & OPERATIONS						
<u>Expenditures</u>						
Salaries and Benefits	8	\$233,661	\$398,219	\$386,692	\$11,527	3.0%
Materials and Supplies		5,861	26,769	45,000	(18,231)	-40.5%
Purchased Services		34,737	140,094	141,200	(1,106)	-0.8%
Total Expenditures		\$274,259	\$565,082	\$572,892	(\$7,810)	-1.4%
<u>Revenue</u>						
Provincial Funding		179,181	304,311	300,311	4,000	1.3%
Total Revenues		\$179,181	\$304,311	\$300,311	\$4,000	1.3%
TOTAL FLOOD FORECASTING & OPERATIONS		(\$95,078)	(\$260,771)	(\$272,581)	\$11,810	-4.3%
ENGINEERING						
<u>Expenditures</u>						
Salaries and Benefits	8	\$139,048	\$272,763	\$302,122	(\$29,359)	-9.7%
Materials and Supplies		2,253	5,556	5,500	56	1.0%
Purchased Services		4,594	48,025	34,100	13,925	40.8%
Total Expenditures		\$145,895	\$326,343	\$341,722	(\$15,379)	-4.5%
<u>Revenue</u>						
Program Revenue	8	\$3,000	\$6,000	\$0	\$6,000	0.0%
Chargeback Recoveries		56,565	170,112	116,626	53,486	45.9%
Total Revenues		\$59,565	\$176,112	\$116,626	\$59,486	51.0%
TOTAL ENGINEERING		(\$86,330)	(\$150,231)	(\$225,096)	\$74,865	-33.3%
TOTAL ENGINEERING		(\$181,408)	(\$411,003)	(\$497,677)	\$86,674	-17.4%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PLANNING & WATERSHED MANAGEMENT						
PLANNING & WATERSHED MANAGEMENT						
<u>Expenditures</u>						
Salaries and Benefits		\$1,583,980	\$2,745,163	\$2,906,341	(\$161,178)	-5.5%
Materials and Supplies		54,580	106,501	107,500	(999)	-0.9%
Purchased Services		220,630	408,341	427,500	(19,159)	-4.5%
Total Expenditures		\$1,859,190	\$3,260,005	\$3,441,341	(\$181,336)	-5.3%
<u>Revenue</u>						
Program Revenue		1,427,043	2,232,889	2,374,000	(141,111)	-5.9%
Total Revenues		\$1,427,043	\$2,232,889	\$2,374,000	(\$141,111)	-5.9%
TOTAL PLANNING & WATERSHED MANAGEMENT		(\$432,147)	(\$1,027,116)	(\$1,067,341)	\$40,225	-3.8%
REGIONAL INFRASTRUCTURE TEAM						
<u>Expenditures</u>						
Salaries and Benefits		\$239,515	\$411,614	\$428,405	(\$16,791)	-3.9%
Materials and Supplies		0	0	10,000	(10,000)	-100.0%
Purchased Services		3,034	13,608	19,000	(5,392)	-28.4%
Total Expenditures	9	\$242,549	\$425,222	\$457,405	(\$32,183)	-7.0%
<u>Revenue</u>						
Municipal Funding		248,613	435,852	468,742	(32,890)	-7.0%
Total Revenues	9	\$248,613	\$435,852	\$468,742	(\$32,890)	-7.0%
TOTAL REGIONAL INFRASTRUCTURE TEAM		\$6,063	\$10,630	\$11,337	(\$707)	-6.2%
SOURCE PROTECTION						
<u>Expenditures</u>						
Salaries and Benefits		\$218,982	\$378,254	\$370,119	\$8,135	2.2%
Materials and Supplies		13,273	21,543	31,700	(10,157)	-32.0%
Purchased Services		10,902	20,867	30,600	(9,733)	-31.8%
Financial and other		1,831	2,422	2,760	(338)	-12.2%
Total Expenditures	10	\$244,989	\$423,087	\$435,179	(\$12,092)	-2.8%
<u>Revenue</u>						
Provincial Funding		\$196,452	\$319,687	\$333,179	(\$13,492)	-4.0%
Chargeback Recoveries		56,210	102,000	102,000	0	0.0%
Other		555	1,400	0	1,400	0.0%
Total Revenues	10	\$253,218	\$423,087	\$435,179	(\$12,092)	-2.8%
TOTAL SOURCE PROTECTION		\$8,229	\$0	\$0	\$0	0.0%
TOTAL PLANNING & WATERSHED MANAGEMENT		(\$417,855)	(\$1,016,486)	(\$1,056,004)	\$39,518	-3.7%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
SCIENCE & PARTNERSHIPS						
ECOLOGY						
<u>Expenditures</u>						
Salaries and Benefits		\$277,045	\$478,470	\$517,151	(\$38,681)	-7.5%
Materials and Supplies	11	1,267	22,078	11,010	11,068	100.5%
Purchased Services	11	6,427	16,142	13,950	2,192	15.7%
Total Expenditures		\$284,739	\$516,690	\$542,111	(\$25,421)	-4.7%
<u>Revenue</u>						
Program Revenue	11	\$8,530	\$12,950	\$22,958	(\$10,008)	-43.6%
Chargeback Recoveries		488	2,988	0	2,988	0.0%
Total Revenues		\$9,018	\$15,938	\$22,958	(\$7,020)	-30.6%
TOTAL ECOLOGY		(\$275,721)	(\$500,752)	(\$519,153)	\$18,401	-3.5%
STEWARDSHIP						
<u>Expenditures</u>						
Salaries and Benefits		\$218,617	\$377,210	\$386,374	(\$9,164)	-2.4%
Materials and Supplies	12	14,688	26,188	33,000	(6,812)	-20.6%
Purchased Services	12	14,171	31,524	29,500	2,024	6.9%
Total Expenditures		\$247,476	\$434,922	\$448,874	(\$13,952)	-3.1%
<u>Revenue</u>						
Program Revenue	12	\$30,238	\$31,238	\$30,000	\$1,238	4.1%
Chargeback Recoveries	12	28,326	93,461	107,969	(14,508)	-13.4%
Reserve Funding		0	15,000	15,000	0	0.0%
