



Conservation Halton Board of Directors Meeting/Annual General Meeting

Conservation Halton

Zoom Webinar

Apr 21, 2022 1:00 PM - 4:00 PM EDT

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MEETING NO: # Governance & Risk Committee # 01 22

MINUTES

A meeting of the Conservation Halton Governance & Risk Committee was held on Thursday, March 24 at 10:30 a.m. Via Zoom Video Conference.

Members Present: Mike Cluett
Cathy Duddeck (Chair)
Steve Gilmour
Gordon Krantz
Rory Nisan (Vice Chair)
Gerry Smallegange
Jean Williams

Absent with regrets: Bryan Lewis

Absent: Rick Di Lorenzo

Staff Present: Hassaan Basit, President & CEO/Secretary-Treasurer
Adriana Birza, Manager, Office of the President & CEO
Niamh Buckley, Administrative Assistant, Office of the President & CEO
Jill Ramseyer, Director, Corporate Compliance
Mark Vytvytskyy, Chief Operating Officer

Chair Cathy Duddeck called the meeting to order at 10:35 a.m.

1. Roll Call

2. Disclosure of Pecuniary Interest for Governance & Risk Committee Members

There were **NO** disclosures of Pecuniary Interest.

3. Acceptance of Agenda

GC 01 01 Moved by: Gerry Smallegange
Seconded by: Rory Nisan

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

Carried

4. Consent Items

4.1 Conservation Halton Board of Directors new term
(GC 01 22 01)

The Consent items **were adopted.**

5. Action Items

5.1 2023 Chartered Directors Program for Conservation Halton Chair and Vice Chair
(GC 01 22 02)

GC 01 02 Moved by: Gerry Smallegange
Seconded by: Jean Williams

THAT the Governance & Risk Committee **recommends to the Conservation Halton Board of Directors that the Board Chair and Vice Chair elected at the Annual General Meeting in April 2023 enroll in and complete the Chartered Directors Program at the Directors College (the DeGroote School of Business) within the first two years following their appointment, along with the CEO and any other senior staff member(s) as deemed appropriate by the CEO.**

Carried

5.2 Review of Conservation Halton Board of Directors Per Diem
(CHBD 01 22 03)

GC 01 03 Moved by: Gerry Smallegange
Seconded by: Jean Williams

THAT the Governance & Risk Committee **reviews the current Conservation Halton Board of Directors per diem;**

And

THAT the Governance & Risk Committee **recommends to the Conservation Halton Board of Directors that the per diem rate be increased to \$150 per meeting effective January 1, 2023.**

Carried

6. In Camera

6.1 Legal Matter

GC 01 04 Moved by: Jean Williams
Seconded by: Rory Nisan

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

Carried

GC 01 05Moved by: Jean Williams
Seconded by: Rory Nisan

THAT the Conservation Halton Board of Directors **reconvene in public forum;**

And

THAT the Conservation Halton Governance & Risk Committee **receives for information the staff report containing a summary of Conservation Halton's (CH) top enterprise risks.**

Gordon Krantz requested insurance rate comparators with other CA's. Jill Ramseyer, Director, Corporate Compliance will look into this and report back.

Carried

7. Other Business

There was **No** other business

8. Adjournment

GC 01 06:

Moved by: Gordon Krantz

THAT the Governance & Risk Committee **be adjourned at 11:05 p.m.**

Carried

Signed by: Hassaan Basit

Date: April 21, 2022

MEETING NO: # Conservation Halton Board of Directors 03 22

MINUTES

A meeting of the Conservation Halton Board of Directors was held on Thursday, March 24 at 1:00 p.m. via Zoom Webinar.

Members Present:

- Hamza Ansari
- Rob Burton
- Mike Cluett
- Joanne Di Maio
- Cathy Duddeck
- Allan Elgar
- Steve Gilmour
- Dave Gittings
- Zobia Jawed
- Moya Johnson
- Gordon Krantz
- Bryan Lewis
- Marianne Meed Ward
- Rory Nisan
- Gerry Smallegange
- Jim Sweetlove
- Jean Williams

Absent with regrets: Zeeshan Hamid

Absent: Rick Di Lorenzo

Staff present

- Kim Barrett, Associate Director, Science & Partnerships
- Hassaan Basit, President & CEO/Secretary-Treasurer
- Adriana Birza, Manager, Office of the President & CEO
- Garner Beckett, Executive Director, Conservation Halton Foundation
- Niamh Buckley, Administrative Assistant, Office of the President & CEO
- Shelly Datseris, Manager, Communications & Marketing
- Craig Machan, Director, Park Operations
- Lesley Matich, Manager, Planning Ecology
- Kellie McCormack, Director, Planning & Regulations
- Marnie Piggot, Director, Finance
- Charles Priddle, Manager, Regulations
- Plezzie Ramirez, Director, Human Resources
- Jill Ramseyer, Director, Corporate Compliance
- Barb Veale, Senior Director, Watershed Strategies & Climate Change
- Mark Vytvytskyy, COO
- Justin Wei, Senior Manager, Finance

The Chair called the meeting to order at 1:05 p.m.

1. Roll Call

2. Disclosure of Pecuniary Interest for Conservation Halton Board of Directors

3. Acceptance of AMENDED Agenda

CHBD 03 01 Moved By: Jean Williams
Seconded By: Allan Elgar

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

Carried

4. CEO Verbal Update

The CEO shared the following update:

People:

- CH is launching its second cohort of the DeGroote School of Business leadership program which was introduced in 2021 for CH staff. CH extended an invite to our partners at Halton Region to participate in this program along with CH staff.

Customer Service:

- CH is conducting a Spill Flood Hazard Policy review & update and will be engaging in consultation with CA's, municipal partners, residents, and other stakeholders throughout the process. The discussion papers was shared with the Board and posted online at: [Spill Flood Hazard Policy Review & Update - Discussion paper](#). The Purpose of the discussion paper is to provide an overview of flood hazards, the legislative, regulatory and policy context and possible approaches to managing the risk associated with spills; through a new updated regulator policy. Regular updates will be shared with the Board.

Glen Eden:

- Glen Eden closed another successful season seeing over 250,000 visitors with 24,000 signed up for skiing lessons.
- Maple Town proved to be very popular again this year, due in part to the reservation system which insured that there was no overcrowding.
- CH continues to track park visitor emails and questions and endeavour to reduce and resolve the issues that are raised. Lots of positive feedback received regarding reservation systems, grooming conditions, staff, trailhead retail shop and Ladies Day program.
- CH is conducting a risk assessment for park trails and facilities in preparation for the spring season.

