



## **Conservation Halton Finance & Audit Committee**

Conservation Halton

Conservation Halton Administrative Office, 2596 Britannia Road, Burlington  
ON

Nov 1, 2022 9:30 AM - 11:00 AM EDT

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**REPORT TO:** Conservation Halton Finance & Audit Committee

**REPORT NO: #** FA 02 22 01

**FROM:** Marnie Piggot, Director Finance

**DATE:** November 1, 2022

**SUBJECT:** 2023 Budget & Business Plan

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### Recommendation

THAT the Finance and Audit Committee **recommends to the Conservation Halton Board of Directors that municipal funding of \$11,298,835 in the 2023 budget be approved by a weighted majority vote by members based on the 2023 budget municipal apportionment;**

And

THAT transfers to and from Reserves in the 2023 budget **be approved as outlined in this report;**

And

THAT the 2023 Budget & Business Plan **be approved as presented.**

### Executive Summary

The 2023 Budget & Business Plan (Appendix A) provided in the meeting package is presented for consideration to recommend approval to the Board of Directors at the November 17, 2022, meeting.

Conservation Halton (CH) staff have met with Halton and Peel Regional senior staff to review the proposed budget and municipal funding request. Budget presentations to municipal councils are planned for Halton Region and Hamilton on January 11, 2023, Peel Region on February 2, 2023, with Puslinch to be confirmed.

The 2023 budget will allow CH to continue to meet its strategic priorities as outlined in Momentum and build on our successes to date. The 2023 budget balances delivery of core programs and services, with other strategic priorities, inflationary and growth-related pressures.

The 2023 budget of \$42.5 million is summarized in the chart below. The amounts are categorized according to the CH Halton Programs & Services Inventory presented earlier this year to align with the new Conservation Authority (CA) Act regulation requirements. The combined operating budget totals approximately \$37.2 million and the capital budget totals \$5.3 million.

Budget Summary	2023 Budget	2022 Budget	Increase / (Decrease)
<b>Revenue</b>			
Program Revenue	\$ 18,713,896	\$ 17,154,550	\$ 1,559,346
Municipal Funding	11,298,835	10,795,636	503,199
Grants, other funding & municipal special levies	6,244,081	5,785,373	458,708
Internal Chargeback Recoveries	3,022,997	2,283,751	739,246
Transfers from Reserves	2,411,299	2,570,888	(159,589)
Provincial Funding	810,438	1,601,584	(791,146)
<b>Total Revenue</b>	<b>\$ 42,501,546</b>	<b>\$ 40,191,782</b>	<b>\$ 2,309,764</b>
<b>Expenses</b>			
Corporate Services	\$ 6,968,715	\$ 6,372,829	\$ 595,886
Natural Hazards & Watershed Management	6,311,409	4,773,484	1,537,925
Permitting & Planning	5,322,854	5,067,385	255,469
Conservation Lands & Recreation			
Land Management	1,835,300	1,617,647	217,653
Parks & Recreation	15,634,756	14,385,263	1,249,493
Debt Financing	580,126	620,551	(40,425)
Transfers to Reserves	565,000	505,500	59,500
Capital	5,283,386	6,849,123	(1,565,737)
<b>Total Expenses</b>	<b>\$ 42,501,546</b>	<b>\$ 40,191,782</b>	<b>\$ 2,309,764</b>
<b>Budgeted Surplus</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Municipal funding in the 2023 budget has been revised to a 4.7% increase or \$89,000 in additional base municipal funding rather than 3.8% and \$179,000 Special Levy to Halton Region included in the preliminary budget. The increase in municipal funding is 4.7% for 2023 and in line with the Halton Region guideline of 4.7%. This has been achieved through continued operating improvements that do not affect service levels along with increased other revenues such as grants. Most of the budget continues to be funded through self-generated revenues and base municipal funding remains at less than 30% of the total funding sources. Specific guidelines have not been received from the other three funding municipalities.

Municipal State of Good Repair (SOGR) levies are proposed to increase in total by \$59,500. The increase includes \$46,200 for dams and channels to provide for the municipal funding level to reach the target amount plus inflation by 2028 based on the recently updated Asset Management Plan for Dams and Channels. The target municipal funding has been achieved for facilities in the 2023 budget with the increase of \$13,300 in the SOGR levy for buildings.

Debt financing of \$1 million is requested in the 2023 budget, consistent with the 2022 budget forecast related to the new Central Works Operations Centre project.

The anticipated Conservation Areas operating surplus in the 2023 budget of \$427,337 is higher than the 2022 budget surplus of \$372,118. Revenues are conservatively estimated based on 2021-2022 activity. Revenue increases are offset by increased park expenses for higher credit card charges with most sales now processed online, higher insurance premiums, facility maintenance and part time staff

expenses including OMERS pension costs with the requirement to offer OMERS to all employees starting in 2023.

### **2023 Budget highlights:**

Major drivers of the 2023 budget increase of \$2.3 million over 2022 budget amounts are:

- \$1,490,000 in total staff salary and benefits costs including a 3.0% inflation increase to the salary bands and compensation increases associated with the compensation review undertaken in 2022 for implementation in 2023.
- \$515,000 for five new full-time equivalents (FTE) staff positions that are fully funded through new funding agreements and increased internal chargeback recoveries with no municipal funding impact. Four staff positions are included in the operating budget and one FTE has been included in the capital budget for the development of a Watershed Strategy to be completed as per the CA Act regulations by 2024.
- \$754,000 for increased part time and project contract staff that are fully funded by increased program revenues and project grants.
- \$118,000 in increased insurance expenses based on 2022 insurance premiums with \$98,000 of that related to the Glen Eden ski operation.
- Operating expenses increases are offset by a decrease in the Capital budget of \$1,565,737 because of changes in the projects proposed for 2023.

## **Report**

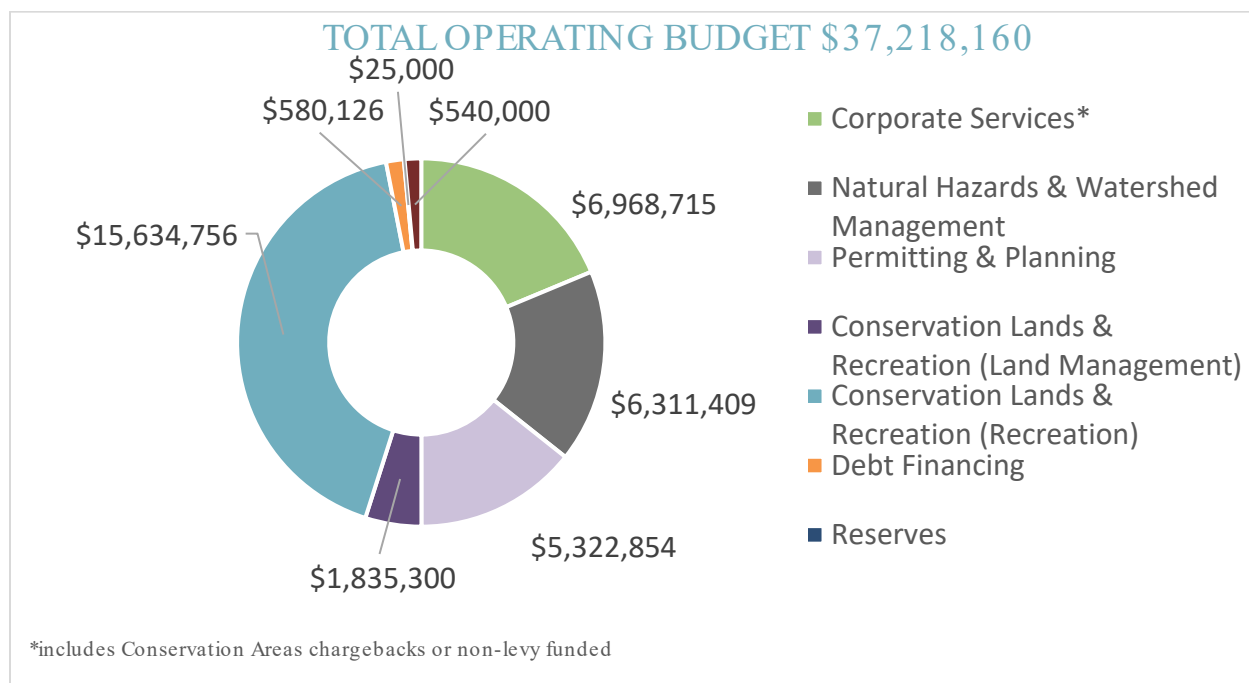
### **2023 Budget Revisions**

Revisions have been made in the 2023 budget from the preliminary budget presented in June including a change in the allocation of municipal funding. A summary of the budget revisions include:

- Municipal apportionment percentages for 2023 recently received from the province have been updated;
- Municipal debt financing charges were revised to \$530,126 by Halton Region staff resulting in an increase of \$3,010 from the preliminary budget amount of \$527,116 based on the 2022 budget 2023 forecast amount. Municipal debt financing charges in the 2023 budget have decreased by \$40,425 from the 2022 budget amount;
- Salary and benefits additional impacts of approximately \$262,000 have been included in the 2023 budget with finalization of the compensation review as well as an increase of inflation inputs from 2.5% to 3.0% due to market factors with no impact to municipal funding; and
- Municipal funding in the 2023 budget has been revised to a 4.7% increase or \$89,000 in additional base municipal funding rather than 3.8% and \$179,000 Special Levy to Halton Region included in the preliminary budget. The Special Levy of \$179,000 was requested in the preliminary budget from Halton Region to fund the new Watershed Strategies & Climate Change capital project to develop a Watershed Strategy by 2024 as required by the CA Act regulations. The municipal funding for this project is now being apportioned to all funding municipalities. The Special Levy of \$179,000 has been replaced by increased municipal funding of \$89,000 and \$90,000 in a new transfer from reserves to fund the \$179,000 project cost.

## 2023 Operating Budget

The 2023 operating budget of \$37.2 million provides for an investment of \$21.6 million in Watershed Management & Support Services (WMSS) programs and an investment of \$15.6 million into the Conservation Areas. The following graph shows the distribution of the operating budget by department.



Inflation has been assumed generally at a rate of 3.0% for 2023 consistent with Halton Region budget guidelines.

The 2023 operating budget increase of almost \$3.9 million over the 2022 budget is funded by program revenue, grants, reserves, municipal funding and internal program chargeback recoveries. Operating budget expense and funding amounts are summarized in the chart below.

Major drivers of the operating budget increase include:

- \$2,655,958 increased staff salary and benefits costs including compensation review and inflation adjustments. Four new staff positions have been funded through new funding agreements and internal recoveries with no municipal funding impact.
- \$454,085 in materials, supplies and purchased services primarily due to new Partnership Projects.
- \$646,034 in increases in internal chargebacks to programs for the recovery of staff time spent on programs and projects funded by program revenues and grants.

For further detail please reference the CH Budget & Business Plan book.

Operating Budget	2023 Budget	2022 Budget	Increase / (Decrease)
<b>Operating Expenses:</b>			
Staff Salary & Benefits	\$ 23,905,536	\$ 21,249,578	\$ 2,655,958
Materials & Supplies	3,010,020	2,956,499	53,521
Purchased Services	5,479,276	5,078,712	400,564
Financial	595,330	550,200	45,130
Internal Chargebacks	2,655,535	2,009,501	646,034
Debt Financing Charges	580,126	620,551	(40,425)
Transfer to Reserves - Land Securement	25,000	25,000	-
Transfer to Reserves - SOGR Levy Dams & Channels	362,700	316,500	46,200
Transfer to Reserves - SOGR Levy Buildings	177,300	164,000	13,300
Transfer to Reserve - Conservation Areas Operating Surplus	427,337	372,118	55,219
<b>Total Operating Expenses</b>	<b>\$ 37,218,160</b>	<b>\$ 33,342,659</b>	<b>\$ 3,875,501</b>
<b>Funding of Operating Expenses:</b>			
Program Revenues and Fees	\$ 18,747,896	\$ 17,138,550	\$ 1,609,346
Provincial (Ministry MNRF) - Operating Grant	155,034	155,034	-
Municipal Funding	10,376,835	10,053,136	323,699
Municipal Funding - State of Good Repair Levies Dams & Channels and Buildings	540,000	480,500	59,500
Other Grants & Program Funding	4,028,235	3,038,188	990,047
Internal Chargeback Recoveries	3,022,997	2,283,751	739,246
Transfers from Reserves	347,163	193,500	153,663
<b>Total Operating Funding</b>	<b>\$ 37,218,160</b>	<b>\$ 33,342,659</b>	<b>\$ 3,875,501</b>

## Staffing

The 2023 budget includes 261 Full Time Equivalent (FTE) staff that are comprised of 128 FTE in Watershed Management & Support Services (WMSS) programs and 133 FTE in the Conservation Areas.

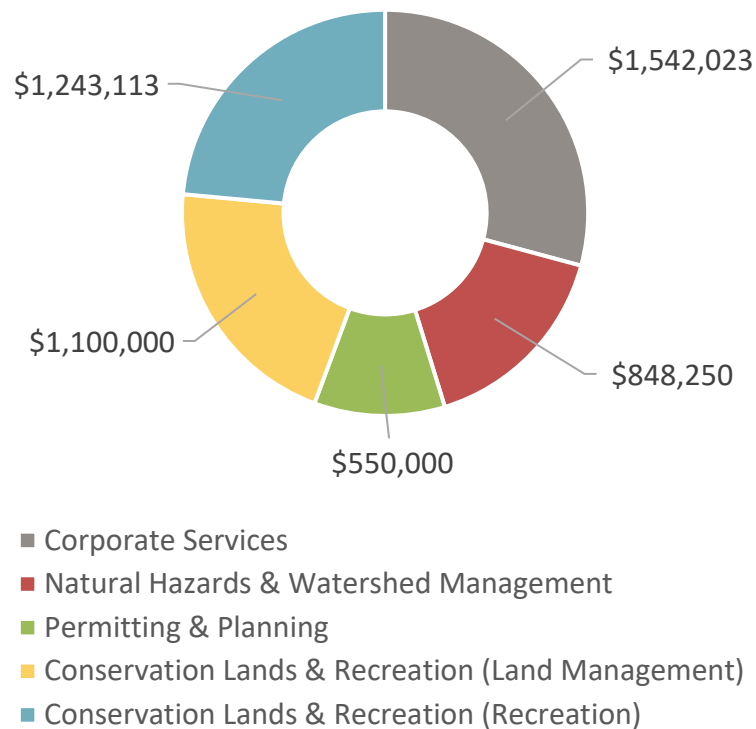
The net increase in positions and funding is associated with new funding agreements and changes in program priorities and workplans consistent with strategic plan initiatives.

## 2023 Capital Budget Summary

The 2023 capital budget represents an investment of \$5.3 million into infrastructure and technology to enhance programs and services in the watershed of \$4.1 million and Conservation Areas of \$1.2 million.

The capital budget provides funding for the rehabilitation of flood control infrastructure, updating of flood plain mapping, investments in technology upgrades, fleet replacements, development of studies and plans, managing the impacts of Emerald Ash Borer, land management initiatives, infrastructure improvements and the implementation of Watershed Strategies & Climate Change initiatives.

### TOTAL CAPITAL BUDGET \$5,283,386



### Municipal Funding

The total municipal funding increase of \$503,199 includes an additional \$59,500 for State of Good Repair levies for dams, channels, and facility assets to gradually meet target levels established in the Asset Management Plans for these assets. Asset Management Plans have been completed for all of CH's assets with most of the assets identified as in good condition.

Municipal Funding	2023 Budget	2023 Municipal Funding	2022 Municipal Funding	Municipal Funding Increase
Operating (excl. SOGR levy)	\$36,678,160	\$10,376,835	\$10,053,136	3.2%
Capital	5,283,386	382,000	262,000	45.8%
	41,961,546	10,758,835	10,315,136	4.3%
State of Good Repair (SOGR) Levy - Dams & Channels; Facilities	540,000	540,000	480,500	12.4%
<b>Total</b>	<b>\$42,501,546</b>	<b>\$11,298,835</b>	<b>\$10,795,636</b>	<b>4.7%</b>

## Apportionment of Municipal Funding

Municipal funding of \$11,298,835 is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch according to the area and proportional current value assessment (CVA) of the municipality falling within the CH watershed.

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

	2023 Apportionment (%)	2023 Municipal Funding (\$)	2022 Apportionment (%)	2022 Municipal Funding (\$)	% Increase
<b>Municipality:</b>					
Region of Halton	87.9192%	\$9,933,846	87.8985%	\$9,489,203	4.7%
City of Hamilton	7.1961%	\$813,075	7.1904%	776,249	4.7%
Region of Peel	4.6664%	\$527,249	4.6944%	506,790	4.0%
Township of Puslinch	0.2183%	\$24,665	0.2167%	23,394	5.4%
	<b>100%</b>	<b>\$11,298,835</b>	<b>100%</b>	<b>\$10,795,636</b>	

## Debt Financing, Debt Financing Charges and Debt Capacity

Debt financing of \$1 million is requested in the 2023 budget, consistent with the 2022 budget forecast related to the new Central Works Operations Centre project.

Debt financing charges included in the 2023 operating budget of \$580,126 includes \$530,126 municipal debt financing charges and \$50,000 for estimated principal and interest payments on a land acquisition loan with the Hamilton Community Foundation (HCF).

The total long-term debt balance is currently \$5,203,249 including debt financing received in 2022. The debt capacity ratio estimated for 2023 of 3.7% is based on estimated own source revenues excluding Conservation Areas program revenue. CH has approved a debt capacity ratio of 10% in its Budget Principles.

## Reserve Funding

The summary below provides the recommended transfers to and from reserves in the 2023 budget and the resulting projected reserve balances at December 31, 2023. A reserve continuity schedule with reserve balances to 2032 is also provided in the 2023 Budget & Business Plan.



Conservation Halton Reserves	Reserves Projected Balance Dec. 31, 2022	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2023
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	\$ 610,901				\$ (164,023)		\$ 446,878
Building	116,872				(100,000)		16,872
Building - State of Good Repair	364,820			177,300	(150,000)		392,120
Watershed Management Capital - Municipal Funds and Self-Generated Funds	1,141,286			362,700	(210,000)		1,293,986
Watershed Management & Support Services Stabilization	1,319,212				(90,000)	(142,000)	1,087,212
Capital Projects - Debt Financing Charges	471,596						471,596
Digital Transformation	78,400				-		78,400
Legal - Planning & Watershed Management	941,995					(100,000)	841,995
Legal - Corporate	200,000						200,000
Water Festival	178,911				-	(10,000)	168,911
Land Securement	113,739	25,000					138,739
Property Management	1,084,043				(100,000)		984,043
Stewardship and Restoration	345,551				(7,000)	(95,163)	243,388
<b>Conservation Areas</b>							
Capital	1,468,906		427,337		(1,243,113)		653,130
Stabilization	1,146,490						1,146,490
<b>Total Reserves</b>	<b>\$ 9,582,722</b>	<b>\$ 25,000</b>	<b>\$ 427,337</b>	<b>\$ 540,000</b>	<b>\$ (2,064,136)</b>	<b>\$ (347,163)</b>	<b>\$ 8,163,760</b>

## Conservation Authority (CA) Act Regulation Changes

The budget for 2023 has been aligned with the Conservation Halton Programs & Services Inventory presented earlier this year to the Board and the watershed municipalities. Staff are working with municipal staff in developing Memorandums of Understanding (MOU's) for the funding of Categories 2 and 3 non-mandatory programs to be in place by December 31, 2023. The MOU development process may impact the budget process for 2024 and beyond, although the risk to service levels is anticipated to remain low at this point.

## Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability.

## Financial Impact

CH staff have developed a fiscally conservative budget for 2023. The increase of 4.7% for municipal funding and State of Good Repair Levy that is proposed:

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

The 2023 budget addresses increased resources requirements, new CA Act Regulation requirements and other expense increases through operational efficiencies, increased program revenues and other funding sources, thereby limiting the net increase of municipal funding to within Halton Region guidelines at 4.7%. The proposed 2023 budget continues to provide for investments in our programs to enhance service delivery, supports digital transformation initiatives, watershed planning work,

greenspace and property management initiatives, floodplain mapping, flood forecasting, and enhances visitor experiences at our parks.