Total Revenues		\$58,563	\$139,698	\$152,969	(\$13,271)	-8.7%
TOTAL STEWARDSHIP		(\$188,913)	(\$295,223)	(\$295,905)	\$682	-0.2%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
OUTREACH						
<u>Expenditures</u>						
Salaries and Benefits	13	\$74,392	\$141,451	\$113,323	\$28,128	24.8%
Materials and Supplies		6,426	43,808	40,527	3,281	8.1%
Purchased Services		2,676	76,869	72,818	4,051	5.6%
Total Expenditures		\$83,494	\$262,128	\$226,668	\$35,460	15.6%
<u>Revenue</u>						
Program Revenue	13	\$29,884	\$96,271	\$66,150	\$30,121	45.5%
Reserve Funding		0	12,000	12,000	-	0.0%
Municipal Funding		0	50,000	50,000	0	0.0%
Total Revenues		\$29,884	\$158,271	\$128,150	\$30,121	23.5%
TOTAL OUTREACH		(\$53,610)	(\$103,857)	(\$98,518)	(\$5,339)	5.4%
HAMILTON HARBOUR REMEDIAL ACTION PLAN						
<u>Expenditures</u>						
Salaries and Benefits		\$123,009	\$209,996	\$212,875	(\$2,879)	-1.4%
Materials and Supplies		4,732	9,605	9,000	605	6.7%
Purchased Services		27,387	80,617	80,250	367	0.5%
Total Expenditures		\$155,129	\$300,219	\$302,125	(\$1,906)	-0.6%
<u>Revenue</u>						
Provincial Funding		\$30,103	\$50,000	\$50,000	\$0	0.0%
Municipal Funding		26,138	93,975	95,850	(1,875)	-2.0%
Federal Funding		103,230	163,750	163,750	0	0.0%
Total Revenues		\$159,471	\$307,725	\$309,600	(\$1,875)	-0.6%
TOTAL HAMILTON HARBOUR REMEDIAL ACTION PLAN		\$4,342	\$7,506	\$7,475	\$31	0.4%
FORESTRY TECH. TEAM						
<u>Expenditures</u>						
Salaries and Benefits		\$107,329	\$217,396	\$181,855	\$35,541	19.5%
Materials and Supplies		77,446	143,466	125,000	18,466	14.8%
Purchased Services		2,213	4,425	5,500	(1,075)	-19.5%
Total Expenditures	14	\$186,988	\$365,287	\$312,355	\$52,932	16.9%
<u>Revenue</u>						
Program Revenue		\$26,192	\$155,000	\$152,000	\$3,000	2.0%
Chargeback Recoveries	14	43,776	159,000	87,500	71,500	81.7%
Total Revenues		\$69,968	\$314,000	\$239,500	\$74,500	31.1%
FORESTRY TECH. TEAM		(\$117,020)	(\$51,287)	(\$72,855)	\$21,568	-29.6%
TOTAL SCIENCE & PARTNERSHIPS		(\$630,921)	(\$943,613)	(\$978,956)	\$35,343	-3.6%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
INNOVATION & PMO						
ADMINISTRATION OFFICE FACILITY						
<u>Expenditures</u>						
Salaries and Benefits	15	\$50,134	\$81,262	\$75,179	\$6,083	8.1%
Materials and Supplies		36,231	56,731	40,000	16,731	41.8%
Purchased Services		73,604	122,128	138,300	(16,172)	-11.7%
Total Expenditures		\$159,969	\$260,121	\$253,479	\$6,642	2.6%
<u>Revenue</u>						
Total Revenues		\$0	\$0	\$0	\$0	0.0%
TOTAL ADMINISTRATION OFFICE FACILITY		(\$159,969)	(\$260,121)	(\$253,479)	(\$6,642)	2.6%
CONSTRUCTION						
<u>Expenditures</u>						
Salaries and Benefits	3	\$112,061	\$157,275	\$263,384	(\$106,109)	-40.3%
Materials and Supplies		8,676	60,676	62,500	(1,824)	-2.9%
Purchased Services		15,684	60,184	64,500	(4,316)	-6.7%
Total Expenditures		\$136,420	\$278,134	\$390,384	(\$112,250)	-28.8%
<u>Revenue</u>						
Chargeback Recoveries		\$22,620	\$39,200	\$39,200	\$0	0.0%
Total Revenues		\$22,620	\$39,200	\$39,200	\$0	0.0%
TOTAL CONSTRUCTION		(\$113,800)	(\$238,934)	(\$351,184)	\$112,250	-32.0%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PROJECT MANAGEMENT						
<u>Expenditures</u>						
Salaries and Benefits		\$169,124	\$248,239	\$265,105	(\$16,866)	-6.4%
Materials and Supplies		1,532	4,000	4,000	0	0.0%
Purchased Services	16	29,849	36,130	9,500	26,630	280.3%
Total Expenditures		\$200,505	\$288,369	\$278,605	\$9,764	3.5%
<u>Revenue</u>						
Chargeback Recoveries	16	\$102,215	\$200,000	\$169,286	\$30,714	18.1%
Total Revenues		\$102,215	\$200,000	\$169,286	\$30,714	18.1%
TOTAL PROJECT MANAGEMENT		(\$98,290)	(\$88,369)	(\$109,319)	\$20,950	-19.2%
RESTORATION						
<u>Expenditures</u>						
Salaries and Benefits		\$64,710	\$132,319	\$251,834	(\$119,515)	-47.5%
Materials and Supplies		309	3,309	30,560	(27,251)	-89.2%
Purchased Services		844	1,889	30,719	(28,830)	-93.8%
Total Expenditures	17	\$65,863	\$137,517	\$313,113	(\$175,596)	-56.1%
<u>Revenue</u>						
Program Revenue	17	\$0	\$40,510	\$216,106	(\$175,596)	-81.3%
Total Revenues		\$0	\$40,510	\$216,106	(\$175,596)	-81.3%
TOTAL RESTORATION		(\$65,863)	(\$97,007)	(\$97,007)	\$0	0.0%
TOTAL INNOVATION & PMO		(\$437,922)	(\$684,431)	(\$810,989)	\$126,558	(\$0)