Funding:

- Grant and Funding Submissions to date - \$750,000 requested since last board update in February, contributing to a total of \$1.9M in outstanding requests.

CEO Office

- Conservation Halton was awarded the Innovative New Experience or Product Development Award for Hops and Harvest 2022 from Hamilton Halton Brant Regional Tourism Association at the Southern Ontario Tourism Conference. CH are presenting the new CA Act Regulations and Programs & Services Inventory to Halton Region CAO's on Friday, to March 25, 2022.
- CH Administrative Office will reopen May 16, 2022. CH Board meeting scheduled for June 30, 2022, will be moved to Thursday, June 23, 2022.

5. Consent Items

- 5.1. Approval of Conservation Halton Board of Directors DRAFT Meeting Minutes – February 17, 2022
- 5.2. Approval of Conservation Halton Board of Directors DRAFT Inaugural Meeting Minutes – February 17, 2022
- 5.3. Hamilton Harbour Remedial Action Plan (CHBD 03 22 01)
- 5.4. Joe Sams Park Stewardship Action Plan (CHBD 03 22 02)

The Consent Items **were adopted.**

6.0 Action Items

- 6.1. Conservation Halton Workplan for Developing Procedures for Assessing Impacts to Wetlands

CHBD 03 02 Moved by: Moya Johnson
Seconded by: Dave Gittings

THAT the Conservation Halton Board of Directors **approves the report entitled “Conservation Halton Workplan for Developing Procedures for Assessing Impacts to Wetlands”.**

Carried

- 6.2. Site-specific principles for the redevelopment of 3228 South Service Road West, Town of Oakville CH File No. A/22/O/16 (CHBD 03 22 04)

CHBD 03 03 Moved by: Mike Cluett
Seconded by: Marianne Meed Ward

THAT the Conservation Halton Board of Directors **approves site-specific principles to allow for the redevelopment of 3228 South Service Road West, Town of Oakville, and that, if met, allows staff to issue a permit for the proposed construction of a new surface parking lot within 6-15 metres and minor grading within 6 metres of the stable top of bank associated with Bronte Creek.**

And

THAT the Conservation Halton Board of Directors **receives the Staff report entitled “Site-specific principles for the redevelopment of 3228 South Service Road West, Town of Oakville” (CHBD 03 22 04)**

Carried

6.3 2021 Year End Budget Variance Report
(CHBD 03 22 05)

CHBD 03 04

Moved by: Steve Gilmour
Seconded by: Gordon Krantz

THAT the Conservation Halton Board of Directors **approves the allocation of the 2021 operating surplus of \$591,026 to (from) the following Reserves:**

- **\$20,000 to the Digital Transformation Reserve;**
- **\$683,104 to the Legal – Planning & Watershed Management Reserve;**
- **\$158,000 to the Property Management Reserve;**
- **\$270,078 from the Conservation Areas Stabilization Reserve;**

THAT a transfer of \$46,032 to the Debt Financing Charges Reserve be **approved for the 2021 budget amount in excess of actual 2021 debt financing charges expense;**

And

THAT a transfer of up to \$50,000 from the Watershed Management & Support Services Stabilization Reserve **be approved to implement a Health and Safety compliance program not included in the 2022 budget;**

And

THAT a transfer up to \$300,000 from the Watershed Management & Support Services Stabilization Reserve **be approved to address anticipated increased legal expenses not included in the 2022 budget;**

And

THAT the Conservation Halton Board of Directors **receives for information the 2021 Year end Budget Variance Report (CHBD 03 22 05).**

The Chair requested a P&L statement be included with future Budget variance reporting.

Carried

6.4 2021 Investments and Investment Revenue
(CHBD 03 22 06)

CHBD 03 05 Moved by: Bryan Lewis
Seconded by: Rory Nisan

THAT the Conservation Halton Board of Directors **approves the allocation of investment revenue of \$326,233 to operating funds and to reserves as noted in the report;**

And

THAT the staff report on 2021 Investments and Investment Revenue dated March 24, 2022, **be received for information.**

Carried

6.5 2021 Conservation Halton Reserves Policy update
(CHBD 03 22 07)

CHBD 03 06 Moved by: Moya Johnson
Seconded by: Rob Burton

THAT the Conservation Halton Board of Directors **approves the updates to the Reserves Policy noted in the staff report dated March 24, 2022.**

Carried

6.6 2021 Year End Capital Projects Update (CHBD 03 22 08)

CHBD 03 07 Moved by: Dave Gittings
Seconded by: Allan Elgar

THAT the Conservation Halton Board of Directors **approves the closing of capital projects noted in the Capital Project Summary Financial Appendix;**

And

THAT an increase of \$40,000 to the budget of the Flood Plain Mapping - Urban Milton capital project **be approved based on an extension by the National Disaster Mitigation Program (NDMP) and associated NDMP grant and the balance from Halton Region Flood Plain Mapping.**

Carried

7. CHF Update - Jim Sweetlove

- Foundation Chair Jim Sweetlove advised that the Foundation AGM will take place on April 6, 2022.
- Tentative date for the Gala 2022 is Thursday September 15 at Crawford Lake.

8. Other Business

8.1 Return to In Person Board Meetings.

Discussion took place around CH Board meetings resuming in person. To facilitate the access for the CH Board members and the public, CH will offer a hybrid solution which will allow for in person or virtual attendance. This hybrid solution will be effective at the September 22, 2022, Board meeting barring any updates/advice from the Province and public health recommendations regarding COVID-19 measure for in person meetings.

9. IN CAMERA

CHBD 03 08

Moved by: Jean Williams

Seconded by: Marianne Meed Ward

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

9.1 Legal Matter (CHBD 021 22 07)

9.2 Legal Matter – Verbal Update

CHBD 03 09

Moved by: Jean Williams

Seconded by: Marianne Meed Ward

THAT the Conservation Halton Board of Directors **reconvene in public forum;**

And

THAT the Conservation Halton Board of Directors **receives for information the staff report containing a summary of Conservation Halton's (CH) top enterprise risks.**

Carried

10. Adjournment

CHBD 03 10

Moved by: Rory Nisan

THAT The Conservation Halton Board of Directors meeting **be adjourned at 2:40 p.m.**

Carried

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

Date: April 21, 2022

MEETING NO: # Finance & Audit Committee Meeting 01 22

MINUTES

The Finance & Audit Committee Meeting was held on Thursday, April 7, 2022, at 9:00 a.m. via Zoom.