Signed & respectfully submitted:



Marnie Piggot  
Director, Finance

Approved for circulation:



Hassaan Basit  
CEO/Secretary-Treasurer

**FOR QUESTIONS ON CONTENT:**

Marnie Piggot; Director Finance  
905-336-1158, ext. 2240; [mpiggot@hrca.on.ca](mailto:mpiggot@hrca.on.ca);

# 2023 BUDGET & BUSINESS PLAN



# FOREWORD

## Submitted by:

Hassaan Basit  
President & CEO

## Prepared by:

Marnie Piggot, CPA, CA  
Director, Finance

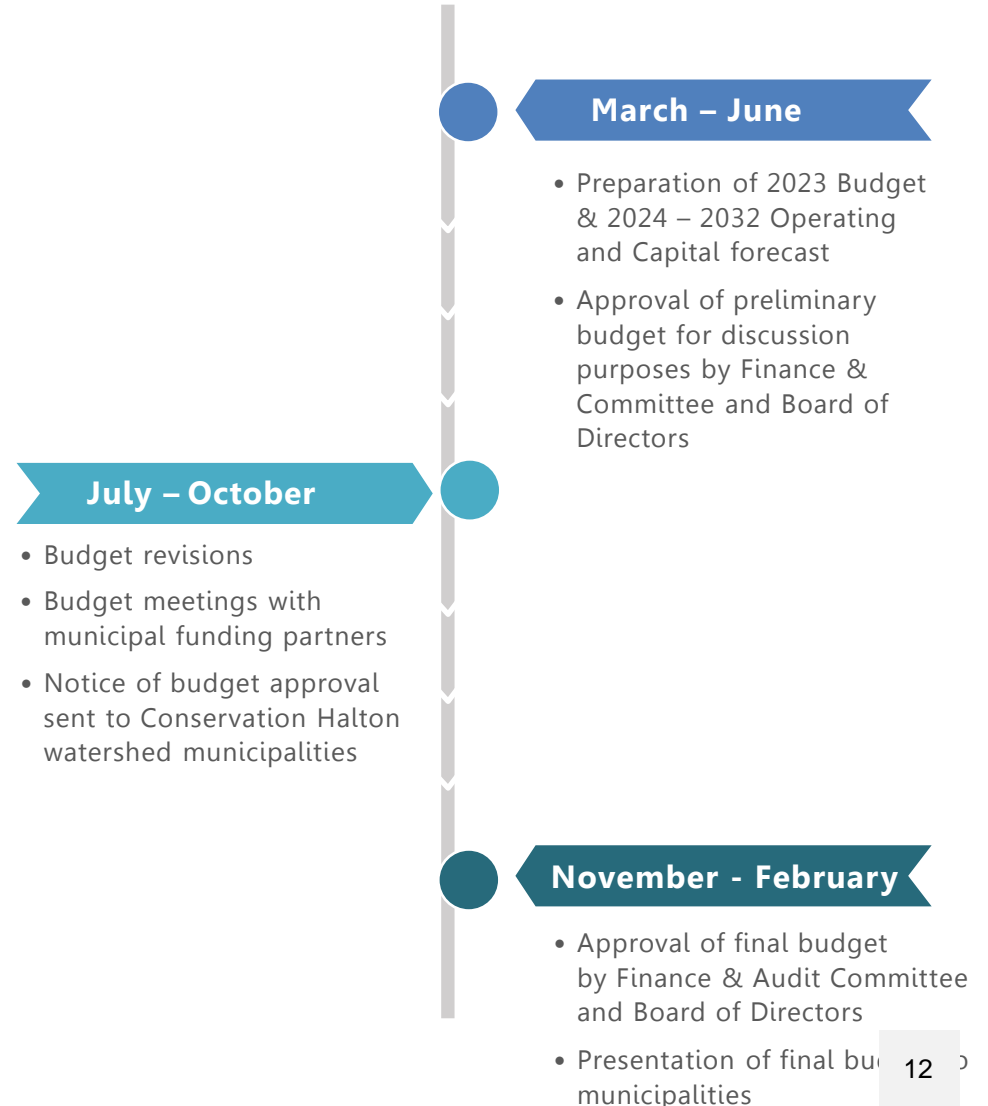
Justin Wei, CPA, CA  
Senior Manager, Finance

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

## In Collaboration with Senior Leadership Team and Staff From:

- Corporate Services
- Natural Hazards & Watershed Management
- Permitting & Planning
- Conservation Lands & Recreation (Land Management)
- Conservation Lands & Recreation (Recreation)

## 2023 BUDGET PREPARATION TIMELINE



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# INTRODUCTION





## WELCOME MESSAGE

The 2023 budget of \$42.5 million supports the second year of the Momentum strategic plan, which is a renewed commitment to excellence and builds upon what was accomplished during Metamorphosis—strong foundations of sustainability, business excellence, taking action on climate change and keeping our community and partners at the center of our decision-making.

The 2023 budget is an increase of 5.7% over the previous year. It factors in inflation and population growth, impacts of the Conservation Authority Act (CA Act) changes, strategic plan priorities and infrastructure renewal.

The 2023 budget format is aligned with the Programs & Services Inventory developed by Conservation Halton, as required under the CA Act regulations. A new program, Watershed Strategies & Climate Change, will be implemented along with other requirements under the regulations.

The 2023 operating budget of \$37.2 million provides for an investment of \$21.6 million in Watershed Management and Support Services (WMSS) programs and an investment of \$15.6 million in the Conservation Areas. Consistent with prior years, the majority of the funding for the 2023 operating budget is through self-generated revenue, leaving less than 30% of the operating budget funded by municipalities.



**Hassaan Basit** at the Halton Children's Water Festival



Guests listening to the Indigenous Leaders at the **Re:Generations Gala** (September 2022)

## WELCOME MESSAGE

The 2023 capital budget will invest a total of \$5.3 million into infrastructure and technology to enhance programs and services in the watershed and in conservation areas. Projects funded by the capital budget include the floodplain mapping update; Emerald Ash Borer treatment; facility, infrastructure and ski hill improvements; and Area 8 infrastructure improvements.

The overall municipal funding increase is 4.7% in the 2023 budget and meets Conservation Halton's key strategic service target to limit operating and capital municipal funding increases to be at or below the Halton Region guideline of 4.7%. Details of the budgets, forecasts, funding, reserves and business plans that are laid out within these pages continue to ensure Conservation Halton is a financially stable organization in 2023.

On behalf of Conservation Halton and the members of our Board, we would like to express our gratitude to our municipal partners, including our largest funding partner, Halton Region.

Their partnership, including the support of our funders, customers and volunteers, will enable us to carry out our strategic priorities and continue to deliver quality programs and services to serve our watershed communities.



**Hassaan Basit**  
President & CEO



**Gerry Smallegange**  
Chair, Board of Directors

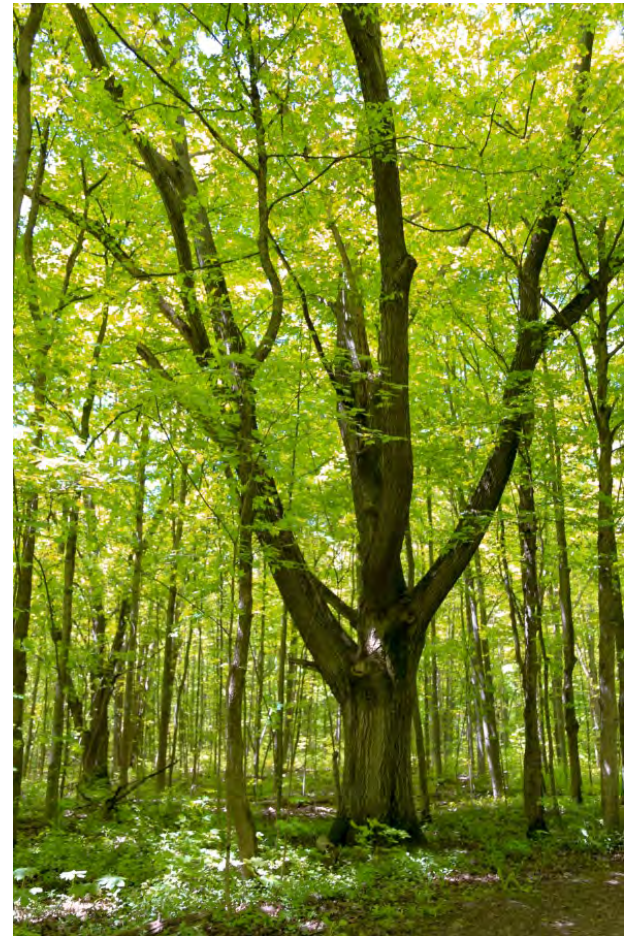


# ABOUT CONSERVATION HALTON

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

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

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



**Hilton Falls Conservation Area** in Summer

# MOMENTUM PRIORITIES



**NATURAL HAZARDS  
AND WATER**



**SCIENCE, CONSERVATION  
AND RESTORATION**



**EDUCATION,  
EMPOWERMENT AND  
ENGAGEMENT**



**NATURE AND PARKS**



**ORGANIZATIONAL  
SUSTAINABILITY**



**DIGITAL TRANSFORMATION  
AND INNOVATION**



**PEOPLE & TALENT**



# BOARD OF DIRECTORS

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## REGIONAL MUNICIPALITY OF HALTON

### **BURLINGTON**

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, *Chair*

Mr. Jim Sweetlove

### **HALTON HILLS**

Councillor Moya Johnson, *Vice-Chair*

Councillor Bryan Lewis

### **MILTON**

Mayor Gordon Krantz

Councillor Mike Cluett

Councillor Rick Di Lorenzo

Councillor Zeeshan Hamid

### **OAKVILLE**

Mayor Rob Burton

Councillor Cathy Duddeck

Councillor Allan Elgar

Councillor Dave Gittings

## REGIONAL MUNICIPALITY OF PEEL

### **MISSISSAUGA**

Mr. Hamza Ansari

Mrs. Jean Williams

### **CITY OF HAMILTON**

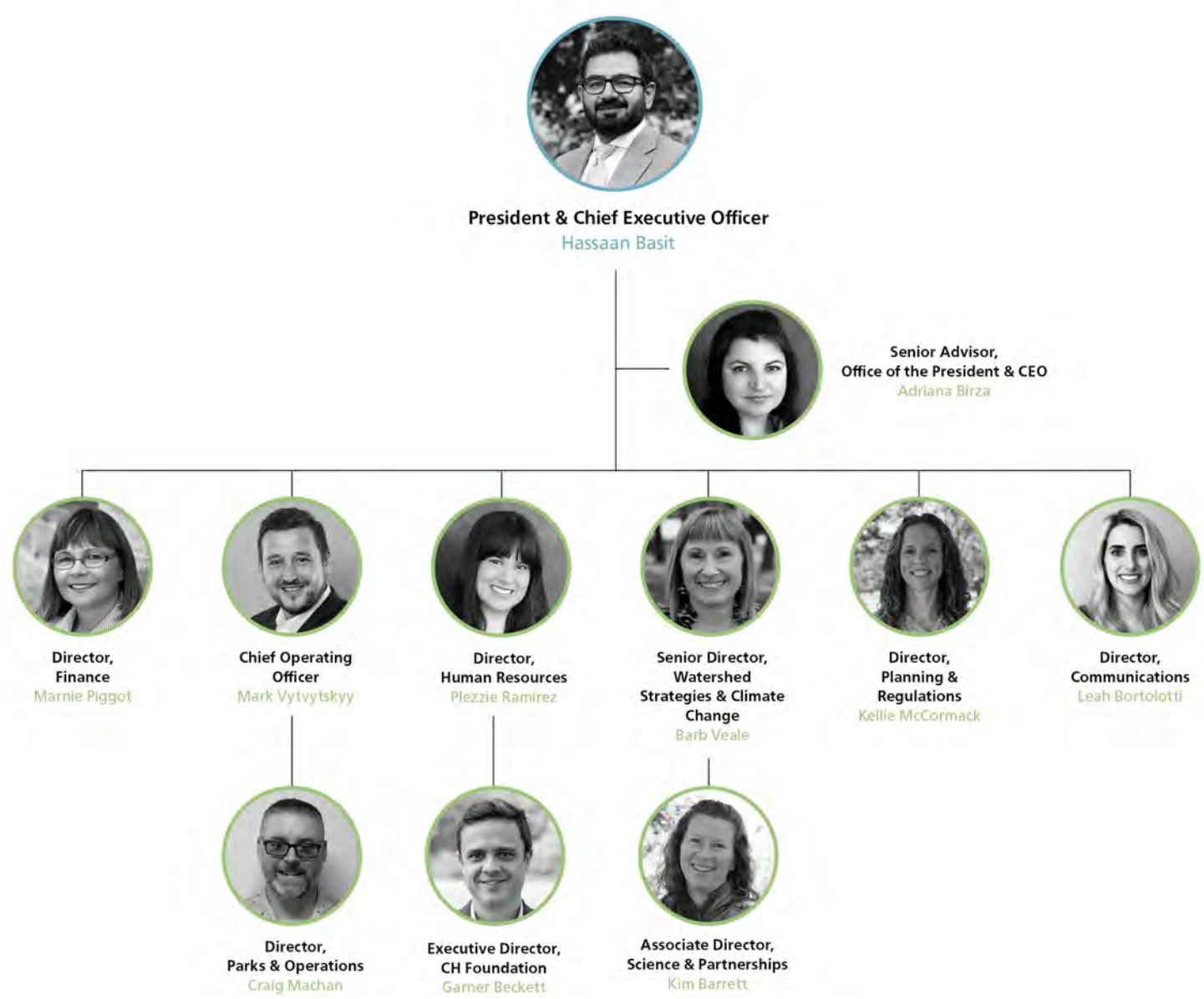
Ms. Joanne Di Maio

Dr. Zobia Jawed

### **TOWNSHIP OF PUSLINCH**

Mr. Stephen Gilmour

# SENIOR LEADERSHIP TEAM





# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

Conservation Halton's 2023 budget of \$42.5 million provides the resources needed to protect, restore and manage the natural assets in its watershed, and continue to improve programs, services, and infrastructure. The 2023 budget increase of 5.7% over the 2022 budget has been achieved through operating efficiencies and the securement of grants and other funding to minimize the impact on municipal partners.

The 2023 budget balances the delivery of core programs and services with strategic priorities, inflationary and growth-related pressures. The 2023 budget also includes new priorities as a result of Conservation Authorities Act (CA Act) regulation changes with the implementation of a new program, Watershed Strategies & Climate Change, along with requirements to complete a Watershed-based Resource Management Strategy, Conservation Areas Strategy and Land Inventory.

The 2023 budget incorporates the following broad program categories aligned with the Conservation Halton Programs & Services Inventory document. Revisions to the CA Act regulations required Conservation Halton to develop a Program & Services Inventory as a first step to entering into funding agreements with participating municipalities by 2024.

The 2023 budget also references two budget categories established in Conservation Halton's approved Budget Principles of Watershed Management & Support Services (WMSS) and Conservation Areas, based on the funding sources

for these programs. Conservation Area recreation programs are sustained through park program revenues that generate an operating surplus for transfer to the Conservation Area capital reserve to fund park capital project expenditures. The 2023 budget proposes an operating surplus for the parks of \$427,337.

Funding for Conservation Authorities is derived from a variety of sources. Conservation Halton has been proactive in using self-generated revenue to mitigate the financial impact on our funding municipalities with municipal funding remaining at less than 28% of total funding sources.





# EXECUTIVE SUMMARY

Conservation Halton strives to limit municipal funding increases to regional budget guidelines. The 2023 increase in municipal funding of 4.7% is within the guideline provided by Halton Region. The municipal funding increase of \$503,199 addresses requirements for operating, capital and the State of Good Repair levy for dams, channels and building assets.

Staffing is determined by the Senior Leadership Team through a review of program service delivery needs. The 2023 budget includes 261 Full-Time Equivalent (FTE). The net increase in FTE positions is associated with new funding agreements, internal program recoveries and changes in program priorities consistent with strategic plan initiatives.

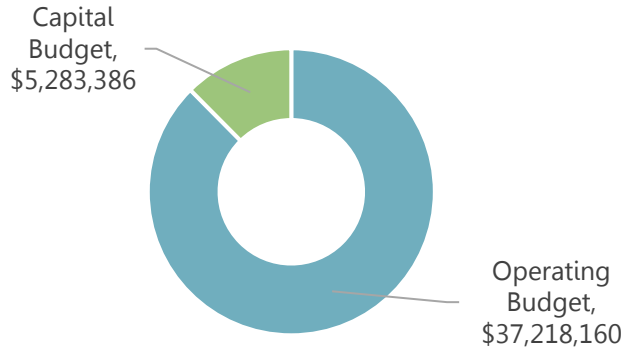
In summary, the 2023 budget continues to provide important services in a growing watershed, accounts for the needs of the increasing number of visitors at our conservation areas, reflects enhancements to program and service delivery objectives and includes initiatives to meet the requirements under the revised CA Act regulations.