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS						
WATERSHED MANAGEMENT & SUPPORT SERVICES VEHICLES						
<u>Expenditures</u>						
Materials and Supplies		\$48,735	\$79,735	\$107,372	(\$27,637)	-25.7%
Purchased Services		58,429	77,461	49,667	27,794	56.0%
Total Expenditures	18	\$107,164	\$157,196	\$157,039	\$157	0.1%
<u>Revenue</u>						
Total Revenues		\$0	\$0	\$0	\$0	0.0%
TOTAL WMSS VEHICLES		(\$107,164)	(\$157,196)	(\$157,039)	(\$157)	0.1%
PROPERTY MANAGEMENT						
<u>Expenditures</u>						
Salaries and Benefits	19	\$26,456	\$26,456	\$41,448	(\$14,992)	-36.2%
Materials and Supplies		74,998	66,723	72,000	(5,277)	-7.3%
Purchased Services	19	56,775	138,757	156,900	(18,143)	-11.6%
Total Expenditures		\$158,229	\$231,936	\$270,348	(\$38,412)	-14.2%
<u>Revenue</u>						
Program Revenue	19	\$18,150	\$27,944	\$32,000	(\$4,056)	-12.7%
Provincial Funding		53,235	125,000	125,000	0	0.0%
Chargeback Recoveries		69,429	28,034	24,900	3,134	12.6%
Total Revenues		\$140,814	\$180,978	\$181,900	(\$922)	-0.5%
TOTAL PROPERTY MANAGEMENT		(\$17,414)	(\$50,958)	(\$88,448)	\$37,490	-42.4%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
FORESTRY						
<u>Expenditures</u>						
Salaries and Benefits		\$277,821	\$455,675	\$474,424	(\$18,749)	-4.0%
Materials and Supplies	20	19,721	21,721	7,000	14,721	210.3%
Purchased Services	20	42,534	46,999	22,600	24,399	108.0%
Financial and other		6,869	8,369	5,000	3,369	67.4%
Total Expenditures		\$346,944	\$532,764	\$509,024	\$23,740	4.7%
<u>Revenue</u>						
Program Revenue		\$810	\$810	\$0	\$810	0.0%
Municipal Funding		23,518	82,000	82,000	0	0.0%
Chargeback Recoveries	20	52,276	96,000	87,500	8,500	9.7%
Total Revenues		\$76,604	\$178,810	\$169,500	\$9,310	5.5%
TOTAL FORESTRY OPERATIONS		(\$270,340)	(\$353,954)	(\$339,524)	(\$14,430)	4.3%
SECURITY						
<u>Expenditures</u>						
Salaries and Benefits	21	\$150,604	\$301,006	\$268,084	\$32,922	12.3%
Materials and Supplies		1,700	2,200	0	2,200	0.0%
Purchased Services		2,889	3,417	3,500	(83)	-2.4%
Total Expenditures		\$155,193	\$306,623	\$271,584	\$35,039	12.9%
<u>Revenue</u>						
Chargeback Recoveries		-	75,100	73,200	1,900	2.6%
Total Revenues		\$0	\$75,100	\$73,200	\$1,900	2.6%
TOTAL SECURITY/PARK RANGERS		(\$155,193)	(\$231,523)	(\$198,384)	(\$33,139)	16.7%
TOTAL WATERSHED MANAGEMENT & SUPPORT SERVICES OPERATIONS		(\$550,112)	(\$793,631)	(\$783,395)	(\$10,236)	1.3%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
PARTNERSHIP PROJECTS						
<u>Expenditures</u>						
Salaries and Benefits		\$42,953	\$233,185	\$190,855	\$42,330	22.2%
Materials and Supplies		27,671	89,122	256,695	(167,573)	-65.3%
Purchased Services		252,363	611,913	451,854	160,059	35.4%
Total Expenditures	22	\$322,987	\$934,220	\$899,404	\$34,816	3.9%
<u>Revenue</u>						
Program Revenue		\$142,202	\$643,469	\$543,740	\$99,729	18.3%
Provincial Funding - Other		99,194	127,123	107,000	20,123	18.8%
Municipal Funding - Other		3,698	8,798	44,021	(35,223)	-80.0%
Federal Funding		73,387	154,830	204,643	(49,813)	-24.3%
Total Revenues	22	\$318,481	\$934,220	\$899,404	\$34,816	3.9%
TOTAL PARTNERSHIP PROJECTS		(\$4,506)	\$0	\$0	\$0	0.0%
TOTAL WMSS REVENUE		\$8,735,591	\$15,598,276	\$15,872,738	(\$274,462)	-1.7%
TOTAL WMSS EXPENDITURES		7,754,197	15,310,122	15,872,738	(562,616)	-3.5%
		\$981,394	\$288,153	\$0	\$288,153	100.0%
TOTAL WMSS		\$981,394	\$288,153	\$0	\$288,153	0.0%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
CONSERVATION AREAS						
VEHICLES						
Expenditures						
Materials and Supplies		\$24,893	\$48,893	\$80,443	(\$31,550)	-39.2%
Purchased Services		37,276	60,776	29,447	31,329	106.4%
Total Expenditures	23	\$62,169	\$109,669	\$109,890	(\$221)	-0.2%
Revenue						
Total Revenues		\$0	\$0	\$0	\$0	0.0%
TOTAL VEHICLES		(\$62,169)	(\$109,669)	(\$109,890)	\$221	-0.2%
CONSERVATION AREAS ADMINISTRATION						
Expenditures						
Salaries and Benefits		\$75,040	\$129,509	\$126,820	\$2,689	2.1%
Materials and Supplies		14,878	64,378	70,000	(5,622)	-8.0%
Purchased Services	24	117,480	189,884	388,000	(198,116)	-51.1%
Financial and other	24	29,708	64,001	75,000	(10,999)	-14.7%
Total Expenditures		\$237,106	\$447,772	\$659,820	(\$212,048)	-32.1%
Revenue						
Program Revenue		\$614,737	\$879,710	\$835,000	\$44,710	5.4%
Total Revenues		\$614,737	\$879,710	\$835,000	\$44,710	5.4%
TOTAL CONSERVATION AREAS ADMINISTRATION		\$377,631	\$431,938	\$175,180	\$256,758	146.6%
CHARGEBACKS						
Expenditures						
Financial and other	3	\$516,450	\$826,100	\$1,055,786	(\$229,686)	-21.8%
Total Expenditures		\$516,450	\$826,100	\$1,055,786	(\$229,686)	-21.8%
Revenue						
Total Revenues		\$0	\$0	\$0	\$0	0.0%
TOTAL CHARGEBACKS		(\$516,450)	(\$826,100)	(\$1,055,786)	\$229,686	-21.8%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
CRAWFORD LAKE/MOUNTSBERG						
<u>Expenditures</u>						
Salaries and Benefits		\$977,973	\$1,574,143	\$1,545,823	\$28,320	1.8%
Materials and Supplies		218,763	323,913	336,300	(12,387)	-3.7%
Purchased Services		73,890	161,590	181,000	(19,410)	-10.7%
Financial and other		3,946	7,546	10,500	(2,954)	-28.1%
Total Expenditures	25	\$1,274,572	\$2,067,191	\$2,073,623	(\$6,432)	-0.3%
<u>Revenue</u>						
Program Revenue		\$1,155,696	\$1,897,696	\$1,902,300	(\$4,604)	-0.2%
Municipal Funding		115,410	192,354	192,354	0	0.0%
Total Revenues	25	\$1,271,106	\$2,090,050	\$2,094,654	(\$4,604)	-0.2%
TOTAL CRAWFORD LAKE/MOUNTSBERG		(\$3,465)	\$22,859	\$21,031	\$1,828	8.7%
KELSO/GLEN EDEN						
<u>Expenditures</u>						
Salaries and Benefits		\$3,504,778	\$4,785,074	\$4,302,971	\$482,103	11.2%
Materials and Supplies		616,695	1,249,395	1,100,146	149,249	13.6%
Purchased Services		783,981	1,278,276	1,156,416	121,860	10.5%
Financial and other		174,693	214,693	186,500	28,193	15.1%
Total Expenditures	25	\$5,080,146	\$7,527,437	\$6,746,033	\$781,404	11.6%
<u>Revenue</u>						
Program Revenue		\$7,158,824	\$8,661,824	\$7,937,250	\$724,574	9.1%
Total Revenues	25	\$7,158,824	\$8,661,824	\$7,937,250	\$724,574	9.1%
TOTAL KELSO/GLEN EDEN		\$2,078,678	\$1,134,387	\$1,191,217	(\$56,830)	-4.8%