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

Absent with regrets: Gerry Smallegange

Guests present: Stacey Stahlmann, Partner, KPMG
Sarah Clayton, Manager Audit, KPMG

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

Due to technical issues experienced by the Chair, the Vice Chair chaired the meeting. Vice Chair Jim Sweetlove called the meeting to order at 9:05 a.m.

1. Roll Call

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

There were **NO disclosures of pecuniary interest.**

3. Acceptance of Agenda

FA 01 01 Moved by: Moya Johnson
Seconded by: Joanne Di Maio

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

Carried

4. Action Items

4.1. 2021 Audited Financial Statements (FA 01 22 01)

FA 01 02 Moved by: Rob Burton
Seconded by: Moya Johnson

THAT the Finance & Audit Committee **recommends to the Conservation Halton Board of Directors the audited financial statements for the year ended December 31, 2021 as presented be approved.**

5. In Camera

FA 01 03 Moved by: Rob Burton
Seconded by: Joanne Di Maio

THAT the Finance & Audit Committee **move In Camera**

Carried

5.1 Q&A with Auditors

FA 01 04 Moved by: Rob Burton
Seconded by: Joanne Di Maio

THAT the Finance & Audit Committee **reconvene in public forum.**

Carried

6. Other Business

There was **NO** other business

7. Adjournment

FA 01 05 Moved by: Rob Burton

THAT the Finance & Audit Committee Meeting **be adjourned at 9:34 a.m.**

Carried

Signed by: Hassaan Basit, President & CEO

Date: April 21, 2022

REPORT TO: Conservation Halton Board of Directors

MEMO NO: # CHBD 04 22 01

FROM: Jill Ramseyer, Director, Corporate Compliance

DATE: April 21, 2021

SUBJECT: Health & Safety Update (Q4 2021 – Q1 2022)

Recommendation

THAT the Conservation Halton Board of Directors **receives for information the occupational health and safety update for the period October 1, 2021 to March 31, 2022.**

Report

The attached statistical summary provides an overview of Conservation Halton's health and safety performance for Q4 of 2021 through Q1 of 2022. The number of incidents is tracked and categorized depending on severity (whether there was lost time and the number of lost days) and frequency (number of incidents and whether they are reportable to WSIB or not). Several other indicators are tracked and highlights appear in the summary below. Analysis of the data allows us to determine what type of prevention programs, including training, should be prioritized.

The number of reportable WSIB claims for this period is higher in comparison to the same period reported in April 2021. The majority of claims, however, came from the Glen Eden ski hill, which was opened for a limited time during the 2020 / 2021 season. Most injuries resulted from same level slips and falls on ice and snow. While this is typical for the time of year, the weather this season was more variable with periods of high impact winter weather, interrupted by periods of milder weather increasing the risk. Overall, trending is moving in the right direction compared to previous years as indicated in the five-year trending graph (Figure 7).

The number of lost time injuries and days were also higher than the same period for the year prior. This was largely due to the nature of injury and recovery period required. Slips and falls on the same level due to weather conditions accounted for a large portion of total lost time. All lost time claims were actively managed for early and safe return to work. Employees were offered modified duties whenever possible.

For this reporting period you will note in the chart labelled "Years of Service" (Figure 6) that almost half of the injuries involved employees with less than one year of service. Depending on the year, this group accounts for the majority of employees at Glen Eden, where most injuries occur. Efforts to appropriately train and supervise new and young employees are ongoing and are a top priority.

Additional prevention initiatives to address the recently observed indicators are as follows:

- An RFP to seek proposals to provide a health and safety management system/tool to modify, streamline and otherwise improve our current health and safety program with a key

focus on measuring, tracking and quantifying compliance across the organization with the use of a digital solution has been launched. As part of this project, a safety compliance audit will be completed to use as a baseline from which the digital solutions' impact can be measured.

- Launch phase two of the Vehicle and Equipment Training Program by continuing to partner with Operations to update and develop training materials for vehicles and equipment and develop a method to measure that training is being delivered consistently.
- Completion and implementation of the updated Contractor Safety Program.
- Provide additional training on incident investigation and the return-to-work process for park people leaders in order to be better prepared to minimize lost time, especially during the busy program seasons.
- Review safe operating procedures for work completed in the field and park operations to identify any gaps.

FIGURE 1

WSIB INJURY STATISTICS

LOCATION	Oct 2021- Mar 2022	Oct 2020- Mar 2021	Oct 2019- Mar 2020	Oct 2018- Mar 2019	Oct 2017- Mar 2018
Admin Office	0	1	0	0	1
Glen Eden	14	1	11	11	19
Kelso	0	0	0	0	0
Mountsberg	0	1	0	0	0
Crawford	0	0	1	1	0
Lake	0	0	0	0	0
Hilton Falls	0	0	0	0	0
Rat-MN	0	0	0	0	0
Workshop	0	0	1	1	0
Off-site/Field	3	2	1	1	2
Total	17	5	14	14	22