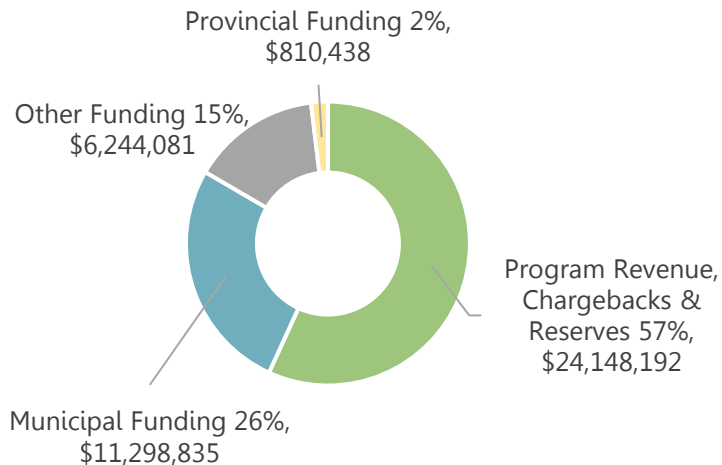
**Staff tree planting at Hilton Falls**

# EXECUTIVE SUMMARY

## TOTAL 2023 BUDGET \$42,501,546



## TOTAL BUDGET FUNDING SOURCES \$42,501,546



### Operating Budget

	2023 Budget	2022 Budget
Corporate Services	6,968,715	6,372,829
Natural Hazards & Watershed Management	6,311,409	4,773,484
Permitting & Planning	5,322,854	5,067,385
Conservation Lands & Recreation (Land Mgmt)	1,835,300	1,617,647
Debt Financing	580,126	620,551
Reserves	25,000	25,000
Conservation Lands & Recreation (Recreation)	15,634,756	14,385,263
State of Good Repair Levy - Dam & Channels; Building	540,000	480,500
	<b>37,218,160</b>	<b>33,342,659</b>

### Capital Budget

	2023 Budget	2022 Budget
Corporate Services	1,542,023	616,000
Natural Hazards & Watershed Management	848,250	950,220
Permitting & Planning	550,000	525,000
Conservation Lands & Recreation (Land Mgmt)	1,100,000	945,000
Conservation Lands & Recreation (Recreation)	1,243,113	3,812,903
	<b>5,283,386</b>	<b>6,849,123</b>

### Total Operating & Capital Budget

<b>\$ 42,501,546</b>	<b>\$ 40,191,782</b>
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# OPERATING BUDGET



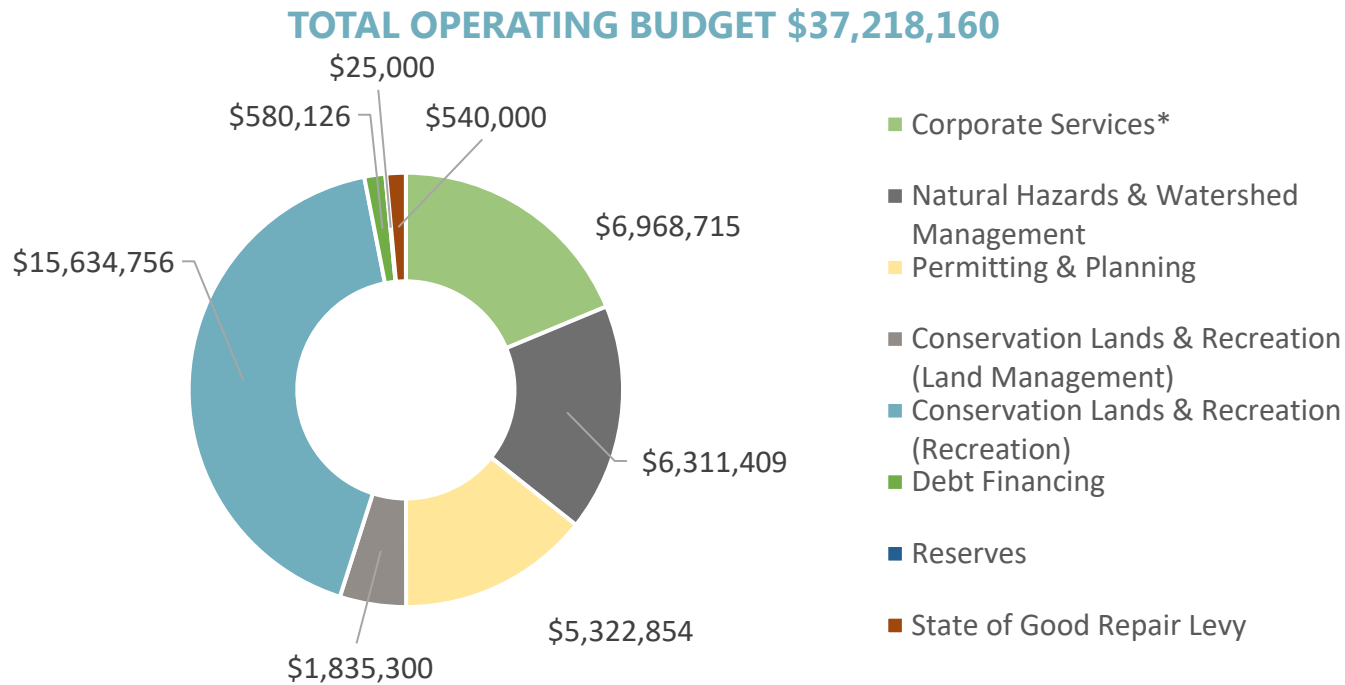
# 2023 OPERATING BUDGET

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

Located in one of the fastest-growing regions in Canada, Conservation Halton is faced with the challenge of delivering services to an increasing number of watershed residents and park visitors. In addition to addressing the

impacts of growth, Conservation Halton is committed to enhancing programs and services to meet timelines and objectives outlined in the Conservation Halton strategic plan, Momentum.

The 2023 operating budget of \$37.2 million provides for an investment of \$21.6 million in Watershed Management and Support Services (WMSS) programs and an investment of \$15.6 million in the Conservation Areas.



\*includes Conservation Areas chargebacks or non-levy funded expenditures

# 2023 OPERATING BUDGET

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

## CORPORATE SERVICES

Office of the President & CEO; Conservation Halton Foundation Administration; Finance; Fleet Operations; Human Resources; Marketing and Communications; Office of the COO inclusive of Administration & Procurement; Information Technology (IT); Geographic Information Systems (GIS); Risk & Health; Administration Office Facility; Project Management; Construction.

## NATURAL HAZARDS & WATERSHED MANAGEMENT

Flood Forecasting & Operations - Dams and Channels Operations and Capital Infrastructure Projects. Watershed Strategies & Climate Change - Administration; Source Water Protection; Science & Partnerships – Monitoring Ecology; Landowner Outreach & Restoration; Hamilton Harbour Remedial Action Plan (HHRAP); Partnership Projects. Restoration and Conservation – Restoration and Partnership Projects.

## PERMITTING & PLANNING

Planning & Regulations; Flood Plain Mapping; Regional Infrastructure Team.

## CONSERVATION LANDS & RECREATION (LAND MANAGEMENT)

Property Management; Forestry; Security.

## CONSERVATION LANDS & RECREATION (RECREATION)

Conservation Areas Administration; Fleet Operations; Kelso / Glen Eden; Crawford Lake / Mountsberg / Robert Edmondson; Rattlesnake Point / Hilton Falls / Mount Nemo; Education and Community Engagement & Outreach.

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

## Assumptions Used in Preparing the 2023 Operating Budget

Inflation has been assumed generally at a rate of 3.0% for 2023. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1% to 3%.

Staff salary bands for 2023 are proposed to increase by 3% for inflation. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.

# 2023 OPERATING BUDGET

The operating budget provides for a combined investment of \$37.2 million into Watershed Management & Support Services (WMSS) programs and Conservation Areas. Conservation Halton prepares a budget that balances expenses with sources of revenue.

The 2023 operating budget increase of almost \$3.9 million is funded by program revenue, grants, reserves, municipal funding and internal program chargeback recoveries.

Major drivers of the operating budget increase include:

- \$2,655,958 increased staff salary and benefits costs including compensation review and inflation adjustments. Four new

staff positions have been funded through new funding agreements and internal recoveries with no municipal funding impact.

- \$646,034 in increases in internal chargebacks to programs for the recovery of staff time spent on programs and projects funded by program revenues and grants.
- \$454,085 in materials, supplies and purchased services primarily due to new Partnership Projects.

*Operating budget expenses and funding amounts are summarized in the chart.*

	2023 Budget	2022 Budget	Increase / (Decrease)
<b>Operating Expenses:</b>			
Staff Salary & Benefits	\$ 23,905,536	\$ 21,249,578	\$ 2,655,958
Materials & Supplies	3,010,020	2,956,499	53,521
Purchased Services	5,479,276	5,078,712	400,564
Financial	595,330	550,200	45,130
Internal Chargebacks	2,655,535	2,009,501	646,034
Debt Financing Charges	580,126	620,551	- 40,425
Transfer to Reserves - Land Securement	25,000	25,000	-
Transfer to Reserves - SOGR Levy Dams & Channels	362,700	316,500	46,200
Transfer to Reserves - SOGR Levy Buildings	177,300	164,000	13,300
Transfer to Reserves - Conservation Areas Operating Surplus	427,337	372,118	55,219
<b>Total Operating Expenses</b>	<b>\$ 37,218,160</b>	<b>\$ 33,342,659</b>	<b>\$ 3,875,501</b>
<b>Funding of Operating Expenses:</b>			
Program Revenues and Fees	\$ 18,747,896	\$ 17,138,550	\$ 1,609,346
Provincial (Ministry MNRF) - Operating Grant	155,034	155,034	-
Municipal Funding	10,376,835	10,053,136	323,699
Municipal Funding - State of Good Repair Levies Dams & Channels and Buildings	540,000	480,500	59,500
Other Grants & Program Funding	4,028,235	3,038,188	990,047
Internal Chargeback Recoveries	3,022,997	2,283,751	739,246
Transfers from Reserves	347,163	193,500	153,663
<b>Total Operating Funding</b>	<b>\$ 37,218,160</b>	<b>\$ 33,342,659</b>	<b>\$ 3,875,501</b>



# 2023 OPERATING BUDGET

## Staff Salary & Benefits

Increases to staff salary and benefits are comprised of the following:

- Increased full-time staff compensation of \$1,360,409 based on a 3.0% inflationary increase to the staff salary bands and position review changes associated with the 2022 compensation review. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.
- Benefit cost increases for full-time staff are \$110,715.
- Four new full-time FTE staff changes costing \$430,843 are funded through agreements for Ecological Services and Source Protection, and internal chargeback recoveries through the CH Foundation and Conservation Areas.
- Total increased part-time staff salary and benefit costs of \$753,991 including \$433,781 for Watershed Management & Support Services programs. The majority of the WMSS cost increase is primarily for Partnership Project work that is funded by project grants. The remaining part-time staff cost increase of \$320,210 is related to the Parks which includes estimated new OMERS benefits offerings in 2023 totaling almost \$220,000.

## Materials & Supplies and Purchased Services

A large part of the changes in these categories is the result of shifts between supplies and services for the Partnership Projects planned for 2023 that are fully funded by project grants and internal chargebacks to the projects.

Purchased Services also include increased insurance costs of \$98,000 for park programs, \$50,000 related to consulting fees for the Conservation Authority Act and master plan initiatives and \$40,000 in increased park program costs such as Ways of the Woods bussing with increased camp participants.

## Financial

Financial expense increase of \$45,130 is attributed to increased payment card and point of sales system fees with most sales processed online. These expense increases are offset by increased park program fees.

## Internal Chargebacks and Internal Chargeback Recoveries

Chargeback expenses are included in Partnership Projects, Source Protection and WMSS Operations related to staff in other departments allocating time to these programs.

The chargeback expense amount is increasing by a total of \$646,034 and includes an increased recovery of Corporate Service staff costs from the parks of \$286,600 as well as the recovery of staff costs through Partnership and Capital Projects grants and the Conservation Halton Foundation.

The Internal Chargebacks to the parks recreation programs for support services are increasing in the 2023 operating budget by \$286,600 related to support staffing changes, estimated allocation of corporate services time spent on park programs and compensation review impacts.

# 2023 OPERATING BUDGET

## State of Good Repair (SOGR) Levy and Transfer to SOGR Reserves

An increase of \$59,500 in the SOGR Levy is attributed to an increase of \$46,200 for Dams and Channels to provide for the municipal funding level to reach the target amount plus inflation by 2028. The increase in the target amount is consistent with the updated Asset Management Plan (2022) Dams and Channels. The target municipal funding has been achieved for Facilities in the 2023 budget with an increase of \$13,300 in the SOGR levy. The State of Good Repair Levy amounts are transferred to the Watershed Management. Capital and Building SOGR Reserve to fund future capital works

## Program Revenue

The majority of the \$1.60M program revenue increase is primarily driven by \$1.2 million in park program revenues with the expectation of a return to full park operations post COVID-19. This revenue increase is based on assumed continued growth in park visitation and the potential implementation of fee increases.

The remaining balance is related to planning and permit fees based on significantly increased activity over the last three years and projected trends related to the Halton Region allocation program.

## Other Grants & Program Funding

The estimated increase in funding through other grants and program funding of \$990,047 is primarily related to Partnership Projects planned for 2023 and increased funding of almost

\$500,000, Ecological Services Agreement with Halton Region approved in late 2021 that is providing \$253,000 in Planning & Regulations program funding for 2.0 new FTE positions and Source Protection program funding through MECP has increased by almost \$95,000 for a new staff position and other program work.

## Municipal Funding

Municipal operating funding increase of \$383,199 is related to Watershed Management & Support Services programs and services and to fund increases to the State of Good Repair Levies for dams, channels, and facilities.

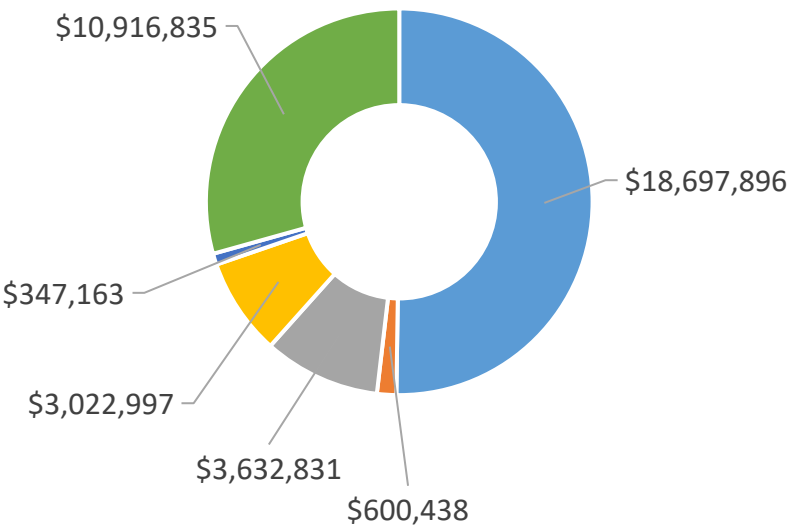
## Transfer from Reserves

Transfers from reserves to fund operating expenses of \$347,163 include:

- A transfer from the WMSS Stabilization Reserve of \$142,000 will partially fund the 2023 increased compensation review costs.
- Legal expenses related to increased Planning & Regulation activities continue to be partly funded by a transfer from the Legal Reserve of \$100,000.
- Transfers from the Water Festival, Stewardship & Restoration Reserve total \$105,163 to assist with funding the respective program expenses.

# SOURCES OF OPERATING BUDGET FUNDING

## TOTAL OPERATING BUDGET FUNDING SOURCES \$37,218,160



Conservation Halton has been proactive in generating funding through various sources to mitigate the financial impact on its funding municipalities. The 2023 operating budget funding sources are consistent with prior years, with the majority of funding derived from self-generated revenues and less than 30% of the operating budget funded by municipal operating funding of \$11.3 million.

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

Municipal funding is provided by the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch. Municipal funding is apportioned according to the area and current value assessment of the municipality within the Conservation Halton watershed, as detailed in the Municipal Funding section of the 2023 Budget & Business Plan.

- Program Revenue 50%
- Provincial Funding 2%
- Other 10%
- Chargeback Recoveries 8%
- Reserves 1%
- Municipal Funding 29%

# SOURCES OF OPERATING BUDGET FUNDING

## STATE OF GOOD REPAIR LEVY

The operating budget includes a request for a State of Good Repair (SOGR) Levy of \$540,000, an increase of \$59,500 over the 2022 budget amount. This increase is aligned with amounts in the Dams and Channels and Facilities Asset Management Plans. The 2023 State of Good Repair Levy consists of \$362,700 for dams and channels assets and \$177,300 for buildings and facility assets. The State of Good Repair Levy amounts will be transferred to the Watershed Management Capital – Municipal Funds Reserve and the Building - SOGR Reserve to fund 2023 and future capital works.

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

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

## RESERVE FUNDING AND TRANSFERS

In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, there is a transfer of \$25,000 to the Land Securement Reserve included in the 2023 budget. The transfer will help to ensure funds are available to respond to opportunities that meet the guidelines established in the Land Securement Strategy.

Transfers from the Stabilization, Legal, Water Festival, Landowner Outreach & Restoration reserves totaling \$347,163 are included in funding in the 2023 budget to meet operating expense needs. These expenses include increased staffing costs due to a compensation review to be implemented in 2023, increased legal expenses and program operating costs.

The Reserve section of the 2023 Budget & Business Plan provides the projected reserve balances on December 31, 2022, and the proposed transfers to and from reserves in the 2023 budget. A reserve continuity schedule with reserve balances to 2032 is also provided in this section.



# STAFF COMPLEMENT CHANGES

The 2023 operating budget provides for 261 full-time equivalent (FTE) staff positions. These positions are primarily funded through grants, internal chargeback recoveries to other programs within Conservation Halton and program revenues.

The net increase in positions and funding is associated with new funding agreements and changes in program priorities and respective work plans consistent with strategic plan initiatives.

A summary of the staff changes is provided below.

Staffing Overview Summary				
	2022 Approved FTE	Service Adjustment	2023 Total FTE	Net Change 2023 vs 2022
<b>Watershed Management &amp; Support Services (WMSS)</b>				
Full-time	113.8	5.0	118.8	5.0
Part-time/Contract	2.8	6.5	9.3	6.5
<b>Total WMSS</b>	<b>116.6</b>	<b>11.5</b>	<b>128.1</b>	<b>11.5</b>
<b>Conservation Areas</b>				
Full-time	31.3	0.0	31.3	0.0
Part-time/Contract	103.4	-1.8	101.6	-1.8
<b>Total Conservation Areas</b>	<b>134.7</b>	<b>-1.8</b>	<b>132.9</b>	<b>-1.8</b>
<b>Total Full-time</b>	<b>139.6</b>	<b>5.0</b>	<b>144.6</b>	<b>5.0</b>
<b>Total Part-time/Contract</b>	<b>111.7</b>	<b>4.7</b>	<b>116.4</b>	<b>4.7</b>
<b>Total Staff FTE's</b>	<b>251.3</b>	<b>9.7</b>	<b>261.0</b>	<b>9.7</b>

# 2023 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS										
1 CORPORATE SERVICES										
Office of President & CEO		655,952	711,907	765,057				25,400		739,657
Conservation Halton Foundation Administration		163,179	153,015	284,646				156,000		128,646
Finance		730,812	779,944	882,603	128,500			270,400		483,703
Fleet Operations		165,921	160,589	201,940						201,940
General Corporate Services		22,723	-	-					142,000	(142,000)
Human Resources		633,230	747,866	772,159				230,300	-	541,859
Marketing and Communications		612,952	809,860	927,824				368,600	10,000	549,224
Office of Chief Operating Officer (COO)										
Administration & Procurement		291,773	299,847	516,074				124,400		391,674
Information Technology		455,697	477,979	522,350				68,400		453,950
Geographical Information Systems (GIS)		420,795	526,918	581,355	6,500					574,855
Risk & Health		762,301	788,507	647,392				246,200		401,192
Administration Office Facility		165,004	199,840	194,515						194,515
Project Management		423,974	434,469	379,159			50,000	92,000		237,159
Construction		262,283	282,088	293,641				53,800		239,841
	9.4%	5,766,596	6,372,829	6,968,715	135,000	-	50,000	1,635,500	152,000	4,996,215

# 2023 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS										
2 NATURAL HAZARDS & WATERSHED MANAGEMENT										
Flood Forecasting & Operations		526,929	608,217	619,652		155,034	10,000	15,000		439,618
Watershed Strategies & Climate Change										
Watershed Strategies & Climate Change Administration		216,551	100,000	491,305				18,000	100,000	373,305
Source Protection		246,174	211,141	320,404		320,404		-		-
Science & Partnerships										
Monitoring Ecology		643,574	630,848	716,572	14,716			55,884		645,972
Landowner Outreach & Restoration (prev. Stewardship)		671,898	619,394	764,205	62,500		26,580	245,110	47,500	382,515
Hamilton Harbour Remedial Action Plan (HHRAP)		331,751	289,092	323,613			334,939			(11,326)
Partnership Projects		864,662	350,030	865,680			865,680			-
Restoration & Conservation										
Restoration		428,209	486,395	748,100			18,000	595,563		134,537
Partnership Projects		581,583	1,478,367	1,461,878			1,431,215		30,663	-
32.2%		4,511,331	4,773,484	6,311,409	77,216	475,438	2,686,414	929,557	178,163	1,964,621

# 2023 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources						
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding	
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS											
PERMITTING & PLANNING											
Planning & Regulations		4,647,074	4,310,991	4,524,767	3,208,000		252,832	30,750	-	1,033,185	
Floodplain Mapping		241,791	246,492	264,833	-			-		264,833	
Regional Infrastructure Team (RIT)		421,261	509,902	533,254			546,585			(13,331)	
	5.0%	5,310,126	5,067,385	5,322,854	3,208,000	-	799,417	30,750	-	1,284,687	
CONSERVATION LANDS & RECREATION (Land Management)											
Property Management		51,346	196,890	327,882	38,000	125,000		53,800		111,082	
Security		426,898	449,070	482,898				185,300		297,598	
Forestry		918,355	971,687	1,024,520	120,000		47,000	110,000		747,520	
	13.5%	1,396,600	1,617,647	1,835,300	158,000	125,000	47,000	349,100	-	1,156,200	
	(7.0%)	573,213	620,551	580,126	580,126						
TRANSFER TO RESERVES - WMSS STABILIZATION, PROPERTY MANAGEMENT, STEWARDSHIP AND RESTORATION; ALLOCATED SURPLUS											
		1,727,623	-	-	-						
TRANSFER TO RESERVES - STATE OF GOOD REPAIR (SOGR) LEVY					540,000						
	12.4%	478,500	480,500	540,000							
TRANSFER TO RESERVE - LAND SECUREMENT					25,000						
	0.0%	25,000	25,000	25,000							
TOTAL OPERATING WATERSHED MGMT & SUPPORT SERVICES (WMSS)		13.8%	19,788,988	18,957,396	21,583,404	3,578,216	600,438	3,582,831	2,944,907	330,163	10,546,849