Conservation Halton
Budget Variance Report
For the Period Ended July 31, 2018

	NOTE	AS AT JULY 2018	PROJECTED DECEMBER 2018	BUDGET 2018	\$ VARIANCE OVER (UNDER)	% VARIANCE OVER (UNDER)
HILTON FALLS/MOUNT NEMO/RATTLESNAKE						
<u>Expenditures</u>						
Salaries and Benefits		\$327,393	\$585,065	\$572,058	\$13,007	2.3%
Materials and Supplies		21,354	51,904	43,000	8,904	20.7%
Purchased Services		25,322	46,022	40,100	5,922	14.8%
Financial and other		1,486	2,236	3,200	(964)	-30.1%
Total Expenditures	25	\$375,555	\$685,227	\$658,358	\$26,869	4.1%
<u>Revenue</u>						
Program Revenue		\$564,507	\$1,019,507	\$747,000	\$272,507	36.5%
Total Revenues	25	\$564,507	\$1,019,507	\$747,000	\$272,507	36.5%
TOTAL HILTON FALLS/MOUNT NEMO/RATTLESNAKE		\$188,952	\$334,280	\$88,642	\$245,638	277.1%
TRANSFER TO CONSERVATION AREA CAPITAL RESERVE		(\$2,063,177)	(\$987,695)	(\$310,394)	(\$677,301)	218.2%
TOTAL CONSERVATION AREAS REVENUE		\$9,609,174	\$12,651,091	\$11,613,904	\$1,037,187	8.9%
TOTAL CONSERVATION AREAS EXPENDITURES		7,545,997	11,663,396	11,303,510	359,886	3.2%
TOTAL CONSERVATION AREAS		\$2,063,177	\$987,695	\$310,394	\$677,301	218.2%

**CONSERVATION HALTON
CAPITAL PROGRAM BUDGET VARIANCE REPORT
FOR THE PERIOD ENDED JULY 31, 2018**

Capital Project Description	Budget Prior Years	2018 Budget & Project Increase	2018 Incr./Decr. (Note 26.)	Total Capital Budget	Life to Date Capital Costs	Budget Unspent	Capital Project Funding
Kelso Dam - Monitoring, definition study & remediation design	\$1,007,256			\$1,007,256	\$515,179	\$492,077	50% MNRF; 50% Municipal; Deferred
Kelso Dam - Major Repairs	5,265,000	3,100,000		8,365,000	1,013,115	7,351,885	50% MNRF; 50% Mun. Debt Financing
Kelso Dam - 10" bypass valve		40,500		40,500	0	40,500	50% MNRF; 50% Reserve
Kelso Dam - 10 ft lift gates		79,000		79,000	0	79,000	50% MNRF; 50% Reserve
Mountsberg Piezometers		73,500		73,500	895	72,605	50% MNRF; 50% Reserve
Hilton Falls Diversion		58,000		58,000	0	58,000	50% MNRF; 50% Reserve
Scotch Block updated DSR		104,000		104,000	0	104,000	50% MNRF; 50% Reserve
Dams & Channels Maintenance Projects - 2017/2018	385,000			385,000	124,576	260,424	50% MNRF; 50% Municipal
Dam public safety assessment		69,000		69,000	9,292	59,708	50% MNRF; 50% Reserve
Asset Management Plan - Buildings	50,000	50,000		100,000	0	100,000	Reserve; Municipal
Emerald Ash Borer 2017	400,000			400,000	254,671	145,329	Municipal - EAB
Emerald Ash Borer 2018		1,154,000		1,154,000	174,210	979,790	Municipal - EAB
Flood Forecasting & Warning	44,876	145,000		189,876	26,821	163,055	Municipal
Floodplain Mapping		466,626		466,626	17,014	449,612	50% Federal NDMP; 50% Municipal
Geographic Information System (GIS) Technology Upgrades	80,000			80,000	39,509	40,491	Municipal
Integrated Watershed Management Planning	25,000			25,000	10,000	15,000	Municipal
Integrated Watershed Database Management System	75,000			75,000	1,491	73,509	Municipal
Administration Office Renovations	440,000			440,000	432,359	7,641	Debt Financing; Reserves
Information Technology (IT) Infrastructure - WMSS	32,910	158,500		191,410	73,977	117,433	Municipal
Great Plains project module		35,000		35,000	0	35,000	Municipal
Program rates & fees review		60,000		60,000	2,996	57,004	Municipal
Vehicle and Equipment Replacements		210,395		210,395	0	210,395	Reserve
Forest/Land Management	73,689			73,689	47,460	26,229	Deferred Municipal Revenue
Land Securement		200,000	35,000	235,000	200,000	35,000	Reserves
Conservation Areas Facility & Infrastructure:							
Kelso/Glen Eden - Ropes Challenge Course	290,000		5,000	295,000	287,917	7,083	Reserve
Kelso/Glen Eden - Master Plan	115,000			115,000	59,315	55,685	Reserve
Kelso/Glen Eden - Mountain Bike Equipment replacement	20,000			20,000	17,642	2,358	Reserve
Kelso/Glen Eden - Ski hill Bore/Pipe replacement	645,000			645,000	611,566	33,434	Reserve; Federal Grant
Kelso/Glen Eden - Ski hill improvements		200,000		200,000	0	200,000	Reserve
Kelso/Glen Eden - WOW Camp Equipment	85,000		5,000	90,000	88,383	1,617	Reserve
Kelso/Glen Eden - Water System Servicing	429,035			429,035	385,800	43,235	Reserve
Kelso/Glen Eden - Facility Upgrades (A-Frame)	35,000			35,000	35,000	0	Reserve
Kelso/Glen Eden - Municipal Servicing		100,000	50,000	150,000	84,536	65,464	Reserve
Kelso/Glen Eden - Museum Renovation		120,000		120,000	62,674	57,326	Reserve
Crawford Lake - Longhouses roof/floor replacement	90,000			90,000	2,694	87,306	Reserve
Crawford Lake - Longhouses refurbishment	645,000			645,000	605,407	39,593	Reserve; Federal Grant
Mountsberg - Playground/barn		50,000		50,000	3,858	46,142	Reserve
Foundation Funded Capital Projects		100,000		100,000	0	100,000	CH Foundation
Mount Nemo - Parking Lot	20,000			20,000	5,073	14,927	Reserve
Mount Nemo - Infrastructure		110,000		110,000	1,637	108,363	Reserve
Speyside Weir Removal		31,500		31,500	0	31,500	Reserve
Information Technology Infrastructure - Conservation Areas		50,000		50,000	18,103	31,897	Reserve
PCI Compliance	235,000			235,000	134,072	100,928	Reserve 95%; Municipal 5%
Vehicle and Equipment replacements	45,000	115,000		160,000	68,406	91,594	Reserve
Total Capital Projects	\$10,532,766	\$6,880,021	\$95,000	\$17,507,787	\$5,415,648	\$12,092,139	