FIGURE 2

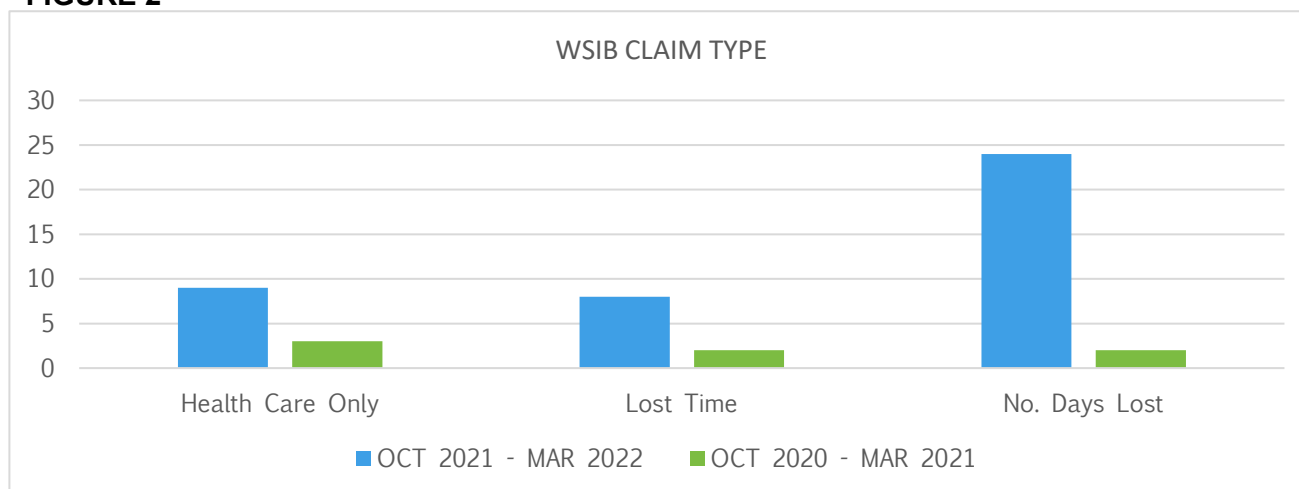


FIGURE 3

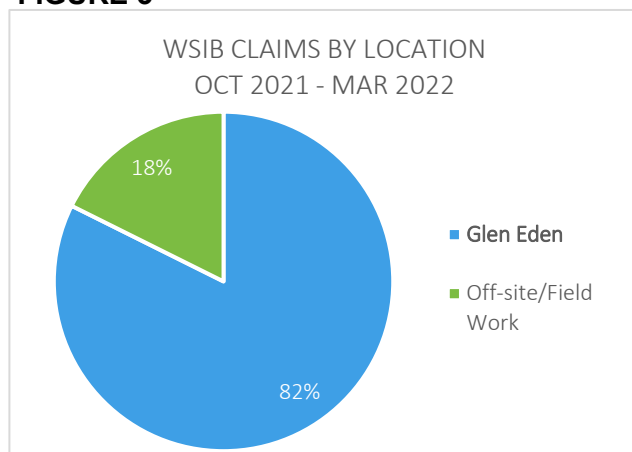


FIGURE 4

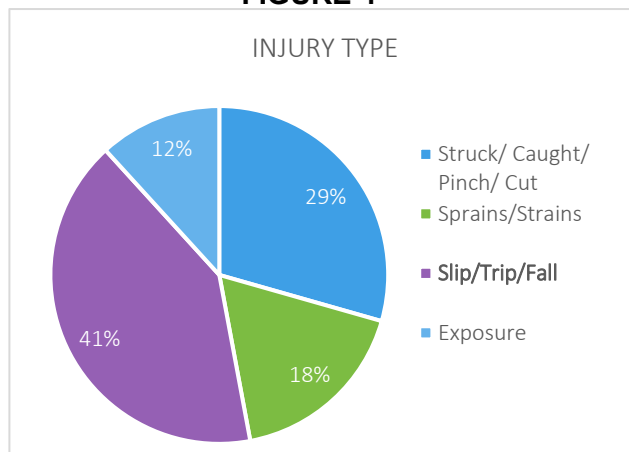


FIGURE 5

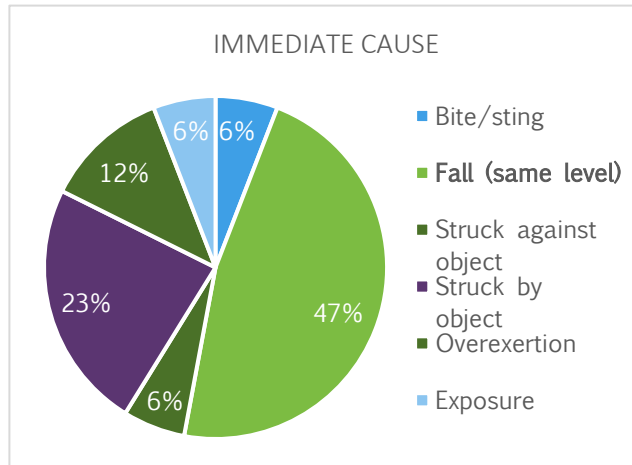


FIGURE 6

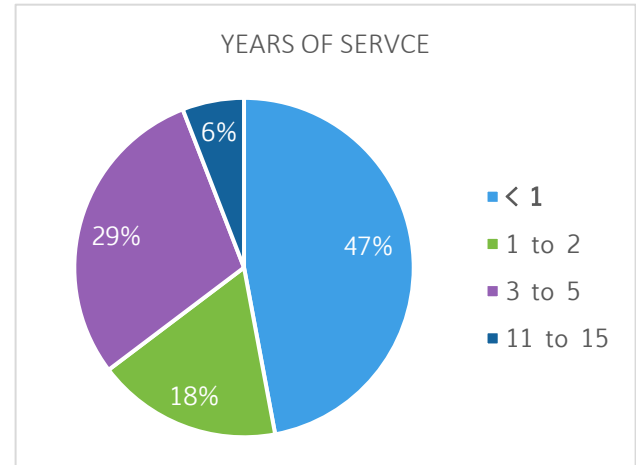
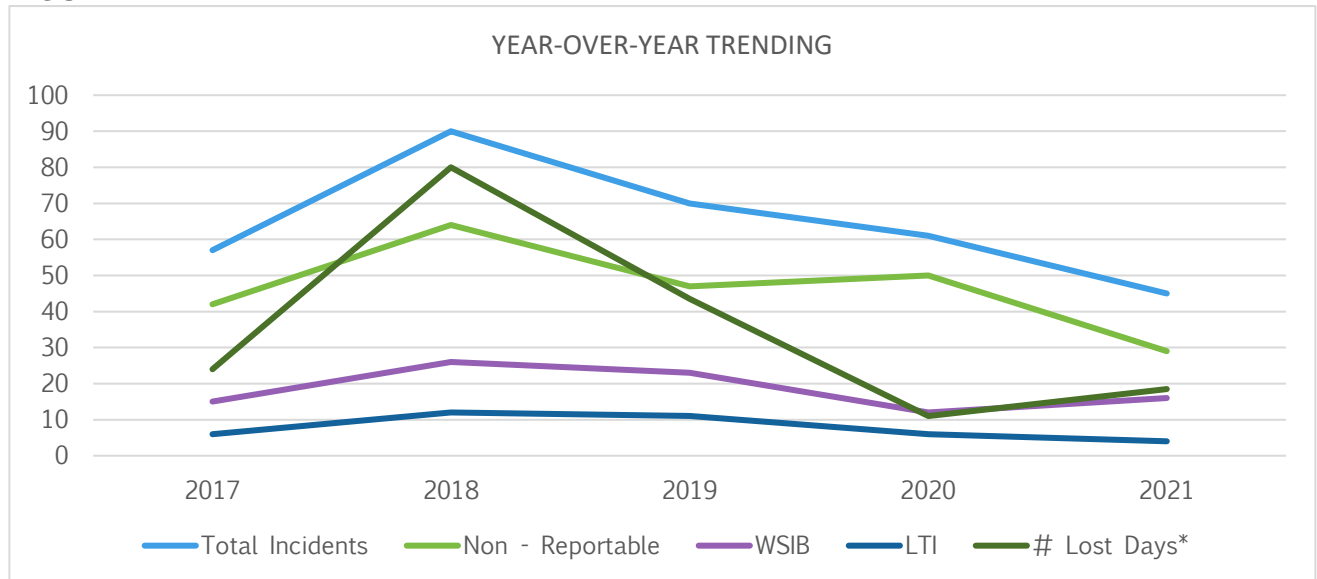


FIGURE 7



Impact on Strategic Goals

This report supports the Momentum strategic priority Organizational Sustainability and applies to the objective of applying an integrated approach to operational risk, governance and compliance.

Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Jill Ramseyer
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Nikki Garstang, Health and Safety Manager
ngarstang@hrca.on.ca , (905)336-1158 Ext. 2246

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 02

FROM: Jill Ramseyer, Director, Corporate Compliance

DATE: April 21, 2022

SUBJECT: Purchasing Activity Memo – February 1, 2022 to March 31, 2022

Recommendation

THAT the Conservation Halton Board of Directors **receives for information the purchasing activity memo for the period February 1, 2022 to March 31, 2022, in accordance with the Conservation Halton Purchasing Policy.**

Report

The following report summarizes purchases to be reported during the period of February 1, 2022, to March 31, 2022. The Conservation Halton Purchasing Policy requires single or sole source purchases greater than \$25,000 (not including taxes) and Requests for Proposals awarded up to a value of \$100,000 (not including taxes) and Tenders awarded from a value of \$100,000.00 up to a value of \$350,000 (not including taxes) to be reported to the Board of Directors for information. Request for Proposal/Quotation award recommendations that exceed \$100,000.00 (not included taxes) and Tenders that exceed \$350,000.00 (not including taxes) will be subject to Board approval prior to award.

Single or Sole Source Purchases (above \$25,000.00):

Vendor	Amount (Excluding HST)	Details
ML Consulting	\$30,000.00	ML Consulting has been retained on March 4, 2022, to provide Compensation Consulting services to complete a Compensation Review on behalf of Human Resources - CH. ML Consulting has performed the last two compensation reviews for CH and has specialized knowledge of the compensation structure, history and market comparators.
CBM	\$39,000.00	CBM has been retained on February 11, 2022 to provide event management services for both the Gala (\$20K) and Hops & Harvest (\$19K) due to scheduling impacts as well as their knowledge of CH events and experiences.

Impact on Strategic Goals

This report supports the Momentum strategic priority Organizational Sustainability by ensuring consistent and transparent processes are in place for reporting large purchases.

Financial Impact

There is no financial impact to this report.

Signed & respectfully submitted:



Jill Ramseyer
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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

TO: Conservation Halton Board of Directors

MEMO #: CHBD 04 22 03

FROM: Kellie McCormack, Director, Planning and Regulations

DATE: April 21, 2022

SUBJECT: Recent Environmental Registry of Ontario (ERO) Postings CH

MEMO

This memo provides a summary of the feedback Conservation Halton (CH) provided to the Ministry of Environment, Conservation and Parks (MECP) on three draft documents that were recently posted to the Environmental Registry of Ontario (ERO): 1) Subwatershed Planning Guide, 2) Low Impact Development Stormwater Management Guidance Manual, and 3) Municipal Wastewater and Stormwater Management in Ontario Discussion Paper. The commenting deadline for these postings did not align with CH's Board reporting timeframes and, as such, are being provided as an update after the fact.

Subwatershed Planning Guide (ERO number 019-4978); CH File PPO 063

Background

On January 27, 2022, the MECP released a draft Subwatershed Planning Guide. Provincial guidance for integrating watershed and subwatershed planning into land use planning is out of date, with the last guidance published in 1993. The province created the guide to support implementation of provincial land use policy and address a barrier to housing development. The guide was created in partnership with the Conservation Authorities Working Group.

The guide contains best practices and practical approaches to guide subwatershed planning in Ontario. It provides a general framework for subwatershed planning and provides information on:

- roles and responsibilities amongst agencies
- relationship between watershed and subwatershed planning and land use and infrastructure planning
- recommended steps, approach, and best practices for undertaking subwatershed planning
- best practices for stakeholder and Indigenous community engagement
- some key technical tools and considerations to support subwatershed planning

Key Comments (Detailed feedback in Appendix A)

CH's key recommendation for updating the Guide was to revise the discussion on conservation authority (CA) roles and responsibilities. The Guide frames CA participation in subwatershed studies as non-mandatory. The roles and responsibilities section should acknowledge that the identification and management of natural hazards, source protection, and water-based resource management

strategies are mandatory programs for CAs, as are the planning functions related to Section 3.1 of the PPS under Ontario Regulation 686/21. Further, these are critical elements that must be addressed as part of a subwatershed study. Absence of CAs at the table, could lead to challenges or delays later in the land use planning or development review process. In addition, some municipalities have service agreements with CAs for them to provide broader technical input (e.g., baseline data collection and monitoring, ecological expertise) and/or assume a lead role for subwatershed planning, where appropriate (i.e., where subwatersheds cross municipal boundaries). The Guide should strongly promote and acknowledge partnerships between municipalities and CAs for subwatershed planning.

Low Impact Development Stormwater Management Guidance Manual (ERO number 019-4971); CH File PPO 064

Background

On January 27, 2022, MECP released the draft Low Impact Development (LID) Stormwater Management Guidance Manual for review and feedback. The guidance manual is intended to help municipalities, property owners, developers and others manage stormwater, reduce flooding risks, and increase resiliency to climate change through the implementation of LID measures (i.e., innovative approaches to land development that mimics the natural movement of water to manage rainwater and urban runoff (e.g., bioswales, rainwater harvesting)).

Key Comments (Detailed feedback in Appendix B)

CH's key recommendation is that the manual should recognize that many LID measures, by their nature, are often located in proximity to or within conservation authority regulated areas (e.g., flooding or erosion hazards) and protected natural heritage systems. While LID is supported for its myriad benefits, it should be clear that LID infrastructure, including ongoing operation and maintenance, not be implemented in locations where it could jeopardize or exacerbate risks associated with natural hazards or negatively impacting natural heritage features and areas. Emphasis on protecting natural heritage features and areas and natural hazards (e.g., floodplains) for the services and benefits they provide in reducing flood risks and increasing resiliency to climate change is also recommended.

Municipal Wastewater and Stormwater Management in Ontario Discussion Paper (ERO number 019-4967); CH File PPO 065

Background

On January 27, 2022, the MECP released a discussion paper seeking public input on potential opportunities and approaches to improve municipal wastewater and stormwater management and water conservation in Ontario.