# 2023 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CONSERVATION LANDS & RECREATION (Recreation)										
9 PARKS & RECREATION										
Conservation Areas Administration		1,527,987	1,466,508	1,782,355	1,425,000			78,090		
Fleet Operations		135,396	117,090	124,590						
Kelso/Glen Eden		5,497,443	8,153,133	8,516,921	10,422,250					
Crawford Lake / Mountsberg / Robert Edmondson		1,780,308	2,026,675	2,203,637	1,895,500		-			240,000
Rattlesnake Point / Hilton Falls / Mount Nemo		480,289	559,896	606,800	1,251,500					
Outreach		198,990	325,743	322,416	125,430		50,000	-	17,000	129,986
Transfer Surplus to Conservation Area reserves		(270,078)	372,118	427,337						
Subtotal Conservation Lands & Recreation (Recreation) - Operating before Internal Chargeback - Corporate Services	7.4%	9,350,334	13,021,163	13,984,056	15,119,680	-	50,000	78,090	17,000	369,986
Internal Chargeback - Corporate Services	21.0%	1,049,500	1,364,100	1,650,700						
TOTAL OPERATING CONSERVATION LANDS & RECREATION (Recreation)	8.7%	10,399,834	14,385,263	15,634,756	15,119,680	-	50,000	78,090	17,000	369,986
TOTAL OPERATING PROGRAMS	11.6%	30,188,823	33,342,659	37,218,160	18,697,896	600,438	3,632,831	3,022,997	347,163	10,916,835



# CAPITAL BUDGET

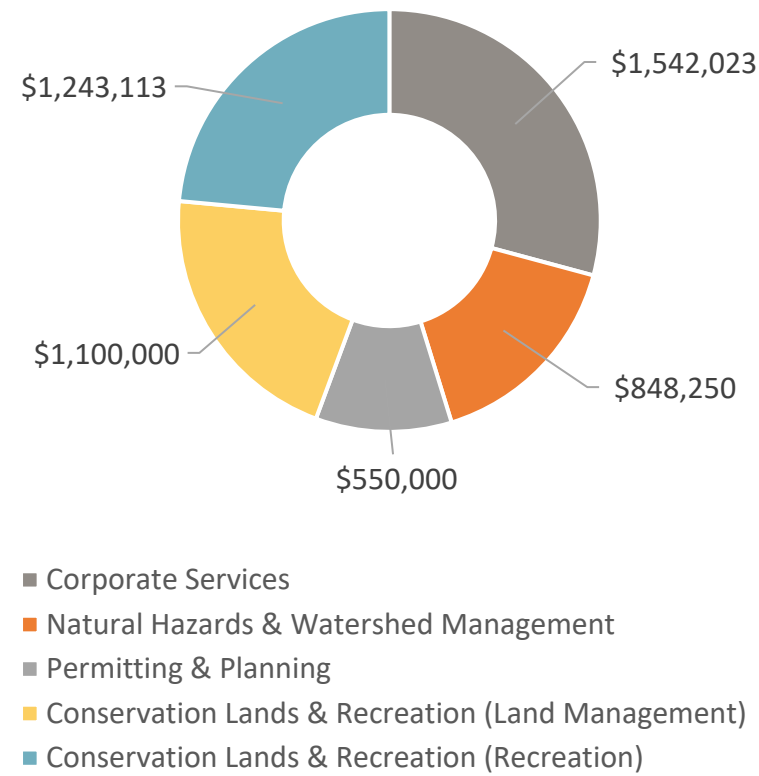


# 2023 CAPITAL BUDGET

The 2023 capital budget will invest a total of \$5.3 million into infrastructure and technology to enhance programs and services in the Conservation Halton watershed and parks.

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

## TOTAL CAPITAL BUDGET \$5,283,386





# 2023 CAPITAL BUDGET

## 2023 CAPITAL BUDGET INVESTMENTS

*The 2023 capital budget of \$5.3 million includes:*

### CORPORATE SERVICES

Asset Management Plan work estimated to cost \$50,000 is included in the 2023 budget for the update of condition assessments for facility assets. Asset Management Plans have been completed for all Conservation Halton assets and are updated on a rolling five-year schedule.

Program Rates and Fees review consulting costs of \$30,000 in the 2023 budget to review WMSS program fees, such as planning and permit fees. Similar to the Asset Management Plans, the rates and fees review is scheduled on a 5-year basis, with the first review completed in 2018.

Information Technology infrastructure capital costs of \$98,000 include new and replacement computer equipment and software.

Administration Office capital works for \$100,000 support office renovations, infrastructure and landscape improvements. Office renovations to consider the impact of the virtual office and workspace improvements are being implemented over a phased period.

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

Central Works Operation Centre & Field Office capital project costs of \$1,200,000 are included in the 2023 budget. The Central Works Operations Centre construction is proposed to begin in 2023 with completion in 2024. Design work for the new facility is currently underway.

Fleet Management includes vehicle and equipment replacement s planned for 2023 of \$164,023 for WMSS programs and will be funded by a transfer from the Vehicle and Equipment Reserve.

### NATURAL HAZARDS & WATERSHED MANAGEMENT

Dams and channels state of good repair maintenance costs of \$420,000 are based on staff assessments of capital work priorities according to consulting engineering studies, such as dam safety reviews. These costs are assumed to be funded 50% provincially and 50% municipally through the State of Good Repair (SOGR) Levy reserve funding.

Flood Forecasting & Warning Program costs of \$115,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning models and tools.

The new Watershed Strategies & Climate Change capital project of \$179,000 will continue to guide Conservation Halton and partner municipalities in identifying natural assets and developing sustainable, cost-effective and climate-resilient infrastructure. This project aligns with Conservation Halton's strategic plan objective to increase climate resilience by promoting natural solutions and includes costs for consulting



# 2023 CAPITAL BUDGET

and staffing requirements. Project expenses for 2023 are to be funded partially by municipal levies with the remainder covered by a reserve transfer.

## PERMITTING & PLANNING

The Floodplain Mapping update project, with costs of \$550,000 in the 2023 budget is a multi-year capital project identified through the Strategic Plan. This project is funded through other funding received from Halton Region. The remaining watershed areas to be updated are predominantly within the Halton Region portion of the Conservation Halton watershed, making it difficult to apportion these costs to other municipalities.

## CONSERVATION LANDS & RECREATION (LAND MANAGEMENT)

Emerald Ash Borer (EAB) treatment estimated costs of \$850,000 are funded by Halton Region according to the amount outlined in the EAB Business Plan approved in 2017. Spongy/LDD Moth Management costs of \$100,000 are also included for 2023.

Property Management capital costs of \$50,000 are related primarily to property and risk management issues on properties owned by Conservation Halton. These funds will enable the development of a land inventory of Conservation Halton owned properties, as required by the CA Act revised regulations.

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



**Emerald Ash Borer**

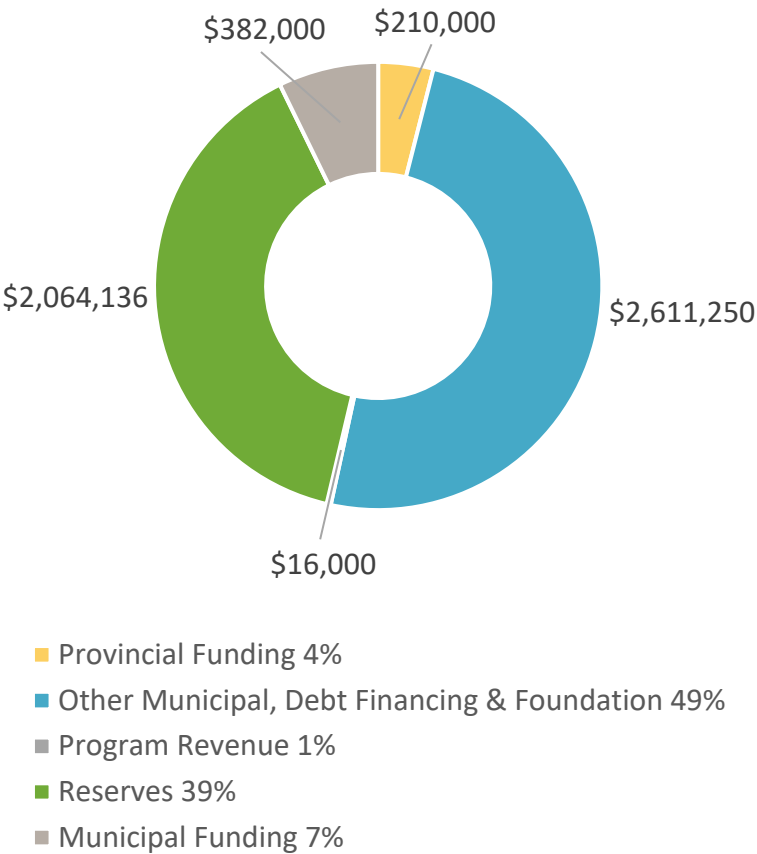
# 2023 CAPITAL BUDGET

## CONSERVATION LANDS & RECREATION (RECREATION)

The Conservation Lands & Recreation (Recreation) 2023 capital budget totaling \$1.2 million is comprised of \$525,000 for Kelso/Glen Eden ski hill improvements, \$513,000 for facilities and IT infrastructure improvements, \$80,113 for fleet vehicle and equipment replacements and \$125,000 for the continued development of the newest CH park, Area 8.

Conservation Area capital projects funded partly by developer contributions identified in previous budgets are currently being reassessed based on potential changes to park priorities because of provincial requirements and the impacts of COVID-19 on park programs. Revised business cases will be presented to the Board for approval and the proposed implementation in the capital budget is tentatively planned for 2024.

## TOTAL CAPITAL BUDGET FUNDING SOURCES \$5,283,386



# 2023 CAPITAL BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL										
Capital - Watershed Management & Support Services (WMSS)										
Corporate Services										
Asset Management Plan		2,621	40,000	50,000					50,000	-
Compensation review		-	30,000	-						-
Program Rates & Fees Review		-	-	30,000						30,000
GIS Data		10,722	-	-						-
IT Infrastructure		117,470	52,000	98,000						98,000
Digital Transformation		-	200,000	-					-	-
Website Upgrade		58,969	-	-					-	-
Administration Office Renovations		-	100,000	100,000					100,000	-
Central Works Operations Centre & Field Office		-	-	1,000,000			1,000,000			-
Facilities - State of Good Repair		66,212	100,000	100,000					100,000	-
Fleet Management		47,045	94,000	164,023					164,023	-
Natural Hazards & Watershed Management										
Dams & Channels SOGR Maintenance		1,300,875	700,970	420,000		210,000	-		210,000	-
Flood Forecasting & Warning Program		25,663	90,000	115,000						115,000
Watershed Planning		-	55,000	-			-			-
Watershed Strategies & Climate Change		-	-	179,000					90,000	89,000
Roots Ridge Aquisition		-	61,250	-						
Roots Ridge Restoration		-	-	73,100			73,100			
Fuciarelli Restoration		-	43,000	36,150			29,150		7,000	
Speyside Weir		-	-	25,000			25,000			

# 2023 CAPITAL BUDGET

Description	% Increase (decrease) over PY Budget	2021 Actual	2022 Budget Expenses	2023 Budget Expenses	2023 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL										
Capital - Watershed Management & Support										
10a Services (WMSS)										
Permitting & Planning										
Flood Plain Mapping Update		389,428	525,000	550,000			550,000			-
Conservation Lands & Recreation (Land Management)										
Emerald Ash Borer		772,225	820,000	850,000	16,000		834,000			-
Property Management Projects		-	25,000	50,000						50,000
Spongy Moth (LDD Moth) Management		60,473	-	100,000					100,000	-
Other Foundation Funded Projects		-	100,000	100,000			100,000			-
TOTAL CAPITAL WMSS	33.1%	2,851,703	3,036,220	4,040,273	16,000	210,000	2,611,250	-	821,023	382,000
10b Capital - Conservation Lands & Recreation (Recreation)										
Skihill Improvements		249,051	950,000	525,000					525,000	-
Facility Major Maintenance & IT Infrastructure		760,495	213,000	513,000					513,000	-
Fleet replacement		60,799	269,903	80,113					80,113	-
Kelso Quarry Park / Area 8		-	100,000	125,000					125,000	-
Developer Contribution Projects										
-Crawford Lake Boardwalk		-	2,280,000	-		-	-		-	-
TOTAL CAPITAL CONSERVATION LANDS & RECREATION (Recreation)	(67.4%)	1,070,344	3,812,903	1,243,113	-	-	-	-	1,243,113	-
TOTAL CAPITAL PROJECTS	(22.9%)	3,922,047	6,849,123	5,283,386	16,000	210,000	2,611,250	-	2,064,136	382,000



# OPERATING BUDGET & **FORECAST 2024-2032**





# 2023 OPERATING BUDGET & FORECAST

The 2023 Budget and 2024-2032 Operating Forecast considers anticipated service levels, future obligations, and inflationary impacts. Key assumptions and drivers included in the operating forecast are as follows:

The addition of two net new staff positions per year has been assumed in the Watershed Management & Support Services (WMSS) operating forecast to reflect future growth and maintenance of service levels. Program service level reviews are completed annually as part of the budget process. Compensation and other expenses in the forecast have been assumed to increase annually at the estimated rate of 3% for 2023 and 2% thereafter.

Program revenues in the forecast have been assumed to increase annually generally by 2% to 5%.

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

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

**A summary of the 2023 operating budget and 2024– 2032 forecast is as follows:**

*(See chart on the proceeding page)*

# 2023 OPERATING BUDGET & FORECAST

Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Conservation Halton WMSS Operating Expenditures	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Salaries &amp; Benefits</b>										
Balance, beginning of year	13,191,614	15,243,204	15,761,204	16,291,204	16,837,204	17,398,204	17,975,204	18,568,204	19,178,204	19,805,204
Staffing changes (2023 5.0 FTE increase; 2 FTE 2024-2032)	430,843	188,000	192,000	196,000	200,000	204,000	208,000	212,000	216,000	220,000
Part time staff increases	433,781									
Compensation Increases (2023 3.0%, 2024-32 2% inflation; 96% of range)	1,096,542	239,000	247,000	256,000	264,000	273,000	282,000	291,000	301,000	310,000
Increase in benefits (2022 5%; 2023-2031 2% inflation)	90,424	91,000	91,000	94,000	97,000	100,000	103,000	107,000	110,000	114,000
<b>Balance, end of year</b>	<b>15,243,204</b>	<b>15,761,204</b>	<b>16,291,204</b>	<b>16,837,204</b>	<b>17,398,204</b>	<b>17,975,204</b>	<b>18,568,204</b>	<b>19,178,204</b>	<b>19,805,204</b>	<b>20,449,204</b>
<b>Materials &amp; Supplies</b>										
Balance, beginning of year restated	1,082,146	1,120,331	1,142,731	1,165,631	1,188,931	1,212,731	1,237,031	1,261,731	1,286,931	1,312,631
Science & Partnerships program materials	148,968									
materials	(108,343)									
inflation)	(2,440)	22,400	22,900	23,300	23,800	24,300	24,700	25,200	25,700	26,300
<b>Balance, end of year</b>	<b>1,120,331</b>	<b>1,142,731</b>	<b>1,165,631</b>	<b>1,188,931</b>	<b>1,212,731</b>	<b>1,237,031</b>	<b>1,261,731</b>	<b>1,286,931</b>	<b>1,312,631</b>	<b>1,338,931</b>
<b>Purchased Services</b>										
Balance, beginning of year restated	2,833,184	3,009,778	3,069,778	3,130,778	3,193,778	3,257,778	3,322,778	3,388,778	3,456,778	3,525,778
Risk & Health - insurance increase	20,000									
IT Cybersecurity recommendations	30,000									
services	229,641									
Restoration & Conservation Partnership Projects	(85,850)									
inflation)	(17,197)	60,000	61,000	63,000	64,000	65,000	66,000	68,000	69,000	71,000
<b>Balance, end of year</b>	<b>3,009,778</b>	<b>3,069,778</b>	<b>3,130,778</b>	<b>3,193,778</b>	<b>3,257,778</b>	<b>3,322,778</b>	<b>3,388,778</b>	<b>3,456,778</b>	<b>3,525,778</b>	<b>3,596,778</b>
<b>Financial</b>										
Balance, beginning of year	79,000	60,130	61,330	62,530	63,830	65,130	66,430	67,730	69,130	70,530
inflation)	(18,870)	1,200	1,200	1,300	1,300	1,300	1,300	1,400	1,400	1,400
	<b>60,130</b>	<b>61,330</b>	<b>62,530</b>	<b>63,830</b>	<b>65,130</b>	<b>66,430</b>	<b>67,730</b>	<b>69,130</b>	<b>70,530</b>	<b>71,930</b>