REPORT TO: Board of Directors

REPORT NO: # 06 18 04

FROM: Jill Ramseyer, Associate Director, People, Culture & Creative
Ph. 905 336 1158 Email: jramseyer@hrca.on.ca

DATE: September 27, 2018

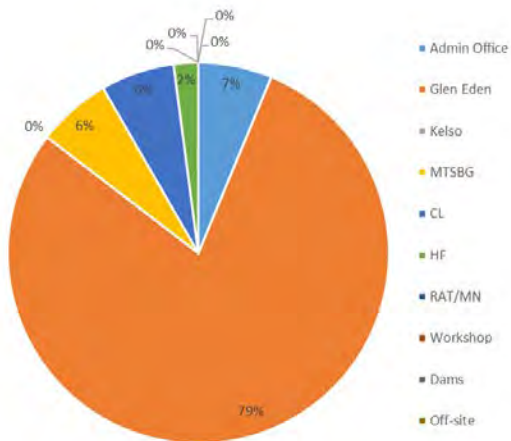
SUBJECT: Healthy and Safety

2nd Quarter Incident Summary

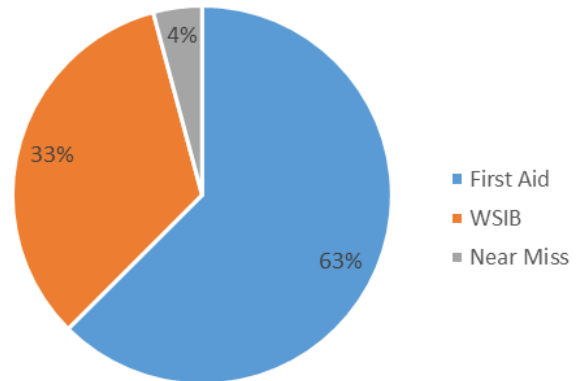
Lagging Indicators:

- There were a total of 5 incidents at Conservation Halton in the 2nd quarter of 2018. The significant decrease from the 48 incidents that occurred during the 1st quarter was that the Glen Eden snow school closed at the end of March.
- Two of the incidents were reportable to the WSIB and the remainder were first aid.
- The most common type of injuries were caused by being struck, caught or pinched.
- The most common area of injury was the back.
- Total incidents are up year to date in 2018 compared to 2017, although WSIB costs are down, signalling a decrease in incident severity. A longer 2017/2018 ski season along with icy conditions likely contributed to the increase. All incidents continue to be reviewed by health and safety experts to ensure trends are identified and addressed.

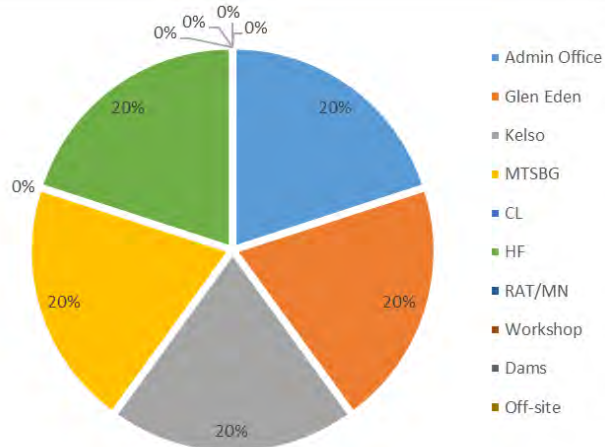
Q1 INCIDENTS BY LOCATION



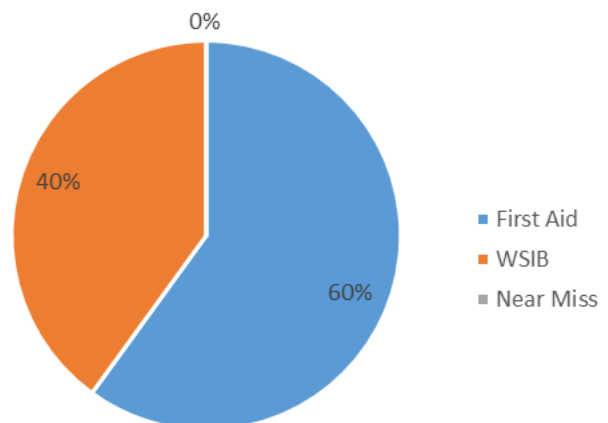
Q1 INCIDENT TYPE



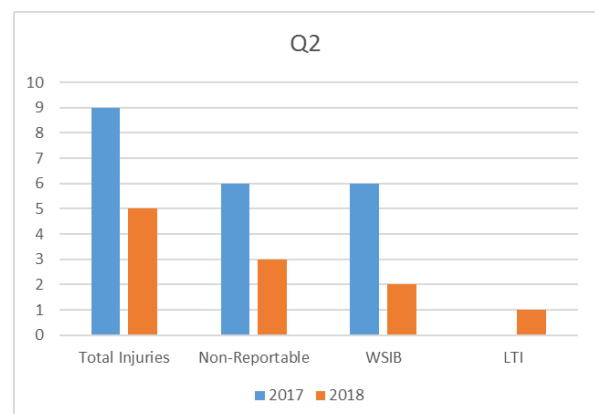
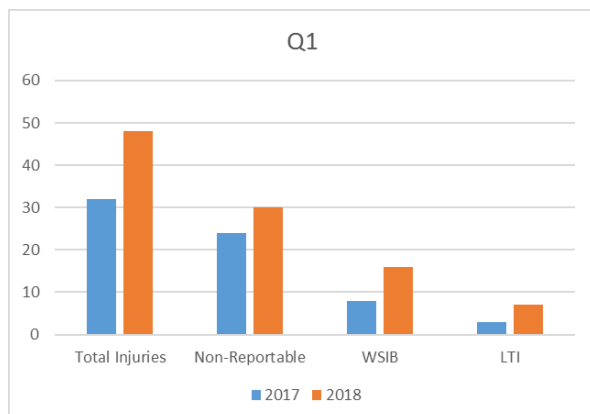
Q2 INCIDENTS BY LOCATION



Q2 INCIDENT TYPE



YEAR-OVER-YEAR:



Leading Indicators:

- Health and safety audits to ensure compliance and to proactively identify program gaps and opportunities across the organization are well under way. Data obtained will be used as a benchmark for future measures and to create actionable items for follow up.
- Programs, processes and tools to facilitate early and safe return to work for staff have been updated and re-communicated in an effort to minimize days lost from work.
- Health and safety training in 2018 will continue to focus on topics that meet compliance, best practices and include content that is customized to CH employment based risk.