Key Comments (Detailed feedback in Appendix C)

CH's key recommendation is that the Province should update the existing *Stormwater Management Planning and Design Manual* (March 2003) to better reflect evolving stormwater management technology, update water quality targets, and promote adoption of green infrastructure and low impact development for new and existing development areas.

APPENDIX A – CH Detailed Feedback ERO# 019-4978

March 11, 2022

Jessica Isaac
Environmental Policy Branch
40 St Clair Avenue West
10th Floor
Toronto, ON M4V 1M2

BY EMAIL (mecp.landpolicy@ontario.ca)

Re: **Subwatershed Planning Guide**
ERO# 019-4978
CH File: 063

Conservation Halton (CH) has reviewed the draft Subwatershed Planning Guide posted on the Environmental Registry of Ontario (ERO #019-4978) and offers key comments below and additional comments in Appendix A.

CH commends the Province for initiating and developing guidance for subwatershed planning in Ontario. A Subwatershed Planning Guide will assist conservation authorities (CAs), municipalities, landowners, and other stakeholders in developing comprehensive, coordinated, and integrated studies that will ensure that natural features and their functions are well understood and that potential impacts from land use changes can be addressed. The Guide will also help to streamline the land use planning and development review process and supports the Province's objectives of ensuring timely reviews and increasing the supply of housing and employment lands.

A key recommendation for updating the Guide would be to revise the discussion on CA roles and responsibilities, as it is not entirely accurate and is incomplete. The Guide frames CA participation in Subwatershed studies as non-mandatory. We recommend that the roles and responsibilities section be revised to acknowledge that the identification and management of natural hazards, source protection, and water-based resource management strategies are mandatory programs for CAs, as are the planning functions related to Section 3.1 of the PPS under Ontario Regulation 686/21. Further, these are critical elements that need to be addressed as part of Subwatershed study. If CAs are not at the table, it could lead to challenges or delays later in the land use planning or development review process. In addition, some municipalities may have service agreements with CAs for them to provide broader technical input (e.g., baseline data collection and monitoring, ecological expertise) and/or assume a lead role for subwatershed planning, where appropriate (i.e., where subwatersheds cross municipal boundaries). For these reasons, the Guide should strongly promote partnerships between municipalities and CAs for subwatershed planning should be acknowledged.

Thank you for the opportunity to provide input on the proposed Subwatershed Planning Guide.

Sincerely,

Kellie McCormack
Director, Planning & Regulations
kmccormack@hrca.on.ca

Appendix A: Conservation Halton Detailed Comments

Subwatershed Planning Guide ([ERO#019-4978](#))

1. Background and Context	
Purpose of Guide	<ul style="list-style-type: none"> Recommend text be updated to reflect that the purpose of the guide is to provide guidance to municipalities, conservation authorities (CAs), stakeholders, etc. in the preparation of subwatershed studies. Recommend that the purpose of the guide be expanded to include support for natural heritage planning, in keeping with the purpose of Subwatershed Plans in Section 2.1 of the guide. The listed purpose does not coincide with all sections of the document. Recommend the purpose be revisited to better reflect the contents of the document. Add to last sentence <i>“and watershed-based resource management strategies and regulatory programs of conservation authorities, where they exist”</i>
Benefits of Watershed and Subwatershed Planning	<ul style="list-style-type: none"> Recommend adding a bullet that includes protecting and enhancing the environment, in accordance with Section 2.1. Recommend adding a bullet to highlight that using the watershed as a jurisdictional boundary allows for consideration of water-based issues that may transcend municipal boundaries The first bullet speaks to “protecting, improving and restoring the quality and quantity of water in a watershed”. Suggest <i>“and natural features that support hydrological functions”</i> be added. Also suggest that in addition to streamlining planning processes and reducing duplication and delays, this Guides also will help with eliminating <i>“unnecessary costs”</i>.
Context	<ul style="list-style-type: none"> Updated Figure 1 would be beneficial.
Watershed vs. Subwatershed Plans	<ul style="list-style-type: none"> The terms “watershed plan” and “subwatershed plan” are used interchangeably which causes confusion. Practically, most studies driven by land use planning are done at the subwatershed scale. Thus, we suggest that the Guide focus on best practices for subwatershed-level planning. The statement that “a subwatershed plan is triggered by a specific local issue requiring a higher level of detail (i.e. development proposals, area-based water quantity and/or quality problems), or specific policy requirements as will be identified in this guide” is unclear. Subwatershed plans may also be prepared to address rural/agricultural issues or aggregate operations. This paragraph/section should be expanded. Recommend adding a bullet to identify that watershed planning typically includes the identification of natural hazards. Recommend adding “natural heritage” and/or “biodiversity” to the second bullet.
Relationship of Watershed Planning	<ul style="list-style-type: none"> This figure does not need to list all program and service categories listed in O.Reg 686/21. Recommend the CA boxes in Figure 2 are simplified to include only the programs and services

to Land Use and Infrastructure Planning	that relate to planning, rather than all mandatory programs and services. The figure could also recognize Category 2 or 3 programs and services that CA's may be involved in that are related to planning (e.g. MOU with municipality to provide natural heritage advisory services).
Policy Context – Equivalent Studies	<ul style="list-style-type: none"> • Recommend including natural heritage system and natural hazard related goals and directions/considerations in the bulleted list of existing studies. • Consider moving policy details to an appendix.
Roles and Responsibilities	<ul style="list-style-type: none"> • The following statements are misleading: <i>“Conservation authority involvement in watershed/subwatershed planning to support land use planning is a not a mandatory program or service under the Conservation Authorities Act or regulations... While watershed/subwatershed planning is not specifically required for any of the mandatory programs and services set out in regulation under the conservation authorities act, watershed based studies, watershed planning, data and monitory may support the effective delivery of mandatory programs and services related to the risks of natural hazards”</i> <p>The Guide frames CA participation in Subwatershed studies as non-mandatory. We recommend that the roles and responsibilities section be revised to acknowledge that the identification and management of natural hazards, source protection, and water-based resource management strategies are mandatory programs for CAs, as are the planning functions related to S. 3 of the PPS under Ontario Regulation 686/21. Further, these are critical elements that need to be addressed as part of Subwatershed study. If CAs are not at the table, it could lead to challenges or delays later in the land use planning or development review process.</p> <p>In addition, some municipalities may have service agreements with CAs for them to provide broader technical input (e.g., baseline data collection and monitoring, ecological expertise) and/or assume a lead role for subwatershed planning, where appropriate (i.e., where subwatersheds cross municipal boundaries).</p> <p>For these reasons, the Guide should strongly promote partnerships between municipalities and CAs for subwatershed planning should be acknowledged. The guide should identify that CAs should be involved in subwatershed planning as a partner without having to enter into an agreement.</p> <p>Recommend identifying the role of landowners in the subwatershed study process. In many areas, the landowner is responsible for undertaking the SWS or they are a critical stakeholder in the municipalities process. Subwatershed planning is a collaborative process among municipalities, CAs, agencies and landowners.</p>