# 2023 OPERATING BUDGET & FORECAST

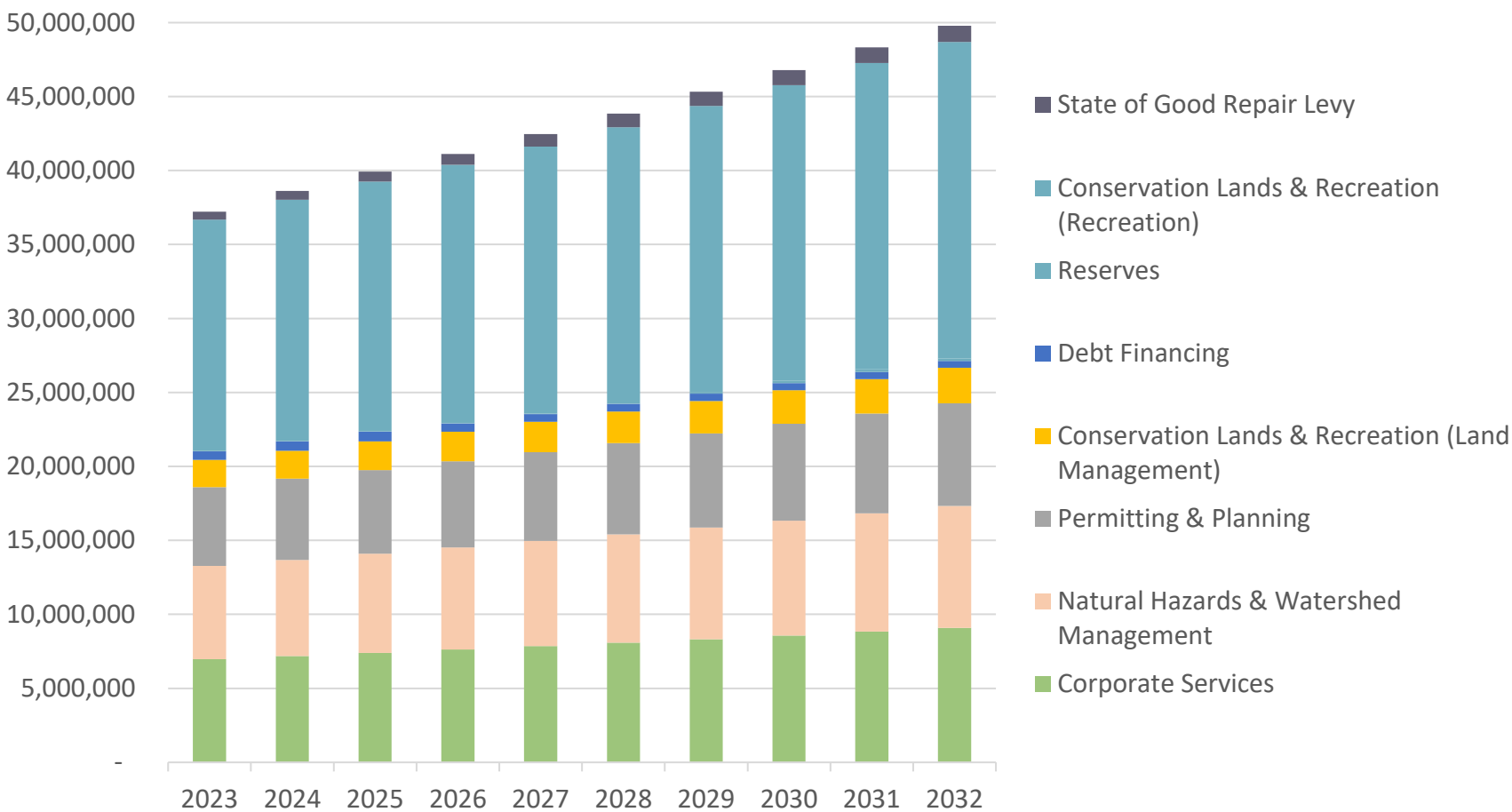
Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Conservation Halton WMSS Operating Expenditures	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Internal Chargebacks</b>										
Balance, beginning of year restated	645,401	1,004,835	1,024,932	1,045,431	1,066,340	1,087,667	1,109,420	1,131,608	1,154,240	1,177,325
Project (2023) and General increases	359,434	20,097	20,499	20,909	21,327	21,753	22,188	22,632	23,085	23,547
<b>Balance, end of year</b>	<b>1,004,835</b>	<b>1,024,932</b>	<b>1,045,431</b>	<b>1,066,340</b>	<b>1,087,667</b>	<b>1,109,420</b>	<b>1,131,608</b>	<b>1,154,240</b>	<b>1,177,325</b>	<b>1,200,872</b>
<b>Debt Financing Charges (Hamilton Community Fdn &amp; Halton Region)</b>										
Balance, beginning of year	620,551	577,116	643,857	636,408	530,977	501,857	491,592	481,847	472,102	462,357
Decrease in debt financing charges - Ham. Comm. Foundation	-	-	(25,000)	(25,000)	-	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	(40,425)	50,701	49,811	(80,771)	(29,460)	(10,605)	(10,085)	(10,085)	(10,085)	(10,085)
<b>Total Debt Financing Charges</b>	<b>580,126</b>	<b>630,827</b>	<b>655,638</b>	<b>549,867</b>	<b>520,406</b>	<b>509,802</b>	<b>499,717</b>	<b>489,632</b>	<b>479,547</b>	<b>469,462</b>
Transfer to Reserves - State of Good Repair Levy (Dams & Channels)	362,700	415,700	476,300	545,900	625,500	716,900	745,500	775,400	806,400	838,600
Transfer to Reserves - State of Good Repair Levy (Buildings)	177,300	183,900	190,700	197,800	205,100	212,700	220,600	228,800	237,300	246,100
Transfer to Reserves - Land Securement	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Transfers to Reserves - Motor Pool	-	-	-	-	-	-	100,000	125,000	200,000	150,000
<b>Total Operating Expenses - WMSS</b>	<b>21,583,404</b>	<b>22,315,402</b>	<b>23,043,212</b>	<b>23,668,650</b>	<b>24,397,516</b>	<b>25,175,265</b>	<b>26,008,868</b>	<b>26,789,115</b>	<b>27,639,715</b>	<b>28,386,877</b>
<b>Funding of Operating Expenditures</b>										
Program Revenue	3,578,216	3,757,100	3,945,000	4,023,900	4,104,400	4,309,600	4,395,800	4,483,700	4,573,400	4,664,900
Provincial (Ministry NDMNRF) - Operating Grant	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034
Municipal Funding - Operating (Total incl. Education)	10,376,835	10,886,054	11,325,211	11,688,848	12,111,567	12,443,725	13,010,298	13,517,479	14,088,679	14,550,311
Municipal State of Good Repair Levies - Dams & Channels and Buildings	540,000	599,600	667,000	743,700	830,600	929,600	966,100	1,004,200	1,043,700	1,084,700
Other Grants & Program Funding	4,028,235	4,106,200	4,185,900	4,267,200	4,350,100	4,434,500	4,520,700	4,608,600	4,698,400	4,789,800
Internal Chargeback Recoveries	2,574,921	2,681,414	2,735,067	2,789,968	2,845,815	2,902,806	2,960,936	3,020,102	3,080,502	3,142,132
Transfers from Reserves - Legal, WMSS Stabilization, Water Festival, Stewardship and Restoration	330,163	130,000	30,000	-	-	-	-	-	-	-
<b>Total Operating Funding - WMSS</b>	<b>21,583,404</b>	<b>22,315,402</b>	<b>23,043,212</b>	<b>23,668,650</b>	<b>24,397,516</b>	<b>25,175,265</b>	<b>26,008,868</b>	<b>26,789,115</b>	<b>27,639,715</b>	<b>28,386,877</b>

# 2023 OPERATING BUDGET & FORECAST

Conservation Halton Conservation Lands & Recreation (Recreation) Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Lands & Recreation (Recreation)									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Salaries & Benefits	8,662,332	8,835,579	9,012,290	9,192,536	9,376,387	9,704,560	10,044,220	10,395,768	10,759,619	11,136,206
Materials & Supplies	1,889,689	1,927,483	1,966,032	2,005,353	2,045,460	2,117,051	2,191,148	2,267,838	2,347,213	2,429,365
Purchased Services	2,469,498	2,518,888	2,569,266	2,620,651	2,673,064	2,766,621	2,863,453	2,963,674	3,067,402	3,174,762
Financial	535,200	545,904	556,822	567,959	579,318	599,594	620,580	642,300	664,780	688,048
Internal Chargebacks - Corporate	1,650,700	1,723,700	1,758,200	1,793,400	1,829,300	1,865,900	1,903,200	1,941,300	1,980,100	2,019,700
Transfer to Reserve - Operating Surplus	427,337	759,805	1,010,106	1,273,633	1,550,951	1,622,536	1,697,006	1,774,380	1,854,886	1,938,552
<b>Total Operating Expenses - Conservation Lands &amp; Recreation</b>	<b>15,634,756</b>	<b>16,311,359</b>	<b>16,872,717</b>	<b>17,453,531</b>	<b>18,054,480</b>	<b>18,676,263</b>	<b>19,319,606</b>	<b>19,985,260</b>	<b>20,674,001</b>	<b>21,386,633</b>
<b>Operating Funding - Conservation Lands &amp; Recreation (Recreation)</b>										
Program Fees	15,169,680	15,854,321	16,406,538	16,978,029	17,569,468	18,181,551	18,815,000	19,470,561	20,149,008	20,851,140
Transfer from Reserve (Outreach)	17,000	-	-	-	-	-	-	-	-	-
Municipal Funding - Park Education programs & Outreach	369,986	377,386	384,933	392,632	400,485	408,494	416,664	424,998	433,498	442,168
Internal Chargeback Recoveries	78,090	79,652	81,245	82,870	84,527	86,218	87,942	89,701	91,495	93,325
<b>Conservation Lands &amp; Recreation (Recreation)</b>	<b>15,634,756</b>	<b>16,311,359</b>	<b>16,872,717</b>	<b>17,453,531</b>	<b>18,054,480</b>	<b>18,676,263</b>	<b>19,319,606</b>	<b>19,985,260</b>	<b>20,674,001</b>	<b>21,386,633</b>



# 2023 OPERATING BUDGET & FORECAST



# CAPITAL BUDGET & **FORECAST 2023-2032**



# 2023 CAPITAL BUDGET & FORECAST

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

Development of the 2023 capital budget and the 2024-2032 forecast includes Momentum strategic plan initiatives, Asset Management Plan capital priorities, Emerald Ash Borer business plans, Floodplain Mapping projects, and Park Master Plan initiatives. The capital budget, as proposed, will ensure assets are maintained in a State of Good Repair and address the impact of growth in the region on Conservation Halton infrastructure.

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

Conservation Areas capital projects in the 2023 budget and forecast are funded by the park capital reserve, capital infrastructure grants and other funding. Capital projects include ongoing ski hill, facility, and infrastructure improvement projects to maintain assets in a State of Good Repair, and information technology enhancements. Conservation Areas projects in the capital forecast continue to include three projects totaling approximately \$24 million based on business cases previously provided to the Board of

Directors. The capital projects are related to recreation centres and water distribution and sewer collection systems, partly funded by developer contributions received by Halton Region. These projects are being reassessed with a new lens as we transition through the impacts of COVID-19 on park operations and visitor demands. This reassessment will ensure Conservation Halton is making wise capital investments that are financially sustainable, leveraging available infrastructure grant funding, and revisions will be presented to the Board for further approval.

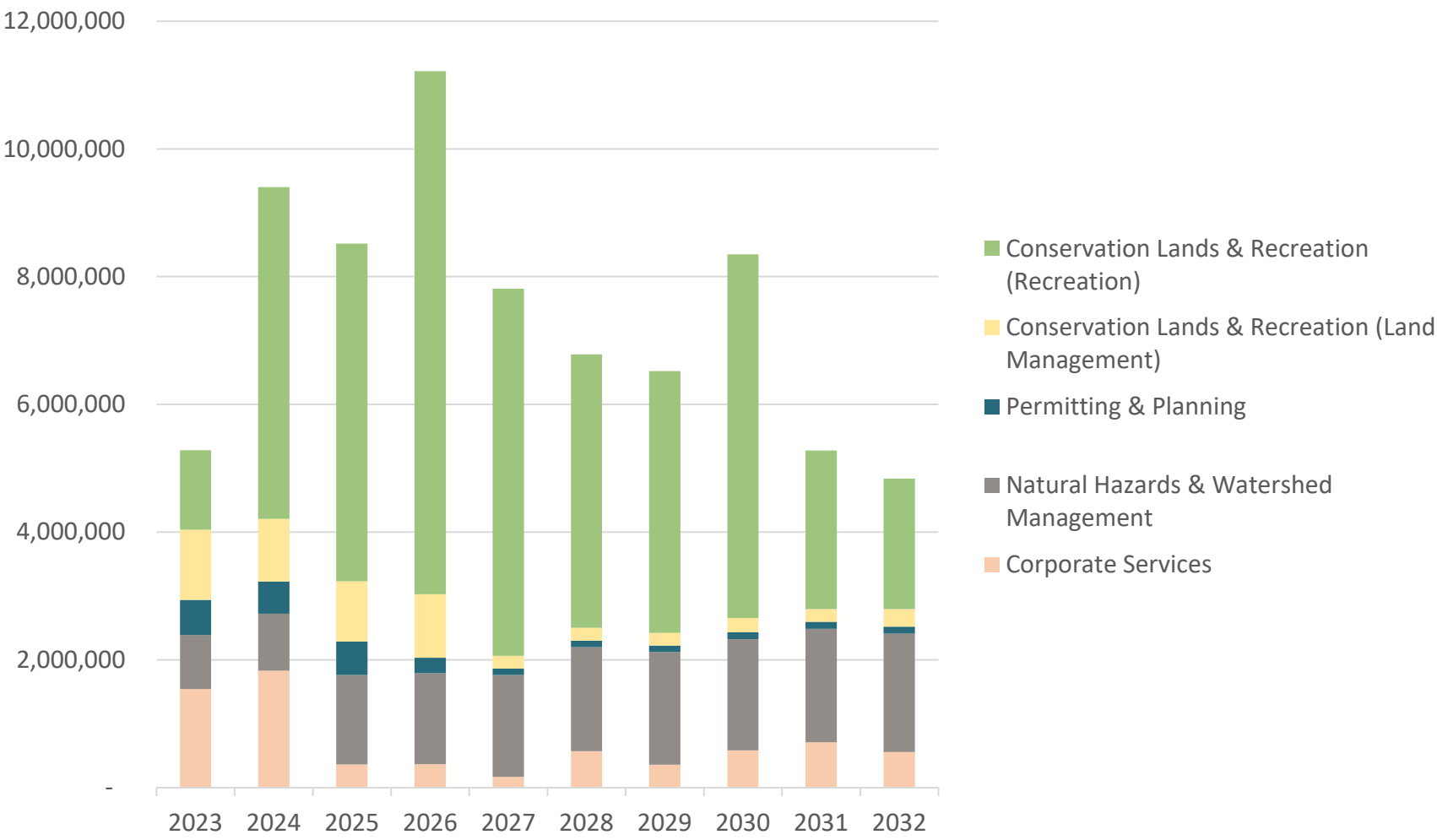
Strategic plan initiatives included in the capital forecast will enable Conservation Halton to continue to invest in innovation and technologies to further modernize operations, streamline service delivery and improve resource management.

Initiatives included in the 2023 budget and 2024 – 2032 capital forecast include the continuation of:

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

**A summary of the 2023 capital budget and 2024 – 2032 capital forecast by department is as follows:**

# 2023 CAPITAL BUDGET & FORECAST





# 2023 CAPITAL BUDGET & FORECAST

## Conservation Halton WMSS Capital Expenditures

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Corporate Services</b>										
Asset Management Plan	50,000	40,000	35,000	-	-	75,000	50,000	-	-	-
Program Rates & Fees Review	30,000	-	-	-	-	-	35,000	-	-	-
Compensation Review	-	-	-	32,000	-	-	-	35,000	-	-
GIS Data Acquisition	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Website Upgrade	-	-	-	-	-	50,000	-	-	-	-
IT Infrastructure - upgrades - WMSS	98,000	77,000	72,000	82,000	62,000	114,000	62,000	82,000	117,000	97,000
Administration Office & Other Facility Renovations	200,000	157,011	209,468	170,595	60,633	225,179	84,936	316,413	406,574	279,101
Central Works Operations Centre & Field Office	1,000,000	1,500,000	-	-	-	-	-	-	-	-
Fleet Management	164,023	56,712	31,208	65,585	29,924	91,849	110,571	135,024	171,967	164,289
<b>Total Corporate Services</b>	<b>1,542,023</b>	<b>1,830,723</b>	<b>362,676</b>	<b>365,180</b>	<b>167,557</b>	<b>571,028</b>	<b>357,507</b>	<b>583,437</b>	<b>710,541</b>	<b>555,390</b>
<b>Natural Hazards &amp; Watershed Management</b>										
<u>Flood Forecasting &amp; Operations</u>										
Flood Forecasting & Warning Program	115,000	75,000	70,000	70,000	40,000	40,000	40,000	40,000	32,500	32,500
Dams and Channels Major Maintenance Projects:										
Scotch Block Dam	55,000	188,000	-	-	-	132,000	-	-	-	-
Hilton Falls Dam	-	246,000	-	-	-	-	103,000	-	-	-
Kelso Dam	165,000	-	-	-	-	-	103,000	-	-	-
Mountsberg Dam	112,000	-	-	-	-	-	-	-	-	116,000
Morrison-Wedgewood Channel	-	53,000	110,000	480,000	498,000	518,000	539,000	560,000	647,000	606,000
Other Dams and Channels	88,000	134,000	1,022,000	623,000	781,000	721,000	752,000	905,000	852,000	846,000
Dam Public Safety Projects	-	-	-	54,000	69,000	-	-	-	-	-
	<b>535,000</b>	<b>696,000</b>	<b>1,202,000</b>	<b>1,227,000</b>	<b>1,388,000</b>	<b>1,411,000</b>	<b>1,537,000</b>	<b>1,505,000</b>	<b>1,531,500</b>	<b>1,600,500</b>

# 2023 CAPITAL BUDGET & FORECAST

Conservation Halton WMSS Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<u>Restoration &amp; Conservation</u>										
Speyside Weir Removal	25,000	12,000	5,000	-	-	-	-	-	-	-
Restoration projects - Roots Ridge, Fuciarelli	109,250									
	134,250	12,000	5,000	-	-	-	-	-	-	-
<u>Watershed Strategies &amp; Climate Change</u>										
Watershed Strategies & Climate Change	179,000	186,000	193,000	201,000	209,000	217,000	226,000	235,000	244,000	254,000
	179,000	186,000	193,000	201,000	209,000	217,000	226,000	235,000	244,000	254,000
<b>Total Natural Hazards &amp; Watershed Management</b>	848,250	894,000	1,400,000	1,428,000	1,597,000	1,628,000	1,763,000	1,740,000	1,775,500	1,854,500
<u>Permitting &amp; Planning</u>										
Flood Plain Mapping (Updates; 2027 & on ongoing maintenance)	550,000	500,000	525,000	240,000	100,000	102,000	104,000	106,000	108,000	110,000
<b>Total Permitting &amp; Planning</b>	550,000	500,000	525,000	240,000	100,000	102,000	104,000	106,000	108,000	110,000
<b>Conservation Lands &amp; Recreation (Land Management)</b>										
Watershed Implementation Plan	-	-	-	50,000	50,000	50,000	75,000	75,000	50,000	125,000
Spongy / LDD Moth Management	100,000	-	-	-	-	-	-	-	-	-
Emerald Ash Borer (EAB) Management	850,000	834,000	794,000	794,000	-	-	-	-	-	-
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Property Management Projects	50,000	50,000	50,000	50,000	50,000	50,000	25,000	50,000	50,000	50,000
<b>Total Conservation Lands &amp; Rec. (Land Mgmt)</b>	1,100,000	984,000	944,000	994,000	200,000	200,000	200,000	225,000	200,000	275,000
<b>Total Capital Expenditures - WMSS</b>	4,040,273	4,208,723	3,231,676	3,027,180	2,064,557	2,501,028	2,424,507	2,654,437	2,794,041	2,794,041

# 2023 CAPITAL BUDGET & FORECAST

Conservation Halton WMSS Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Capital - Funding</b>										
Provincial Grants	210,000	310,500	566,000	578,500	674,000	685,500	748,500	732,500	749,500	784,000
Municipal Funding	382,000	318,000	385,000	500,000	526,000	688,000	632,000	638,000	616,500	683,500
Municipal Special Levy - EAB	834,000	834,000	794,000	794,000	-	-	-	-	-	-
Municipal Special Levy - Flood Plain Mapping	550,000	500,000	525,000	240,000	-	-	-	-	-	-
Other Funding Grants and Program Funding	243,250	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from Reserves	821,023	646,223	861,676	814,680	764,557	1,027,528	944,007	1,183,937	1,328,041	1,227,390
Municipal Debt Financing	1,000,000	1,500,000	-	-	-	-	-	-	-	-
<b>Total Capital Funding - WMSS</b>	<b>4,040,273</b>	<b>4,208,723</b>	<b>3,231,676</b>	<b>3,027,180</b>	<b>2,064,557</b>	<b>2,501,028</b>	<b>2,424,507</b>	<b>2,654,437</b>	<b>2,794,041</b>	<b>2,794,890</b>

# 2023 CAPITAL BUDGET & FORECAST

Conservation Halton Conservation Lands & Recreation (Recreation) Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Conservation Lands & Recreation (Recreation)									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Capital Expenditures</b>										
Expenditures funded by capital reserve:										
Vehicle and equipment replacement	80,113	146,705	117,690	52,734	68,235	154,778	96,981	171,881	217,486	125,137
Facility and Infrastructure Major Maintenance	600,000	175,000	250,000	240,000	300,000	200,000	800,000	250,000	300,000	300,000
Ski/Snowboarding Capital Expenditures	525,000	900,000	125,000	575,000	400,000	2,200,000	125,000	2,200,000	900,000	800,000
Park Master Plans	-	50,000	50,000	50,000	50,000	-	-	-	-	-
Program Rates & Fees Review	-	30,000	-	-	-	-	35,000	-	-	-
Infrastructure	38,000	38,000	68,000	38,000	49,600	68,000	38,000	73,000	68,000	49,600
<b>Conservation Areas</b>	<b>1,243,113</b>	<b>1,339,705</b>	<b>610,690</b>	<b>955,734</b>	<b>867,835</b>	<b>2,622,778</b>	<b>1,094,981</b>	<b>2,694,881</b>	<b>1,485,486</b>	<b>1,274,737</b>
<b>Developer Contribution</b>										
Projects partly funded by Development Contributions collected by Region of Halton:										
Kelso/Glen Eden Water Distribution and Collection		2,754,475	2,754,475	2,754,475						
Kelso Recreation and Trail Centre			500,000	2,259,900	3,259,900	1,159,900				
Crawford Lake Visitor Centre and CH Foundation (including Kelso Quarry Park / Area 8)	-	1,100,000	1,420,000	2,220,000	1,620,000		500,000	3,000,000	3,000,000	1,000,000
<b>Contribution Projects</b>	<b>-</b>	<b>3,854,475</b>	<b>4,674,475</b>	<b>7,234,375</b>	<b>4,879,900</b>	<b>1,659,900</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>767,050</b>
<b>Recreation (Recreation) Capital Expenditures</b>	<b>1,243,113</b>	<b>5,194,180</b>	<b>5,285,165</b>	<b>8,190,109</b>	<b>5,747,735</b>	<b>4,282,678</b>	<b>4,094,981</b>	<b>5,694,881</b>	<b>2,485,486</b>	<b>2,041,787</b>