Signed & respectfully submitted:

Approved for circulation:



Jill Ramseyer
Associate Director, People, Culture & Creative



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Jill Ramseyer, Associate Director, People, Culture & Creative
Ph. 905 336 1158 Email: jramseyer@hrca.on.ca

REPORT TO: Board of Directors

REPORT NO: # 06 18 05

FROM: Janelle Wepler, Associate Director, Engineering

DATE: September 27, 2018

SUBJECT: **Kelso Dam Update**

MEMO

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

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

Kelso Reservoir Water Levels and Monitoring

Conservation Halton's engineering consultant (Hatch) has approved a slightly increased water level within the Kelso reservoir to allow self-regulation of water elevations by allowing flow through the stop log bay sill of the outlet structure (similar to normal operations but at a lower water level). This self-regulation reduces the frequency of operations and occurrence of fluctuating water levels within the reservoir.

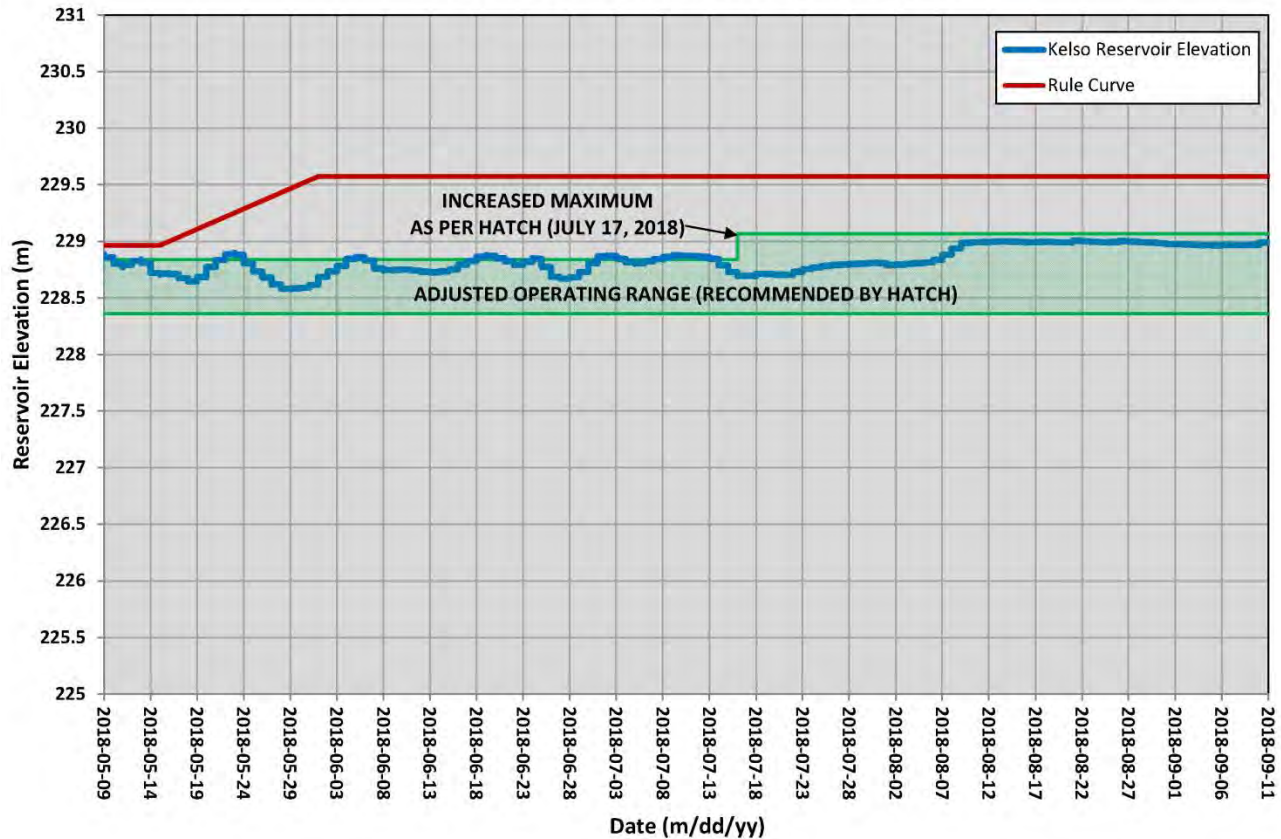
Hatch has also recommended a modified monitoring program due to recently installed piezometers with remote reading and alarming capabilities completed through Phase 1 of works at the Kelso Dam. The updated monitoring program consists of the following:

- Automated and continuous piezometer (groundwater) readings within the earthen embankment;
- One (1) site visit daily; increased to two (2) site visits for two (2) days during heavy rain events; and
- Review of photographic records of the identified boil area taken every 30 minutes throughout the day (visible during daylight hours).

There continues to be no visible observation of sedimentation from the boil area (i.e. no plume sightings) since June, 2015.

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

Kelso Reservoir Elevation May 9, 2018 to September 11, 2018



Recent Work & Next Steps

Conservation Halton staff continue to work with engineering consultants and the Ministry of Environment, Conservation and Parks (MECP) to obtain the last outstanding permit, which is required to support dewatering during construction excavation.

Conservation Halton staff are also working with engineering experts from GHD and Hatch, with Dufferin Construction, to finalize dewatering and associated costs during construction. Phase 2 of construction at the Kelso Dam is expected to start in the fall of 2018 with completion in 2019.

Signed & respectfully submitted:



Janelle Weppler, P. Eng.
Associate Director, Engineering

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Janelle Weppler

REPORT TO: Board of Directors

REPORT NO: # 06 18 06

FROM: Janelle Wepler, Associate Director, Engineering
jwepler@hrca.on.ca, 905.336.1158 x2294

DATE: September 27, 2018

SUBJECT: Sixteen Mile Creek Floodplain Mapping Projects Application for Project Funding to the National Disaster Mitigation Program

Recommendation

That the Conservation Halton Board of Directors supports an application for federal funding under the National Disaster Mitigation Program in the amount of \$233,000 to assist with project study, consultation and staff costs for the Sixteen Mile Creek Floodplain Mapping Projects.

Executive Summary

The 2019 Capital Budget includes a project in the amount of \$466,000 to prepare a Floodplain Mapping Update within Conservation Halton's watersheds. The budget includes 50% funding for this project through the Federal Government's National Disaster Mitigation Program. Site-specific projects within this proposal application include mapping for the Morrison-Wedgewood Diversion Channel and an upper portion of Urban Milton; both of which are part of the Sixteen Mile Creek watershed. Applications to this program are due to the Province by September 14, 2018 and require a resolution of support from the Conservation Halton Board of Directors before they are submitted federally on October 31, 2018. As such, Conservation Halton staff respectfully request Board endorsement of this report and resolution. Letters of support from the Region of Halton, Town of Oakville and Town of Milton are also required and have been obtained.

Floodplain mapping is important to determine the boundaries of actual or potential floods to identify the specific impacts of flood events on people, structures and assets. Floodplain maps serve as critical decision-making tools in flood mitigation, land use planning, emergency management and general public awareness.