2. Purpose and Principles of Subwatershed Planning	
Purpose of Subwatershed Plans	<ul style="list-style-type: none"> • Recommend including references to climate change in Section 2.0 to be consistent with Sections 1.0 and 3.0. • Reference to cumulative impacts only identifies “mitigation” measures to address impacts. Recommend “the avoidance/reduction of impacts” also be added. • Reference to technical information that will support delineation of the water resource system, natural heritage system and natural hazards demonstrates that CAs need to be involved in subwatershed planning because natural hazards are a mandatory program under O. Reg. 686/21.
Principles for Subwatershed Planning	<ul style="list-style-type: none"> • Recommend including a principle that the subwatershed study is comprehensive, holistic and iterative. • Subwatershed plans not only inform development and infrastructure planning but also CA programs and services. The purpose of subwatershed planning is broader and should be acknowledged.
3. Subwatershed Planning Process	
General	<ul style="list-style-type: none"> • The process outlined in this section is geared towards greenfield development. The scope of a subwatershed study may vary depending on the context, complexity and size of the area being considered. Recommend acknowledging that subwatershed planning can occur for a range of reasons including planning for strategic growth areas/intensification areas, rural areas, and aggregate operations.
3.1 Setting the Stage (Step 1)	<ul style="list-style-type: none"> • Recommend last two sentences in Footnote 2 on spills be modified to read “Until recently, it was not <i>feasible to readily</i> map spill areas. Through the use of new <i>accessible</i> tools and technologies, spill areas ...”
3.2 Recognizing and Aligning the Interests (Step 2)	<ul style="list-style-type: none"> • Recommend including major landowners on the steering committee.
3.3 Preparing and Approving the Subwatershed Plan (Step 3)	<ul style="list-style-type: none"> • Appreciate that flexibility may be needed in some cases to avoid delays and to create an efficient process; however, we recommend the guide be updated to indicate that Subwatershed study phases should proceed sequentially, where feasible, but that it also needs to be iterative with, for example, parallel land use or infrastructure planning work. Recommend including the following: <ul style="list-style-type: none"> ○ Highlight that any Phase 2 work that directly builds off Phase 1 work (e.g., modeling of existing conditions) should only be advanced after the Phase 1 works have been completed and agreed upon by all parties; ○ Note that the “precautionary approach” should be followed if characterization work components are delayed in the SW Plan process. • Phase 1 – Data Requirements and Collection <ul style="list-style-type: none"> ○ Recommend that data collection include 1) early identification of natural heritage features and their functions to be protected in the long term and 2) the

<ul style="list-style-type: none"> – Phase 3: Implementation and Management Strategies – Subwatershed Plan Timelines 	<p>establishment of baseline conditions with protocols that can be used for subsequent monitoring; inventory techniques are not the same as monitoring techniques and may not be replicable in a manner that can evaluate change over time.</p> <ul style="list-style-type: none"> ○ The statement that a minimum of one year of monitoring data is generally required to identify existing conditions contradicts the statement in Section 3.3.4 that 4-season fieldwork over multiple years is necessary to identify existing conditions. Recommend that multiple years of monitoring baseline conditions is necessary to adequately identify existing conditions. ○ Recommend using terminology from the PPS in the list of areas and features to be identified, such as Provincially Significant Wetland, Significant Woodlands, Significant Valleylands, etc. ○ Recommend including enhancement areas and shorelines in the list of areas and features to be identified. ○ Recommend that buffers be science based. ○ Instead of including “flooding patterns and trends”, recommend broadly identifying natural hazards, including flooding, erosion, and other hazardous sites (unstable bedrock/soils, such as karst) in the bulleted list. ○ Recommend expanding Geomorphology to “Geomorphology, including sediment transport” ○ Recommend more direction be provided on what should be included within the Initial Assessment of the impact of development based on a preliminary land use scenario. For example, should the assessment include or exclude any mitigation measures (e.g., stormwater management)? <ul style="list-style-type: none"> ● Phase 2 – Impact Assessment <ul style="list-style-type: none"> ○ Recommend establishing the natural heritage system, water resources system, and hazards first when developing the land use scenario, to better understand constraints and opportunities on the landscape. ○ Recommend including cumulative impact assessments to fully understand the proposed impacts. ○ Typically, hydrologic analysis separate from the water budget analysis is undertaken to support flood hazard delineation and as part of assessing impacts of development on downstream flooding and regulated areas. Recommend the document acknowledge and clarify additional modeling beyond the water budget analysis may be necessary to identify flood hazards as well as assess and mitigate development impacts on flooding hazards. ○ Recommend the discussion on climate change be expanded to include study elements beyond the water
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	<p>budget analysis, such as hydrologic modelling for the purpose of flood hazard delineation.</p> <ul style="list-style-type: none"> ○ Recommend clarifying what is meant by “Considerations for development in hazardous areas” as the Provincial direction is to direct development away from hazardous areas, except for development that by its nature (e.g. stormwater outfall) must be located within the hazard. <ul style="list-style-type: none"> ● Phase 3 – Implementation and Management Strategies <ul style="list-style-type: none"> ○ Recommend noting that the implementation and management strategies must align with provincial and local policies, legislation and regulations. ○ Recommend using consistent terminology pertaining to buffers vs vegetated protection zones or clarify that vegetated protection zones relate to provincial plan requirements. ○ Recommend separate bullet for natural hazards, including flooding, erosion, unstable bedrock/soils, and CA regulated allowances. Currently only flood controls and erosion controls are identified. ○ Recommend “Stream morphology” be expanded to “Stream morphology and sediment transport” ○ Recommend separate bullet for subwatershed and implementation monitoring and evaluation. ○ Ensure the guideline results in SWS’s that are consistent with direction from the PPS and other municipal policies. For example, not all wetlands (e.g. PSWs) can be removed due to PPS policies. ● Suggest adding wording to 2nd paragraph, page 30: “It is important that the appropriate level of study be assigned to the subwatershed planning process to avoid deferring components to the more technical local level and vice versa. <i>Subwatershed plans undertaken for the development of greenfield areas, urban redevelopment and intensification areas or significant land use changes should include final, characterization and management of watercourses, natural hazards, wetlands and other WRS and NHS features to ensure an accurate calculation of developable area to meet population and employment targets and/or other land use requirements.</i>”
Approval and Implementation of Plan (Step 4)	<ul style="list-style-type: none"> ● Recommend identifying that the development of a Terms of Reference for more detailed technical study and additional work (i.e. EIR, EIS, etc.) may be useful in establishing expectations amongst agencies and landowners.
Monitoring and Evaluation (Step 5) <ul style="list-style-type: none"> – Monitoring – Evaluation 	<ul style="list-style-type: none"> ● Recommend consideration of monitoring parameters during the initial characterization stage to allow for repeatable data collection to establish baseline conditions and trends over time. ● Recommend the discussion on monitoring acknowledge the SWS Plan’s monitoring program should build off the baseline monitoring program completed, expanded with regard to the final SWS plan’s findings and recommendations.