# 2023 CAPITAL BUDGET & FORECAST

Conservation Halton Conservation Lands & Recreation (Recreation) Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Conservation Lands & Recreation (Recreation)									
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Funding - Developer</b>										
Developer Contributions - Region of Halton	-	3,304,475	3,964,475	6,124,375	4,069,900	1,659,900	(19,123,125)			
Conservation Halton Foundation & Other Funding	-	550,000	710,000	1,110,000	810,000	-	22,123,125	3,000,000	1,000,000	767,050
<b>Subtotal Funding-Developer</b>	<b>-</b>	<b>3,854,475</b>	<b>4,674,475</b>	<b>7,234,375</b>	<b>4,879,900</b>	<b>1,659,900</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>767,050</b>
<b>Funding - Capital Expenditures</b>										
<b>Conservation Lands &amp;</b>										
Conservation Halton Foundation & Other Funding	-									
Transfer from Reserves	1,243,113	1,339,705	610,690	955,734	867,835	2,622,778	1,094,981	2,694,881	1,485,486	1,274,737
Transfer from Reserves - Capital Projects partly funded by Developer Contributions	-	-	-	-	-	-	-	-	-	-
<b>Total Conservation Lands &amp; Recreation (Recreation) Capital</b>	<b>1,243,113</b>	<b>5,194,180</b>	<b>5,285,165</b>	<b>8,190,109</b>	<b>5,747,735</b>	<b>4,282,678</b>	<b>4,094,981</b>	<b>5,694,881</b>	<b>2,485,486</b>	<b>2,041,787</b>

# MUNICIPAL FUNDING



## 2023 MUNICIPAL FUNDING

Municipal funding is increasing by 4.7% for the 2023 budget for a total amount of \$11,298,835. This increase is within the Halton Region guideline of 4.7%. A key service target in

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

Municipal Funding	2023 Budget	2023 Municipal Funding	2022 Municipal Funding	Municipal Funding Increase
Operating (excl. SOGR levy)	\$36,678,160	\$10,376,835	\$10,053,136	3.2%
Capital	5,283,386	382,000	262,000	45.8%
State of Good Repair (SOGR) Levy - Dams & Channels; Facilities	41,961,546	10,758,835	10,315,136	4.3%
	540,000	540,000	480,500	12.4%
<b>Total</b>	<b>\$42,501,546</b>	<b>\$11,298,835</b>	<b>\$10,795,636</b>	<b>4.7%</b>

# 2023 MUNICIPAL APPORTIONMENT

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

Municipal funding of \$11,298,835 in the 2023 budget is apportioned to the Region of Halton, City of Hamilton, Region of Peel and Township of Puslinch.

Under the legislation, Conservation Authorities apportion costs to the participating municipalities based on the benefit derived

by each participating municipality, which is determined by calculating the ratio that each participating municipality's current value assessment, modified for the area of the municipality that lies within the watershed, to the total modified current value assessment in the Conservation Authority's watershed.

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

<b>Municipality:</b>	<b>2023 Apportionment (%)</b>	<b>2023 Municipal Funding (\$)</b>	<b>2022 Apportionment (%)</b>	<b>2022 Municipal Funding (\$)</b>	<b>% Increase</b>
Region of Halton	87.9192%	\$9,933,846	87.8985%	\$9,489,203	4.7%
City of Hamilton	7.1961%	813,075	7.1904%	776,249	4.7%
Region of Peel	4.6664%	527,249	4.6944%	506,790	4.0%
Township of Puslinch	0.2183%	24,665	0.2167%	23,394	5.4%
	<b>100.0000%</b>	<b>\$11,298,835</b>	<b>100.0000%</b>	<b>\$10,795,636</b>	

# 2023 MUNICIPAL FUNDING FORECAST

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

Conservation Halton staff will continue to work with regional staff on mitigating the annual increase to be within the regional guideline.

	BUDGET	FORECAST			
	2023	2024	2025	2026	2027
<b>Municipal Funding</b>					
Operating	\$ 10,376,835	\$ 10,886,054	\$ 11,325,211	\$ 11,688,848	\$ 12,111,567
Capital	\$ 382,000	\$ 318,000	\$ 385,000	\$ 500,000	\$ 526,000
<b>Municipal Funding - Total excluding SOGR Levy</b>	<b>\$ 10,758,835</b>	<b>\$ 11,204,054</b>	<b>\$ 11,710,211</b>	<b>\$ 12,188,848</b>	<b>\$ 12,637,567</b>
% Change	4.3%	4.1%	4.5%	4.1%	3.7%
State of Good Repair (SOGR) Levy	\$ 540,000	\$ 599,600	\$ 667,000	\$ 743,700	\$ 830,600
<b>Municipal Funding - Total including SOGR Levy</b>	<b>\$ 11,298,835</b>	<b>\$ 11,803,654</b>	<b>\$ 12,377,211</b>	<b>\$ 12,932,548</b>	<b>\$ 13,468,167</b>
% Change	4.7%	4.5%	4.9%	4.5%	4.1%



# RESERVES



# RESERVES

Conservation Halton Reserves	Reserves Projected Balance Dec. 31, 2022	Contribution from Municipal Funding	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Reserves Projected Balance Dec. 31, 2023
<b>Watershed Management &amp; Support Services</b>							
Vehicle and Equipment	\$ 610,901				\$ (164,023)		\$ 446,878
Building	116,872				(100,000)		16,872
Building - State of Good Repair	364,820			177,300	(150,000)		392,120
Watershed Management Capital - Municipal Funds and Self-Generated Funds	1,141,286			362,700	(210,000)		1,293,986
Watershed Management & Support Services Stabilization	1,319,212				(90,000)	(142,000)	1,087,212
Capital Projects - Debt Financing Charges	471,596						471,596
Digital Transformation	78,400				-		78,400
Legal - Planning & Watershed Management	941,995					(100,000)	841,995
Legal - Corporate	200,000						200,000
Water Festival	178,911				-	(10,000)	168,911
Land Securement	113,739	25,000					138,739
Property Management	1,084,043				(100,000)		984,043
Stewardship and Restoration	345,551				(7,000)	(95,163)	243,388
<b>Conservation Areas</b>							-
Capital	1,468,906		427,337		(1,243,113)		653,130
Stabilization	1,146,490						1,146,490
<b>Total Reserves</b>	<b>\$ 9,582,722</b>	<b>\$ 25,000</b>	<b>\$ 427,337</b>	<b>\$ 540,000</b>	<b>\$ (2,064,136)</b>	<b>\$ (347,163)</b>	<b>\$ 8,163,760</b>



# RESERVE CONTINUITY

Conservation Halton	Projected 2022	RESERVE CONTINUITY									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Watershed Management &amp; Support Services Reserves</b>											
Vehicle and Equipment, beginning	\$ 704,901	\$ 610,901	\$ 446,878	\$ 390,166	\$ 358,958	\$ 293,373	\$ 263,449	\$ 171,600	\$ 161,029	\$ 151,005	\$ 179,038
Transfer to Reserve - Reserve funding (municipal)	-	-	-	-	-	-	-	100,000	125,000	200,000	150,000
Transfer from Reserve - Capital expenditures	(94,000)	(164,023)	(56,712)	(31,208)	(65,585)	(29,924)	(91,849)	(110,571)	(135,024)	(171,967)	(164,289)
<b>Vehicle and Equipment</b>	<b>\$ 610,901</b>	<b>\$ 446,878</b>	<b>\$ 390,166</b>	<b>\$ 358,958</b>	<b>\$ 293,373</b>	<b>\$ 263,449</b>	<b>\$ 171,600</b>	<b>\$ 161,029</b>	<b>\$ 151,005</b>	<b>\$ 179,038</b>	<b>\$ 164,749</b>
Building, beg. of year	\$ 316,872	\$ 116,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872	\$ 16,872
Transfer from Reserve - Capital expenditures	(200,000)	(100,000)	-	-	-	-	-	-	-	-	-
<b>Building</b>	<b>\$ 116,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>	<b>\$ 16,872</b>
Building - State of Good Repair, beginning of year	\$ 418,674	\$ 364,820	\$ 392,120	\$ 379,009	\$ 360,241	\$ 387,446	\$ 531,913	\$ 519,434	\$ 655,098	\$ 567,485	\$ 398,211
Transfer to Reserve - SOGR Levy	164,000	177,300	183,900	190,700	197,800	205,100	212,700	220,600	228,800	237,300	246,100
Transfer from Reserve - Capital expenditures	(217,854)	(150,000)	(197,011)	(209,468)	(170,595)	(60,633)	(225,179)	(84,936)	(316,413)	(406,574)	(279,101)
<b>Building - State of Good Repair</b>	<b>\$ 364,820</b>	<b>\$ 392,120</b>	<b>\$ 379,009</b>	<b>\$ 360,241</b>	<b>\$ 387,446</b>	<b>\$ 531,913</b>	<b>\$ 519,434</b>	<b>\$ 655,098</b>	<b>\$ 567,485</b>	<b>\$ 398,211</b>	<b>\$ 365,210</b>
Watershed Mgmt Cap.-Municipal & Self Generated	\$ 1,175,271	\$ 1,141,286	\$ 1,293,986	\$ 1,399,186	\$ 1,309,486	\$ 1,276,886	\$ 1,228,386	\$ 1,259,786	\$ 1,256,786	\$ 1,299,686	\$ 1,356,586
Transfer to Reserves - SOGR Levy	316,500	362,700	415,700	476,300	545,900	625,500	716,900	745,500	775,400	806,400	838,600
Transfer from Reserves - Capital expenditures	(350,485)	(210,000)	(310,500)	(566,000)	(578,500)	(674,000)	(685,500)	(748,500)	(732,500)	(749,500)	(784,000)
<b>Watershed Management Capital - Municipal Funds and Self Generated Funds</b>	<b>\$ 1,141,286</b>	<b>\$ 1,293,986</b>	<b>\$ 1,399,186</b>	<b>\$ 1,309,486</b>	<b>\$ 1,276,886</b>	<b>\$ 1,228,386</b>	<b>\$ 1,259,786</b>	<b>\$ 1,256,786</b>	<b>\$ 1,299,686</b>	<b>\$ 1,356,586</b>	<b>\$ 1,411,186</b>
Watershed Mgmt & Support Services Stabilization	\$ 1,789,212	\$ 1,319,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212	\$ 1,177,212
Transfer from Reserve	(470,000)	(142,000)	-	-	-	-	-	-	-	-	-
<b>Watershed Mgmt &amp; Support Serv. Stabilization</b>	<b>\$ 1,319,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>	<b>\$ 1,177,212</b>
<b>Capital Projects - Debt Financing Charges</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>	<b>\$ 471,596</b>
Digital Transformation, beginning of year	\$ 278,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400	\$ 78,400
Transfer from Reserve	(200,000)	-	-	-	-	-	-	-	-	-	-
<b>Digital Transformation</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>	<b>\$ 78,400</b>
Legal - Planning & Watershed Management	\$ 941,995	941,995	841,995	741,995	741,995	741,995	741,995	741,995	741,995	741,995	741,995
Transfer from Reserve	-	(100,000)	(100,000)	-	-	-	-	-	-	-	-
<b>Legal - Planning &amp; Watershed Management</b>	<b>\$ 941,995</b>	<b>\$ 841,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>	<b>\$ 741,995</b>

# RESERVE CONTINUITY

Conservation Halton	Projected 2022	RESERVE CONTINUITY									
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Legal - Corporate</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>
Water Festival	\$ 188,911	\$ 178,911	\$ 168,911	\$ 158,911	\$ 148,911	\$ 148,911	\$ 148,911	\$ 148,911	\$ 148,911	\$ 148,911	\$ 148,911
Transfer from Reserve	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-	-	-	-	-
<b>Water Festival</b>	<b>\$ 178,911</b>	<b>\$ 168,911</b>	<b>\$ 158,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>	<b>\$ 148,911</b>
Land Securement	\$ 88,739	\$ 113,739	\$ 138,739	\$ 163,739	\$ 188,739	\$ 213,739	\$ 238,739	\$ 263,739	\$ 288,739	\$ 313,739	\$ 338,739
Transfer to Reserve - Reserve funding (municipal)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Land Securement</b>	<b>\$ 113,739</b>	<b>\$ 138,739</b>	<b>\$ 163,739</b>	<b>\$ 188,739</b>	<b>\$ 213,739</b>	<b>\$ 238,739</b>	<b>\$ 263,739</b>	<b>\$ 288,739</b>	<b>\$ 313,739</b>	<b>\$ 338,739</b>	<b>\$ 363,739</b>
Property Management	\$ 1,084,043	\$ 1,084,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043	\$ 984,043
Transfer from Reserve	-	(100,000)	-	-	-	-	-	-	-	-	-
<b>Property Management</b>	<b>\$ 1,084,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>	<b>\$ 984,043</b>
Stewardship & Restoration	\$ 409,051	\$ 345,551	\$ 243,388	\$ 223,388	\$ 203,388	\$ 203,388	\$ 203,388	\$ 203,388	\$ 203,388	\$ 203,388	\$ 203,388
Transfer to (from) Reserve	(63,500)	(102,163)	(20,000)	(20,000)	-	-	-	-	-	-	-
<b>Stewardship and Restoration</b>	<b>\$ 345,551</b>	<b>\$ 243,388</b>	<b>\$ 223,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>	<b>\$ 203,388</b>
<b>Conservation Areas</b>											
Stabilization	\$ 730,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490
Transfer to Reserve - target balance	416,000	-	-	-	-	-	-	-	-	-	-
<b>Stabilization</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>	<b>\$ 1,146,490</b>
Capital	2,629,691	1,468,906	653,130	73,230	472,646	790,545	1,473,661	473,419	1,075,444	154,943	524,343
Transfer to Reserve - Operating Surplus	372,118	427,337	759,805	1,010,106	1,273,633	1,550,951	1,622,536	1,697,006	1,774,380	1,854,886	1,938,552
Transfer from Reserve - Capital expenditures	(1,532,903)	(1,243,113)	(1,339,705)	(610,690)	(955,734)	(867,835)	(2,622,778)	(1,094,981)	(2,694,881)	(1,485,486)	(1,274,737)
<b>Capital</b>	<b>\$ 1,468,906</b>	<b>\$ 653,130</b>	<b>\$ 73,230</b>	<b>\$ 472,646</b>	<b>\$ 790,545</b>	<b>\$ 1,473,661</b>	<b>\$ 473,419</b>	<b>\$ 1,075,444</b>	<b>\$ 154,943</b>	<b>\$ 524,343</b>	<b>\$ 1,188,158</b>
<b>TOTAL RESERVES</b>	<b>\$ 9,582,722</b>	<b>\$ 8,163,760</b>	<b>\$ 7,444,237</b>	<b>\$ 7,648,977</b>	<b>\$ 7,920,896</b>	<b>\$ 8,695,055</b>	<b>\$ 7,646,885</b>	<b>\$ 8,396,003</b>	<b>\$ 7,445,765</b>	<b>\$ 7,755,824</b>	<b>\$ 8,451,949</b>

# DEPARTMENTAL BUSINESS PLANS





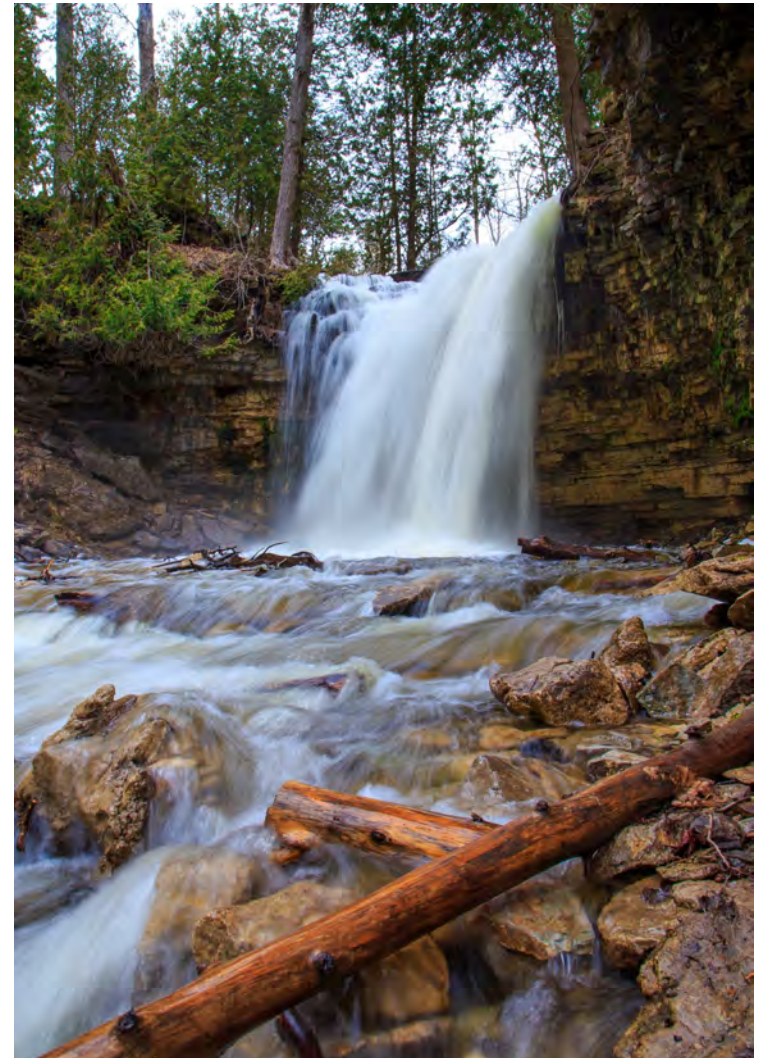
# CORPORATE SERVICES

## DEPARTMENTAL BUSINESS PLAN

**Corporate Services budget category includes the Office of the President & CEO; Conservation Halton Foundation Administration; Finance; Fleet Operations; Human Resources; Marketing & Communications; Office of the COO inclusive of Procurement; Information Technology (IT); Geographic Information Systems (GIS); Risk & Health; Administration Office Facility; Project Management; Construction**

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

### STRATEGIC PLAN DELIVERABLES:



Hilton Falls

# CORPORATE SERVICES

## OFFICE OF THE PRESIDENT & CEO

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

## CONSERVATION HALTON FOUNDATION ADMINISTRATION

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

## FINANCE

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

## FLEET OPERATIONS

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

## HUMAN RESOURCES

The Human Resources team is responsible for maximizing organizational productivity through systems and programs that focus on attracting, retaining, and investing in top talent. The HR team also ensures that all employment legislation is adhered to and that programs are in place to drive employee engagement, employee wellness, foster respect in the workplace and create opportunities for growth and development.

## MARKETING AND COMMUNICATIONS

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

# CORPORATE SERVICES

## PROCUREMENT

The Procurement function ensures that the required services, materials and equipment are sourced and secured while ensuring that quality, compliance, and cost-effectiveness are achieved. Procurement activities are conducted in accordance with public sector practices that foster open competition in an open, transparent and ethical manner.

## INFORMATION TECHNOLOGY

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

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

This program oversees the creation, deployment and support of Geographic Information Systems solutions, analysis and mapping to support all of Conservation Halton departments and initiatives identified through the strategic plan. In addition, the GIS program provides support to partnering municipalities and the public through data and information needs, particularly with respect to regulatory mapping, land use planning, flood forecasting and warning, environmental monitoring, terrestrial and aquatic ecology, stewardship, parks operations, and other related business activities.