Report

National Disaster Mitigation Program (NDMP)

The NDMP is a federal Program and is part of the government's commitment to build safer and more resilient communities. It provides funding support to government bodies, public agencies (including conservation authorities) as well as the private sector to address rising flood risks and costs, and build the foundation for informed mitigation investments that could reduce, or even negate, the effects of flood events in Canada.

The NDMP has four distinct project streams:

- 1) Risk Assessments,
- 2) Flood Mapping,
- 3) Mitigation Planning, and
- 4) Investments in Non-Structural and Small Scale Structural Mitigation Projects

The Sixteen Mile Creek Floodplain Mapping projects fall under Stream 2 (Flood Mapping) and the deadline for applications to this round of grants is September 14, 2018 to the Province and October 31, 2018 federally.

Importance of Floodplain Mapping

The *Federal Floodplain Mapping Framework (Version 1.0)* published by Natural Resources Canada and Public Safety Canada (2017), indicates that current floodplain mapping is important to determine the boundaries of actual or potential floods to identify the specific impacts of flood events on people, structures and assets. Floodplain maps serve as critical decision-making tools in flood mitigation, land use planning, emergency management and general public awareness.

Status of Conservation Halton's Floodplain Mapping

The majority of Conservation Halton's Floodplain Mapping was completed through the Flood Damage Reduction Program (FDRP) in the 1980's and has not been updated, as shown in Figure 1.

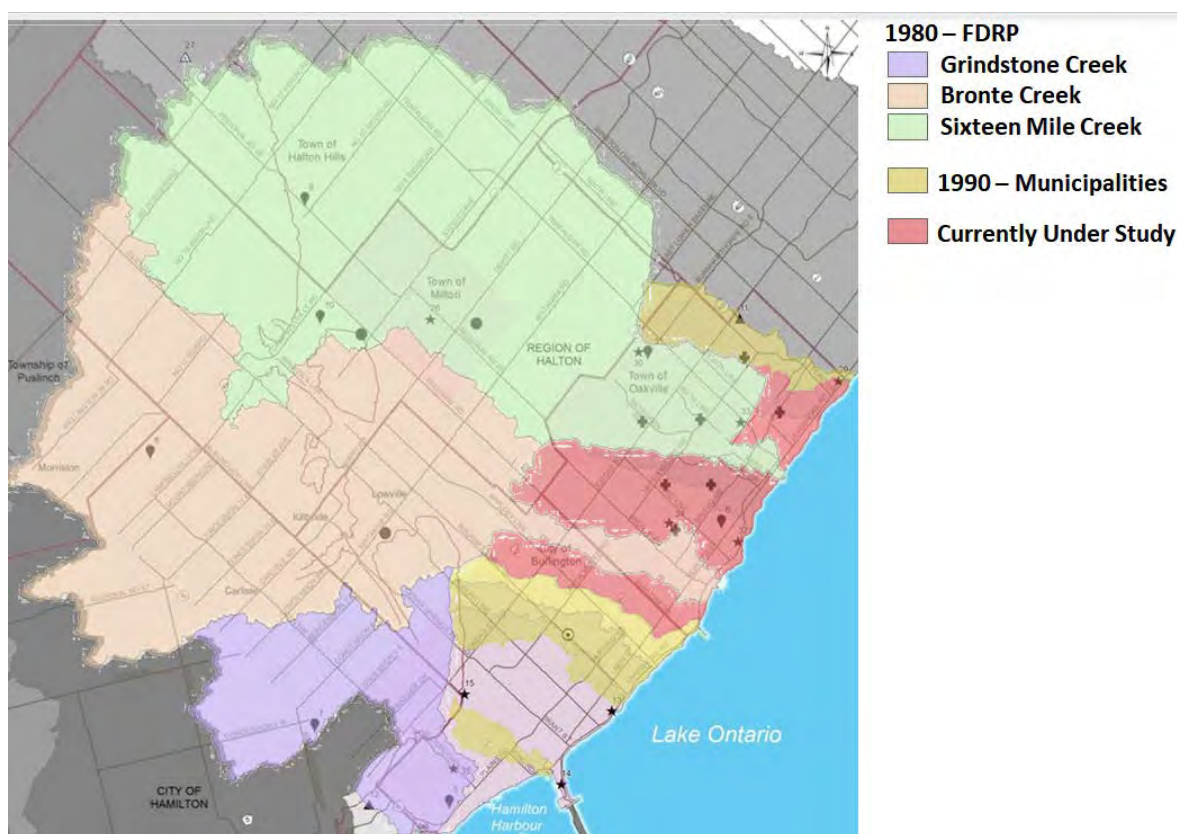


Figure 1: Status of Conservation Halton's Floodplain Mapping

Floodplain mapping was updated for some urban portions of the watershed and some areas are currently under study. Update of the entire Grindstone Creek watershed is currently underway through Conservation Halton's Floodplain Mapping Program, with funding support from the NDMP program and will be completed by March, 2019.

Sixteen Mile Creek Floodplain Mapping Projects

Existing floodplain mapping for the Sixteen Mile Creek watershed was prepared through the Flood Damage Reduction Program (FDRP) in 1988. Years of population growth, urban development and associated changes in land use, including watercourse realignments, has resulted in a potential

increase in flood risk. These changes to Conservation Halton's watershed in addition to technological advancements and accuracy of modeling, including the recently acquired LiDAR (Light Detection and Ranging) elevation data by Conservation Halton, will impact the delineation and extent of floodplain mapping.

The proposed floodplain mapping update for the Morrison Wedgewood Diversion Channel and an upper portion of Urban Milton (both within Sixteen Mile Creek) is the second round of several studies to be completed through Conservation Halton's Floodplain Mapping Program. Updated maps within Conservation Halton's watershed are necessary and important for the purposes of emergency management, delineation of natural hazards for planning, identification of flood vulnerable structures and roads, impact assessments and corresponding flood remediation strategies for flood vulnerable areas. Updated mapping will also support and expedite reviews for development planning and permitting.

Conservation Halton staff have developed a preliminary cost estimate to complete the required engineering studies through the use of external engineering consultants. The scope of work will include the calibration and verification of a new watershed hydrologic model, preparation of new GIS-based riverine hydraulic models, delineation of updated floodlines and preparation of all associated reports and floodplain mapping products. Costs for the Sixteen Mile Creek Floodplain Mapping projects are estimated to be approximately \$466,000.

In addition, Conservation Halton staff will be responsible for managing external engineering consultants and will provide project support through in-house expertise and extensive watershed specific knowledge. Our level of involvement will serve to ensure quality and consistency across all watersheds and will assist in reducing overall engineering consulting fees. The estimated cost includes a designated Conservation Halton staff person to coordinate these projects.

Impact on Strategic Goals

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

The Sixteen Mile Creek Floodplain Mapping projects support Conservation Halton's strategic direction to *update aerial and floodplain mapping technology to improve the accuracy of information regarding floodplain hazards and to work with municipalities to update our database of flood vulnerable areas within our watershed.*

Financial Impact

The preliminary 2019 capital budget, approved by the Board of Directors in June, 2018, includes a project for Floodplain Mapping Update in the amount of \$466,000 with \$233,000, or 50% of total expenditures from the NDMP and \$233,000 from municipal funding.