## RISK & HEALTH

Our focus is on prevention programs, training and risk identification, reporting and claims management. This team ensures that health and safety committee members work collaboratively to improve safety within our business and contribute to the strong culture of safety at Conservation Halton.

## ADMINISTRATION OFFICE FACILITY

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

## PROJECT MANAGEMENT

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

## CONSTRUCTION

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



## 2023 INITIATIVES

### FINANCIAL SUSTAINABILITY

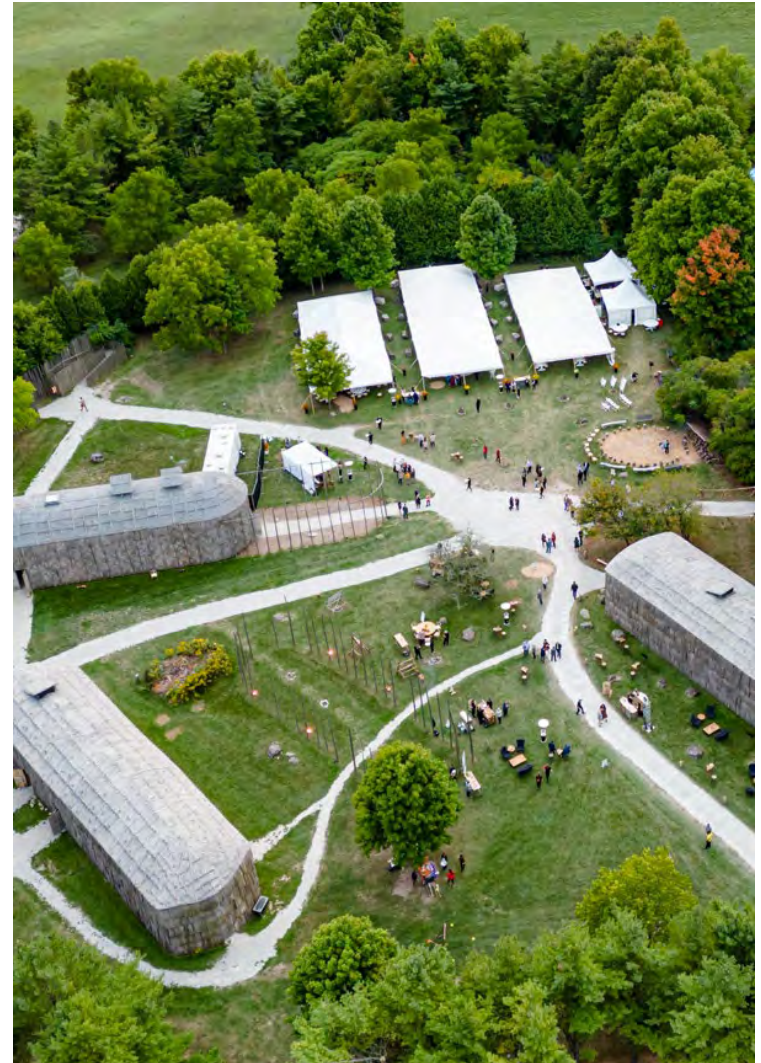
The Finance team will continue to ensure the long-term financial sustainability of the organization. Initiatives include the implementation of software upgrades for further automation and integration with other software systems, the five-year program fees review to ensure full cost recovery and the update to the facility asset management plan.

### DIGITAL TRANSFORMATION

Digital transformation initiatives will continue to meet our strategic objectives and enhance efficiency and effectiveness in our service delivery. Initiatives include technological advancements, cyber security enhancements and further improvements to digital document management systems.

### INFRASTRUCTURE

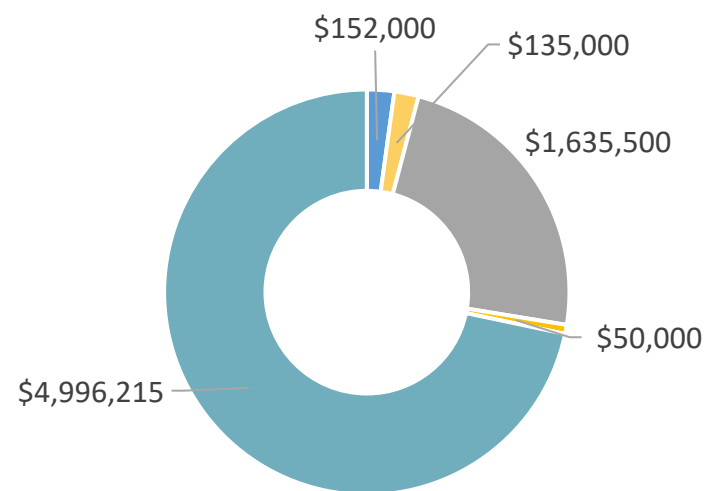
Project Management (PM) staff will oversee continued infrastructure enhancements to customer and staff workspaces at the Administration Office and Parks. PM staff are also leading the design and phased construction of a new Central Works Operation Centre and improvements at the Field Office to replace facilities that are significantly beyond their operational life.



The Iroquoian Village at Re:Generations Gala

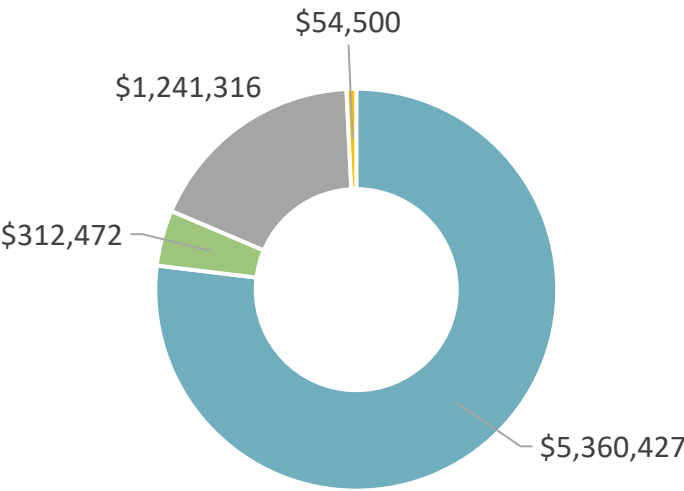
# CORPORATE SERVICES

Revenue \$6,968,715



- Transfer from Reserves
- Internal Chargeback Recovery
- Municipal Funding
- Program Revenue
- Other funding

Expenses \$6,968,715



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



## CORPORATE SERVICES

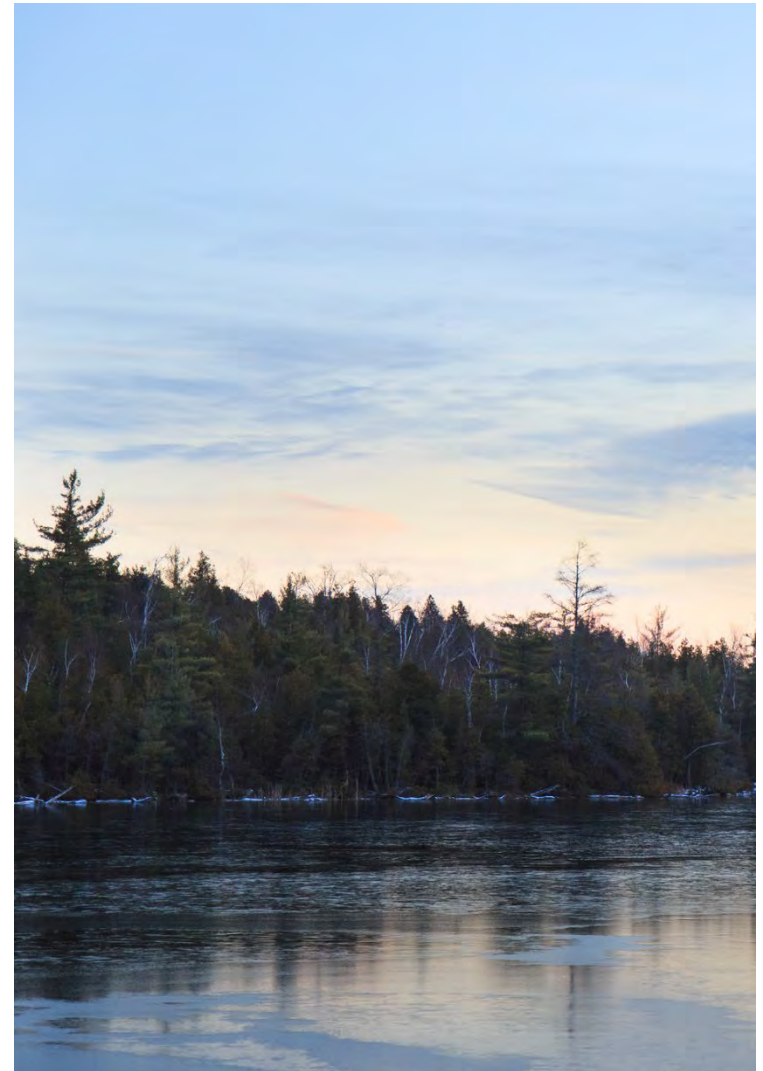
Description	2023 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Asset Management Plan	50,000					50,000	-
Program Rates & Fees Review	30,000						30,000
IT Infrastructure	98,000						98,000
Administration Office Renovations	100,000					100,000	-
Central Works Operations Centre & Field Office	1,000,000			1,000,000			-
Facilities - State of Good Repair	100,000					100,000	-
Fleet Management	164,023					164,023	-
<b>Total Capital Expenditures</b>	<b>1,542,023</b>	-	-	<b>1,000,000</b>	-	<b>414,023</b>	<b>128,000</b>

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## DEPARTMENTAL BUSINESS PLAN

The Natural Hazards & Watershed Management service area includes the monitoring, assessment, management, and outreach programs and services that Conservation Halton undertakes to address natural hazards and watershed management risks, issues, or opportunities. Several programs and services support this service area, including Watershed Monitoring, Flood Forecasting and Operations, Watershed Planning, Source Water Protection, Landowner Outreach, Restoration, and the Hamilton Harbour Remedial Action Plan.

### STRATEGIC PLAN DELIVERABLES:



**Crawford Lake** Spring Melt

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## FLOOD FORECASTING & OPERATIONS

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

## SOURCE WATER PROTECTION PROGRAM

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

## WATERSHED MONITORING

Conservation Halton has a long-standing watershed monitoring program to support hazard management, which protects the health and safety of people and supports resource management decisions. Staff inventory, monitor, and assess watershed conditions, trends, and risks such as water levels, discharge flows, and embankment groundwater levels at our dams to ensure safe and timely reservoir operations, surface and ground water quality and quantity, rainfall and snowpack, stream morphology and erosion, wetlands, climate, forest health, and biodiversity. Monitoring data inform watershed restoration efforts to support a robust and climate-resilient natural heritage system.

## WATERSHED PLANNING

As a watershed management agency, Conservation Halton undertakes watershed planning. The program is being renewed to develop a coordinated strategy and identify management priorities and actions to address key resource issues based on good science and positive outcomes. Conservation Halton promotes sustainable management, restoration, and enhancement of the natural systems within the watershed, including natural hazards. This program also includes the consideration of the implications of climate change. Conservation Halton is developing a watershed climate action strategy and plans to identify actions supporting resilience in the face of climate change, including hazards.

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## LANDOWNER OUTREACH

The Landowner Outreach Program has been providing educational and stewardship services to watershed residents since 1994. Through this program, we provide one-on-one consultations for private landowners and assist them with implementing restoration projects on their properties. Staff also provide hands-on educational programs to encourage landowners to take action on their properties. The popular “Healthy Neighboursheds” program is one example. This program promotes rainwater management and other sustainable practices that can be adopted by urban dwellers. Outreach is also undertaken through educational workshops, special events and media.

## HAMILTON HARBOUR REMEDIAL ACTION PLAN

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

## RESTORATION

Conservation Halton collaborates with federal, provincial, and municipal governments, private landowners, community groups, and other organizations to undertake and fund restoration projects ranging in scale from small to large. These projects help manage natural hazards, improve natural heritage, and reduce or buffer the impacts of climate change such as flooding, erosion, and drought. Fee-for-service projects are also carried out in partnership with watershed stakeholder clients to implement restoration projects on public and private lands.



**Restoration team** at Flamborough Park

# NATURAL HAZARDS & WATERSHED MANAGEMENT

## 2023 INITIATIVES

### FLOOD FORECASTING & OPERATIONS

We will continue to invest in upgrading Conservation Halton dams and channels and increase real-time watershed monitoring network coverage from 68 stations currently collecting climate and hydrometric data throughout the watershed. We will continue to investigate new tools and technologies to improve the real-time flood forecasting and warning platform, including expanding watershed coverage and integrating forecast flood inundation mapping.

### SOURCE WATER PROTECTION

We will continue to lead the Halton-Hamilton source water protection program to implement source protection plan policies. Using a watershed-based approach and by working with the Hamilton Conservation Authority, municipalities and others, municipal drinking water sources from groundwater aquifers and Lake Ontario are being protected. In 2023, the focus will be on updating the assessment reports and source protection plan policies to align with the revised 2021 Technical Rules. We will continue to administer the City of Hamilton's Abandoned Well Decommissioning Program to protect groundwater from contamination.

### WATERSHED MONITORING

We will continue to collect environmental data to support our programs and services and those of our partners. Our focus in 2023 will be assessing the adequacy of our watershed monitoring network and analyzing the data and results to support the creation of the 2023 Watershed Report Card. We will also provide analysis and insights to support evidence-based decision-making, including incorporating new ecological data into the Master Planning process for Waterdown and Clappison Woods. Results from several new water quality monitoring projects will also be analyzed to help inform areas in need of restoration and/or additional study.

### WATERSHED PLANNING

We are developing a Watershed-Based Resource Management Strategy, as set out by the Province, with a completion date of December 31, 2024. This document provides the justification for and description of Conservation Halton's programs and services which are implemented to address resource management issues within the watershed. We will also be renewing our watershed planning program, with the goal to undertake and implement individual watershed plans to identify and prioritize actions that protect natural resources, address natural hazards and promote sustainability. We will continue to advance and participate in collaborative watershed management initiatives to support, restore and enhance our natural watershed systems and the health of Lake Ontario. We will also identify and promote climate change approaches for watershed resilience and lead by example.



# NATURAL HAZARDS & WATERSHED MANAGEMENT

## 2023 INITIATIVES

### LANDOWNER OUTREACH

We will continue to reach out to urban and rural landowners to increase environmental awareness and promote environmental rehabilitation and restoration in key priority areas. We will also continue to respond to inquiries from landowners, provide advice on proposed environmental improvement projects, promote best management practices, and recognize landowner efforts through our awards program. Highlights for 2023 include reaching out to homeowners and businesses in Hamilton Harbour watersheds to implement Low Impact Development (LID) projects that increase rainwater infiltration and reduce runoff and promote the protection, conservation, restoration, and management of natural resources throughout our jurisdiction, with a focus on Redside Dace and mitigating barriers to fish movement.

### HAMILTON HARBOUR REMEDIAL ACTION PLAN

The Hamilton Harbour Remedial Action Plan Office will continue to provide local coordination and secretariat services to two specialized committees, including the Bay Area Implementation Team. Specifically, in 2023 the team will guide and report on work plan actions to achieve re-designation of beneficial uses, build relationships and facilitate information exchange with partners, support the development of reports, provide engagement and outreach opportunities to communicate progress and build support with local communities and Indigenous peoples.

### RESTORATION

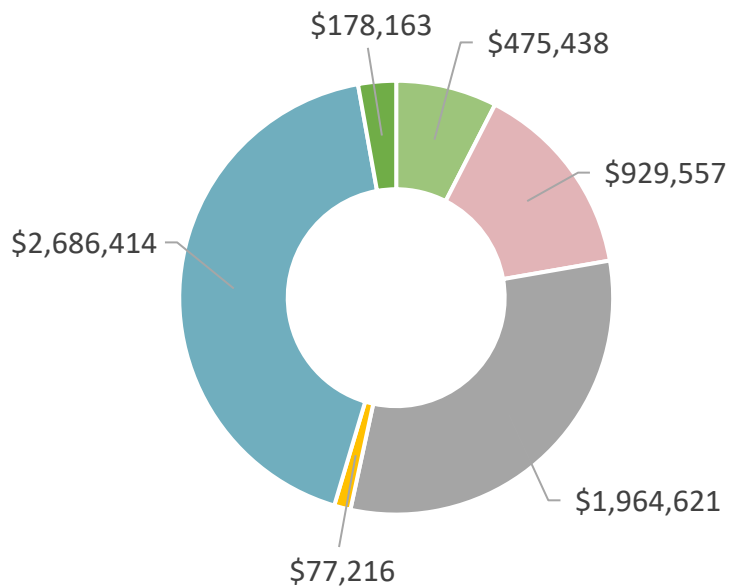
We will continue to work on several large projects including the restoration of Limestone Creek, floodplain wetlands (Boyne Valley, Drumquin Park, Flamborough Centre Park), tableland wetlands and reforestation (Root's Ridge Nature Reserve, Hopkins Tract), and grassland (Hilton Falls Conservation Area, Boyne Valley). Other projects slated for 2023 include the reforestation of an aggregate pit and the removal of a degraded weir, among others. We will also advance pre and post-restoration project monitoring to quantify impact, assess project effectiveness and continue to build our database for prioritizing and planning restoration efforts to direct efforts where they are needed the most.



CH Staff surveying flooding in rural Milton

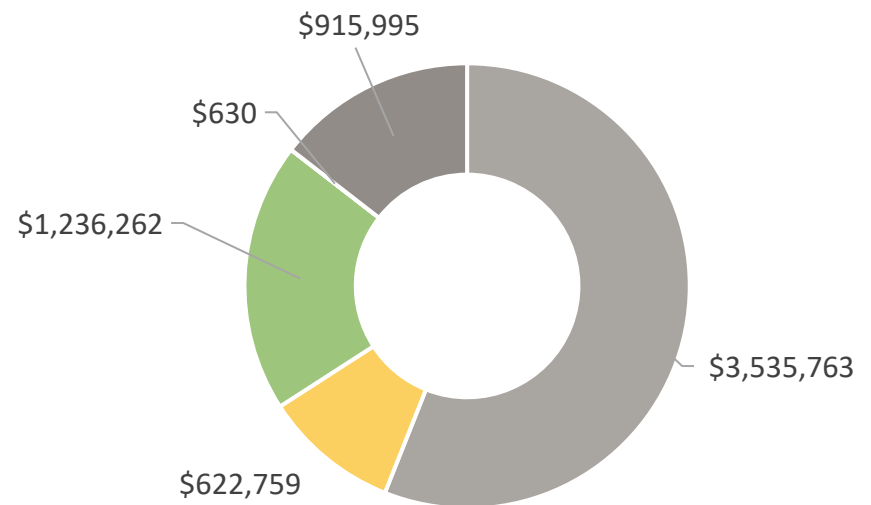
# NATURAL HAZARDS & WATERSHED MANAGEMENT

**Revenue \$6,311,409**



- Provincial Funding
- Municipal Funding
- Other funding
- Internal Chargeback Recovery
- Program Revenue
- Transfer from Reserves

**Expenses \$6,311,409**



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

# NATURAL HAZARDS & WATERSHED MANAGEMENT

Description	2023 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Dams & Channels SOGR Maintenance	420,000		210,000	-		210,000	-
Flood Forecasting & Warning Program	115,000						115,000
Watershed Strategies & Climate Change	179,000					90,000	89,000
Roots Ridge Restoration	73,100			73,100			
Fuciarelli Restoration	36,150			29,150		7,000	
Speyside Weir	25,000			25,000			
<b>Total Capital Expenditures</b>	<b>848,250</b>	<b>-</b>	<b>210,000</b>	<b>127,250</b>	<b>-</b>	<b>307,000</b>	<b>204,000</b>

# PERMITTING & PLANNING

## DEPARTMENTAL BUSINESS PLAN

The Permitting & Planning service area relates to Conservation Halton's roles and responsibilities as a regulatory authority, a Provincially-delegated reviewer for natural hazards-related matters, a service provider, a public commenting body, a resource management agency and a landowner.

The Permitting & Planning team carries out permitting, compliance and enforcement activities as required by regulations enacted under the Conservation Authorities Act.

The team also reviews a range of planning and development applications, as well as technical studies under the Planning Act, Niagara Escarpment Planning & Development Act, Environmental Assessment Act, Aggregate Resources Act and provides input on federal, provincial, regional and municipal policies and initiatives. The team develops regulatory policies and technical guides for Board approval, which supports the implementation of Conservation Halton's regulation (Ontario Regulation 162/06).

### STRATEGIC PLAN DELIVERABLES:



The Floodplain Mapping program is responsible for updating flood hazard mapping across the watershed to support the planning and regulatory programs and flood warning and forecasting operations. This mapping also informs infrastructure management decisions, emergency planning and response, prioritization of flood mitigation efforts and infrastructure design.



**Sixteen Mile Creek** Floodplain Surveying

# PERMITTING & PLANNING

## DEPARTMENTAL BUSINESS PLAN

### PLANNING & REGULATIONS

The Planning Team provides plan input on provincial and municipal higher-level planning and policy documents, such as provincial policies and plans, municipal Official Plans, planning studies and comprehensive zoning by-laws. The team also reviews planning applications circulated under the Planning Act and other provincial legislation. On average, about 400 planning applications are reviewed each year.

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

### POLICY REVIEW & DEVELOPMENT

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

### FLOODPLAIN MAPPING

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

### REGIONAL INFRASTRUCTURE TEAM

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



# PERMITTING & PLANNING

## 2023 INITIATIVES

### EXCELLENCE IN CUSTOMER SERVICE & EXPERIENCE

We anticipate that the number of planning and permit files, as well as large-scale technical reviews, will continue to remain high. Several hearings related to ongoing legal files (i.e., OLT files, regulatory violation files and other legal matters) are anticipated, as well as municipal policy reviews and Bill 109-related initiatives will require considerable staff time in 2023. We will continue to strive for excellence in customer service and customer experience, work to provide efficient, effective, and timely service, foster partnerships, and identify opportunities to build mutual understanding, trust, respect, and support.

### SERVICE AGREEMENTS & MEMORANDA OF UNDERSTANDING

An interim service agreement for ecological services was reached between Halton Region and Conservation Halton in 2021. We will continue to work with our municipal partners to develop updated planning service agreements and memorandums of understanding (MOU) that will benefit all stakeholders and meet CA Act regulation requirements.

### MODERNIZE POLICIES & MAPPING

The Permitting & Planning team will respond to regulatory changes under the new Conservation Authorities Act by updating policies for the administration of the amended

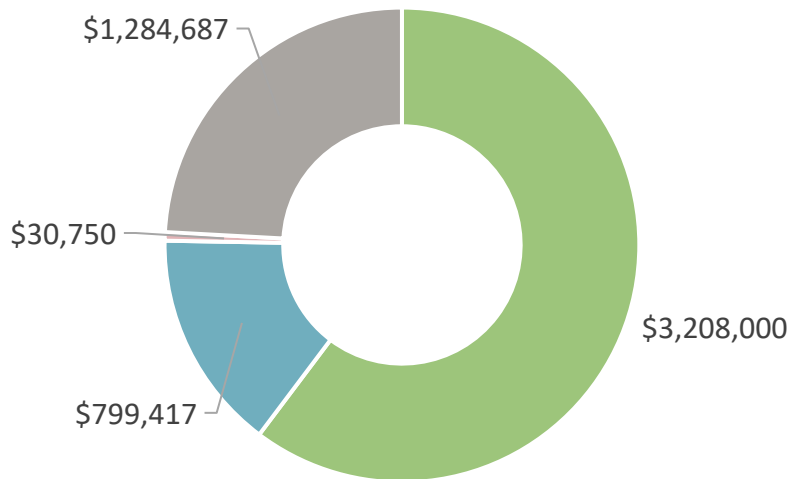
regulations where required. We will continue to review and update flood hazard mapping for select watersheds across our jurisdiction. Other components of Conservation Halton's regulatory mapping (e.g., wetland layer) will also be updated. Stakeholder and public engagement will be carried out as part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



**Crawford Lake**

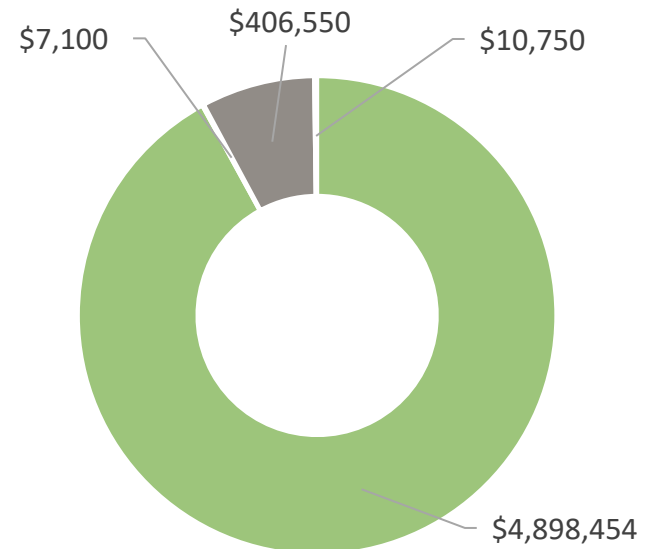
# PERMITTING & PLANNING

Revenue \$5,322,854



■ Program revenue  
■ Internal Chargeback Recovery  
■ Other  
■ Municipal Funding

Expenses \$5,322,854



■ Salaries & Benefits  
■ Purchased Services  
■ Materials & Supplies  
■ Internal Chargeback

# PERMITTING & PLANNING

Description	2023 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Flood Plain Mapping Update	550,000			550,000			
Total Capital Expenditures	550,000	-	-	550,000	-	-	-

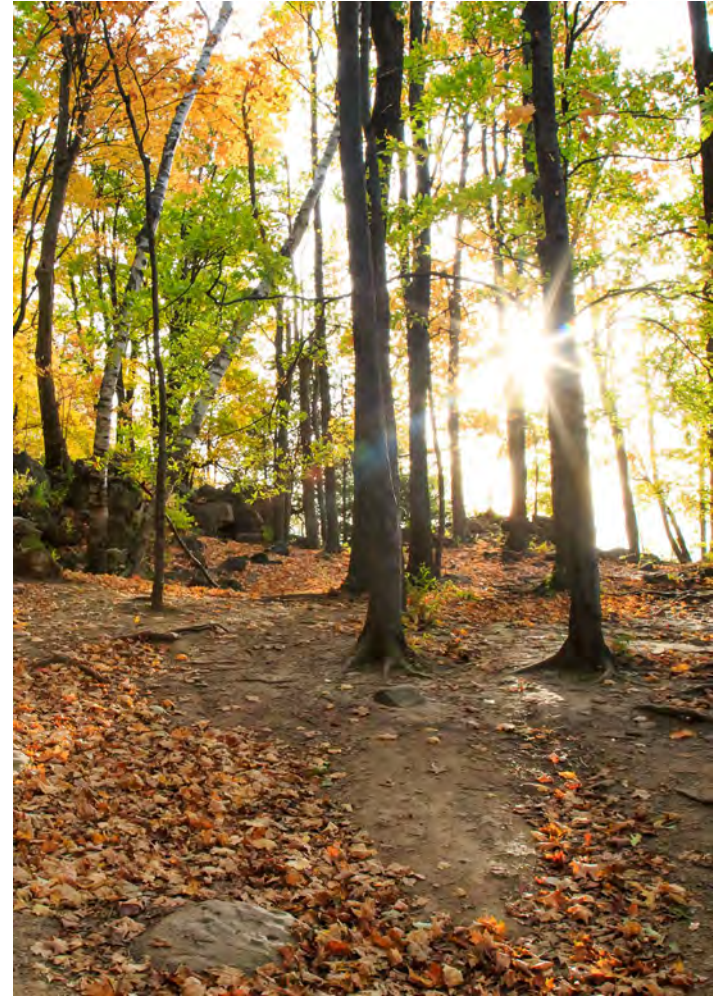
# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

## DEPARTMENTAL BUSINESS PLAN

The Conservation Lands Management program is responsible for the management of Conservation Halton's (CH) owned and managed lands including forest health.

Services provided by this team include the long-term planning and management of all CH properties from an administrative perspective (leases, agreements, permits to enter, title searches and records), landscape maintenance (turf management, landscape management and snow clearing support), security and risk.

This team oversees the securement of environmentally significant lands, as well as provides for passive recreational uses such as trails.



Trail at **Rattlesnake Point**

# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

## FORESTRY

Our forestry staff delivers strategic forest management operations, tree planting services and supports the technical management of forests to enhance our watershed forest cover. Conservation Halton's forestry program has had a major influence on land cover within our watershed, having planted more than 4.5 million trees since our inception. This team also monitors invasive forest pests and delivers our Emerald Ash Borer program. Forestry staff provide an operational focus on forest management, hazard tree management and other arboricultural services across all Conservation Halton owned and managed lands.

## PROPERTY MANAGEMENT

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

## SECURITY

This team provides operational security services (alarm, lock and securing premises) and risk management (incident response, investigation and support, and documentation, inspection services). In addition, this team is empowered under Sections 28 and 29 of the CA Act and the Trespass to Property Act as well as various municipal bylaws to support enforcement activities on behalf of Conservation Halton.

## 2023 INITIATIVES

### PROPERTY MANAGEMENT

In 2023, staff will be completing a land inventory required under the revised Conservation Authority Act regulations.

### EMERALD ASH BORER

2023 will see the continued management of ash trees that have succumbed to the invasive Emerald Ash Borer (EAB). This program is in its seventh year, of a ten-year, \$8.4 million investment in visitor safety, as well as forest cover replacement. The treatment of stumps which prevents them from re-sprouting, and the underplanting with native tree and shrub species, are considered two essential activities of this program. Not only does this prevent the establishment and spread of invasive species, such as Buckthorn, but replaces forest cover lost by EAB.

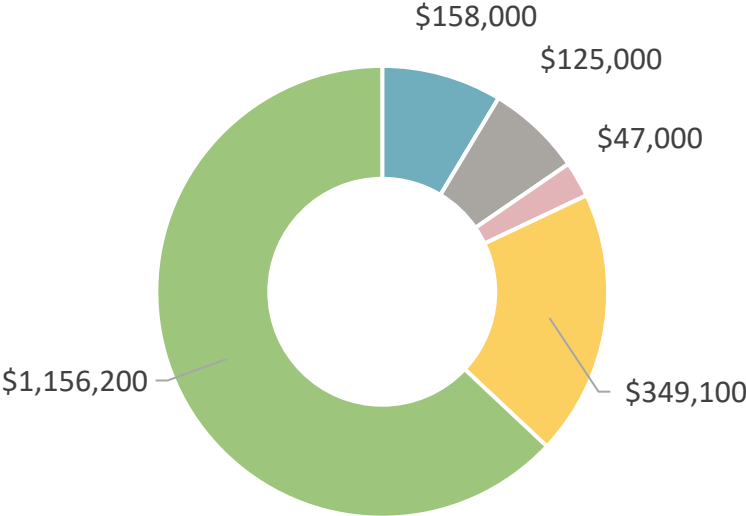
### INVASIVE SPECIES MANAGEMENT

Conservation Halton will monitor and manage invasive species such as Spongy (LDD) Moth, Common Buckthorn and others, through cross-departmental programs allowing us to be proactive in the management and treatment of invasive species on our landholdings across the jurisdiction.



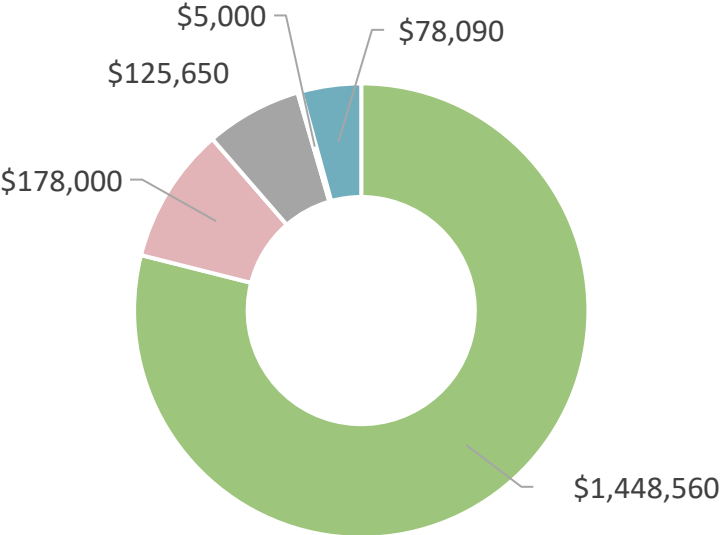
# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

Revenue \$1,835,300



- Program Revenue
- Provincial Funding
- Other Funding
- Internal Chargeback Recovery
- Municipal Funding

Expenses \$1,835,300



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

# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

## CAPITAL SUMMARY

Description	2023 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Emerald Ash Borer	850,000	16,000		834,000			
Property Management Projects	50,000						50,000
Spongy (LDD) Moth Management	100,000					100,000	
Other Foundation Funded Projects	100,000			100,000			
<b>Total Capital Expenditures</b>	<b>1,100,000</b>	<b>16,000</b>	<b>-</b>	<b>934,000</b>	<b>-</b>	<b>100,000</b>	<b>50,000</b>

# CONSERVATION LANDS & RECREATION (LANDS MANAGEMENT)

## DEPARTMENTAL BUSINESS PLAN

**The Parks and Operations Team at Conservation Halton is responsible for the delivery of a wide variety of recreational and educational programs and services for close to 1,500,000 annual visitors.**

Park operations, programming and services are funded almost entirely through self-generated revenue from annual and seasonal passes, daily access fees, education fees, and lesson and camp registrations. Major themes addressed within the 2023 Operational and Capital budget proposals include service delivery and aging infrastructure.

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

### STRATEGIC PLAN DELIVERABLES:



Cliffside at **Rattlesnake Point**

# CONSERVATION LANDS & RECREATION (RECREATION)

## KELSO/GLEN EDEN/AREA 8

Kelso/Glen Eden offers a variety of recreational programs and activities, including mountain biking, boat rentals, summer camps, skiing and snowboard lessons, terrain parks, picnic and camping sites, food services and special events. The team operates 364 days a year and total annual Kelso/Glen Eden/Area 8 visitation exceeds 500,000.

## CRAWFORD LAKE/MOUNTSBERG/ ROBERT EDMONDSON

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

## HILTON FALLS/RATTLESNAKE POINT/ MOUNT NEMO

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

## COMMUNITY ENGAGEMENT & OUTREACH

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

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

## FLEET MANAGEMENT

Vehicle and equipment are maintained by staff in a State of Good Repair. Staff also coordinate the replacement of the asset or an assessment if the asset is no longer needed at the end of its useful life. Fleet staff are responsible for all owned, rented and leased fleet and equipment.

# CONSERVATION LANDS & RECREATION (RECREATION)

## 2023 INITIATIVES

### FINANCIAL

With the Park operations totally reliant on user fees, it is important for the Parks to continue to grow, generate revenue and manage expenses. For 2023, park staff will continue to focus on increasing operating profit and gross revenues of the park offerings, effectively managing expenses and ensuring staff resources are used efficiently. This will be done using the new fee strategy, digital tools for efficiency and reporting, and value-added experiences.

### CAPITAL

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

### DEVELOPER CONTRIBUTION (DC) PROJECTS

For the park system to continue to be a leader in guest experiences and to accommodate the rising visitation, we will be developing, designing and approving the DC project list. Improvements will include a new visitor centre for Kelso/Glen Eden, visitor flow improvements to Kelso/Glen Eden, and renovation to the visitor centre and Gathering Place at Crawford Lake.



**Canoes at Kelso**

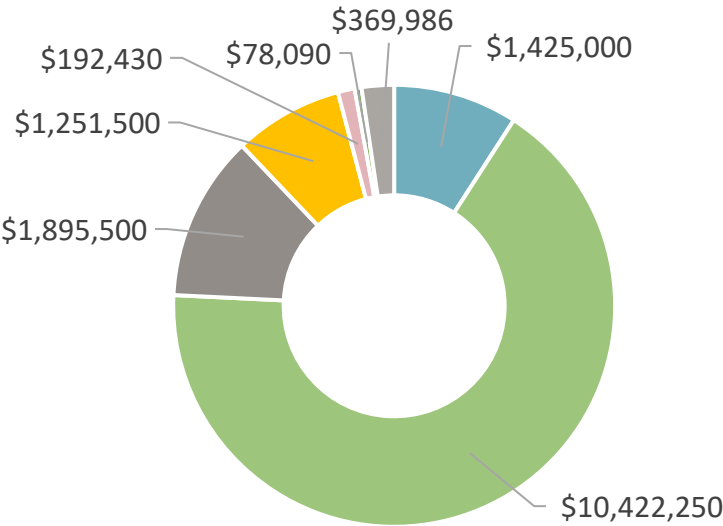


**Visitors exploring Crawford Lake**



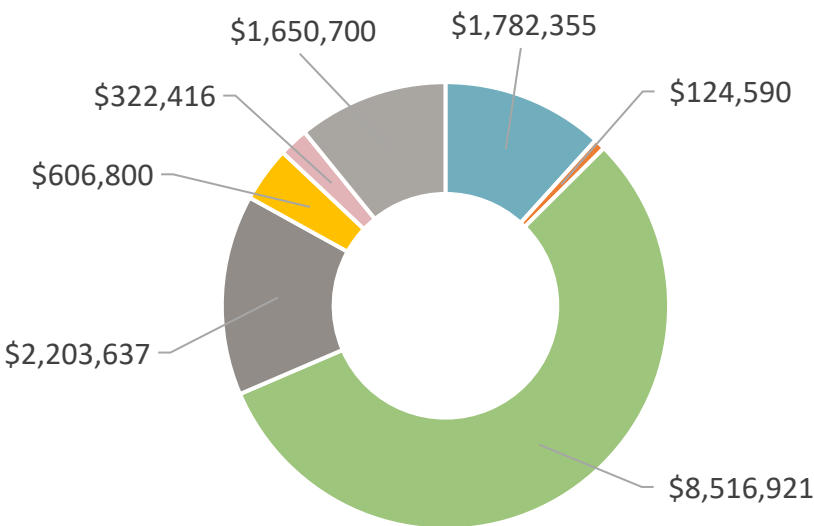
# CONSERVATION LANDS & RECREATION (RECREATION)

Revenue \$15,634,756



- Conservation Areas Administration
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Community Engagement & Outreach
- Internal Chargeback Recovery
- Municipal Funding

Expense \$15,207,419



- Conservation Areas Administration
- Fleet Operations
- Kelso/Glen Eden
- Crawford Lake/Mountsberg/Robert Edmondson
- Hilton Falls/Mount Nemo/Rattlesnake Point
- Community Engagement & Outreach
- Internal Chargeback - Corporate Services

# CONSERVATION LANDS & RECREATION (RECREATION)

## CAPITAL PROJECTS

Description	2023 Capital Expenditures	Capital Revenue					Municipal Levy & Funding
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	
Skihill Improvements	525,000					525,000	
Facility Major Maintenance & IT Infrastructure	513,000					513,000	
Fleet Replacement	80,113					80,113	
Kelso Quarry Park / Area 8	125,000					125,000	
<b>Total Capital Expenditures</b>	<b>1,243,113</b>	-	-	-	-	<b>1,243,113</b>	-

# momentum

GREEN • RESILIENT • CONNECTED

## THANK YOU

### Diversity and Inclusion

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

### Learning and Innovation

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

### Person-Centered Service

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

### Collaboration

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

### Sustainability

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

### Integrity

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

### Resilience

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