Signed & respectfully submitted:



Janelle Weppner, P.Eng.
Associate Director, Engineering

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Amy Mayes, P.Eng., Coordinator, Floodplain Mapping
905.336.1158 x 2302

REPORT TO: Board of Directors

REPORT NO: # 06 18 07

FROM: AJ Leeming, Manager Programs & Services – Kelso / Glen Eden
ajleeming@hrca.on.ca
905 878 5011 ext 1243

DATE: September 14, 2018

SUBJECT: **Glen Eden, Uniform RFP Process & Selection of Supplier
RFP # KGE401007-18-01**

Recommendation

THAT the Conservation Halton Board of Directors **approve Karbon (Schure Sports) as the winter garment uniform supplier for Glen Eden for a period of up to 8 years;** providing that all terms of the agreement are met in accordance with Request for Proposal KGE401007-18-01.

Report

A Request for Proposal was circulated on April 13, 2018 in the interest of establishing a business relationship with a winter garment uniform supplier that would meet the needs of Glen Eden. This RFP focused on functionality, price, and added value opportunities. A key aim of this RFP was to identify a brand that could develop a cyclical uniform replacement program which would better suit Glen Eden's needs over an extended period of time.

Commencing with the 2019 Conservation Halton Operating Budget, and identified within the 10 Year Operating Budget forecast, Kelso / Glen Eden has accounted for the purchase of winter outerwear for all outdoor departments. This budget allocation is proposed to repeat annually, and will allow Glen Eden to source the required uniform pieces each season rather than needing to pursue significant single time purchases which would impact reserves. Annual spending associated with this RFP is not anticipated to exceed \$60,000 and will comply with Conservation Halton's purchasing policy.

On May 18th, 2018 4 proposals were received – all complying with terms of the RFP. Proposals were evaluated by the Kelso / Glen Eden senior management team based on business, garment, pricing, and structure of relationship criteria. Following this evaluation, 2 vendors were selected for in person presentations.

Based on their proposal, and demonstrated abilities, Karbon is being recommended as the vendor to be awarded this contract. Karbon has supplied uniforms to Glen Eden previously. Their ability to meet delivery needs, commitment to ongoing service and repair, and pricing make them the most suitable brand to further develop this relationship with. Purchases under this RFP will not be made until approval of the 2019 Conservation Halton Budget.

Impact on Strategic Goals

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

Financial Impact

The financial impact created by this new business relationship with Karbon will be observed through more regular and predictable expenses at an operating level; as well as the removal of large one-time purchases.

The purchase of staff winter garment uniforms is accommodated in the Conservation Areas Kelso/Glen Eden 2019 Budget and forecast as an annual operating expense. Winter garments typically have an extended life of more than one year and the actual expense reported matches the estimated useful life of the garment.

Prepared by:

Aj Leeming
Manager, Programs & Services
Kelso Glen Eden

Signed & respectfully submitted:



Gene Matthews
Director, Parks & Recreation

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: AJ Leeming, ajleeming@hrca.on.ca

REPORT TO: Board of Directors

REPORT NO: # 06 18 08

FROM: Nigel Finney, Project Manager, Greenspace Restoration & Conservation
905-336-1158 x 2305

DATE: September 27, 2018

**SUBJECT: Maplehurst Correctional Centre Flood Mitigation Planning
Application for Project Funding to the National Disaster Mitigation
Program**

Recommendation

That the Conservation Halton Board of Directors supports an application for federal funding under the National Disaster Mitigation Program in support of the project study, consultation and staff costs for the Maplehurst Correctional Centre Flood Mitigation Planning initiative.

Report

The Maplehurst Correctional Centre Flood Mitigation Planning project would initiate the first year of a multi-year study to determine options for mitigation measures to be implemented on the property to reduce the impacts of riverine flooding that may cause the loss of life and damage to property at the Ontario provincial correctional facility.

In 2001, the province completed a modernization project to refurbish the Milton site as the first 'super-jail' in Ontario. It has a capacity of 1,500 inmates with 800 provincial staff and is categorized as a medium and maximum security facility. Currently, the asset has an estimated structural replacement cost of \$150 million and content value of \$100 million (CBRE Canada, 2018).

Under the currently modelled regional storm event, over half of the centres' physical would be inundated by means of riverine flooding associated with tributaries of Sixteen Mile Creek. The modelled flood depth at the main entrance to the facility would be approximately one metre under the regional event.

The project proposal is in collaboration with the Ministry of Community Safety and Correctional Services and Infrastructure Ontario. During the first year of the multi-year project, Conservation Halton would provide a leadership role by managing the study in coordination with the province, providing direction and expertise on flood mitigation and restoration options. The grant proposal includes letters of support from Halton Region, Town of Milton and M.P. Pam Damoff (member of the House of Commons Standing Committee on Public Safety and National Security).

If approved, the one-year grant would see a preliminary report prepared by April 2020 and a roadmap prepared to complete additional studies and detailed design in subsequent years, as follows:

- Phase 1 – 2019/20 – Mitigation Planning
- Phase 2 – 2020/22 – Environmental Assessment & Detailed Design
- Phase 3 – 2022 – Initiate Construction

National Disaster Mitigation Program (NDMP) Background

The NDMP is a federal program and is part of the government's commitment to build safer and more resilient communities. It provides funding support to government bodies, public agencies (including conservation authorities) as well as the private sector to address rising flood risks and costs, and build the foundation for informed mitigation investments that could reduce, or even negate, the effects of flood events in Canada. Intake 5 for 2019/20 is the last year of the funding program.

The NDMP has four distinct project streams:

- 1) Risk Assessments,
- 2) Flood Mapping,
- 3) Mitigation Planning, and
- 4) Investments in Non-Structural and Small-Scale Structural Mitigation Projects

The Maplehurst Correctional Complex project falls under stream 3, Mitigation Planning and the deadline for applications to this round of grants was September 14, 2018 to the province and October 31, 2018 federally.



Impact on Strategic Goals

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

This project seeks to enhance public safety by determining options to reduce the impacts of riverine flooding at a high risk provincial facility. Bringing Conservation Halton expertise to the collaborative initiative also supports partnership opportunities with provincial agencies.

Financial Impact

There is no financial impact for this report. Costs associated with implementing this proposal will be fully recovered by the NDMP grant and matching cash support from Infrastructure Ontario and the Ministry of Community Safety and Correctional Services.

Project Funding

NDMP Funding	\$131,297.50
Province of Ontario	\$131,297.50
Agency In-Kind Staff	\$19,000.00
Total Project Funding	\$281,595.00

Signed & respectfully submitted:



Nigel Finney
Project Manager, Greenspace Restoration & Conservation
Project Management Office

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Nigel Finney, 905.336.1158 x2305; nfinney@hrca.on.ca