4. Public Engagement	<ul style="list-style-type: none"> As SWS's refine the limits of natural hazards, we recommend identifying that public consultation on the SWS should be coordinated with any consultation required to support updates to the CA regulation limit mapping. This approach would lead to time efficiencies and cost savings and would expedite the planning process.
5. Indigenous Partnerships and Engagement	<ul style="list-style-type: none"> There is a need for early and ongoing Indigenous engagement to be emphasized in the Guide, but the approach ("how to") could be outlined in a separate provincial guideline that provides best practices for indigenous engagement for the broader planning process.
Appendix A – Key Technical Tools and Considerations	<ul style="list-style-type: none"> Recommend expanding this appendix to also include key technical natural heritage system tools and considerations, and accepted protocols, e.g., Ecological Land Classification, Ontario Wetland Evaluation, Marsh Monitoring Program, etc. Under "Water Quality", recommend acknowledgement of the mandatory role of Conservation Authorities in delivering the Provincial Water Quality Monitoring Network and Provincial Groundwater Quality Monitoring Network programs, and collaboration to help interpret results within a broader geographic context.
Appendix A – Key Technical Tools and Considerations – Natural Hazards	<ul style="list-style-type: none"> Erosion hazards associated with unconfined valleys should be incorporated into the document, which requires more than soil and slope stability analyses. Recommend 3rd paragraph be revised to "Mapping erosion hazard limits may be done through fluvial geomorphologic, coastal, and geotechnical analysis". Recommend adding references to the Province's other Technical Guides: <ul style="list-style-type: none"> Technical Guide for Great Lakes – St. Lawrence River Shorelines, Flooding, Erosion and Dynamic Beaches Technical Guide for Hazardous Sites Technical Guide for Large Inland Lakes Shorelines

General Comments (ERO#019-4978)	
<ul style="list-style-type: none"> CH commends the Province for initiating and developing guidance for subwatershed planning in Ontario. A Subwatershed Planning Guide will assist conservation authorities (CAs), municipalities, landowners, and other stakeholders in developing comprehensive, coordinated, and integrated studies that will ensure that natural features and their functions are well understood and that potential impacts from land use changes can be addressed. The Guide will also help to streamline the land use planning and development review process and supports the Province's objectives of ensuring timely reviews and increasing the supply of housing and employment lands. Guidance on climate change assessments is at a high level and may result in inconsistent/differing assessment methods being applied. This could result in a wide variety of assessment results that influence decision making. The Province should consider developing general guidelines for climate change assessments. 	

APPENDIX B – CH Detailed Feedback ERO# 019-4971

March 28, 2022

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BY EMAIL (john.antoszek@ontario.ca)

Re: Low Impact Development Stormwater Management Guidance Manual
ERO# 019-4971
CH File: PPO 064

Conservation Halton (CH) has reviewed the Low Impact Development Stormwater Management Guidance Manual posted on the Environmental Registry of Ontario (ERO #019-4971) and offers specific comments in Appendix A.

CH commends the Province for initiating and developing guidance on Low Impact Development (LID) Stormwater Management to help encourage greater adoption of these practices. As local watershed management agencies, conservation authorities have a keen interest in the implementation of Low Impact Development Stormwater Management for its benefits in managing stormwater, reducing flooding risks, improving water quality and increasing resiliency to climate change.

In addition to a number of specific technical comments, a general recommendation would be to include text in the guidance manual to recognize that many LID measures, by their nature, are often located in close proximity to or within conservation authority regulated areas (e.g., flooding or erosion hazards) and protected natural heritage systems. While LID is supported for its myriad benefits, it should be clear that LID infrastructure, including ongoing operation and maintenance, should not be implemented in locations where it could jeopardize or exacerbate risks associated with natural hazards or negatively impacting natural heritage features and areas. We also recommend emphasizing the protection of natural heritage features and areas and natural hazards (e.g. floodplains) for the green infrastructure services and benefits these areas provide in reducing flood risks and increasing resiliency to climate change.

Thank you for the opportunity to provide input on the Low Impact Development Stormwater Management Guidance Manual.

Sincerely,

Kellie McCormack
Director, Planning & Regulations
kmccormack@hrca.on.ca

Appendix B: Conservation Halton Detailed Comments

Low Impact Development Stormwater Management Guidance Manual ([ERO#019-4971](#))

1. Introduction	
Section 1.5 Water Balance	<ul style="list-style-type: none"> Recommend the following edit for equation 1; Add G (groundwater flow) as 'delta' or deduct all the water outputs from water inputs equating to delta S.
1.8.1.1 Better Site Design	<ul style="list-style-type: none"> Recommend that the first bullet be modified to read "Preserving natural areas <i>Protecting natural heritage features and areas, natural hazards</i> and natural area conservation" to align with PPS language Recommend that the third bullet be modified to read "Stream, <i>wetland</i> and shoreline buffers"
2. Environmental Planning Process	
Section 2.2 Planning for Stormwater in a Watershed Context	<ul style="list-style-type: none"> Recommend including reference to <i>MECP's 2022 Subwatershed Planning Guide</i> along with 2003 Stormwater Manual Recommend adding a bullet for "<i>natural hazard and feature mapping</i>" to areas of focus of watershed and subwatershed plans Recommend the last bullet be modified to read "targets for the protection and restoration of riparian <i>and terrestrial</i> areas"
Section 2.4 Stormwater Approvals and Permissions	<ul style="list-style-type: none"> Recommend modifying third paragraph, page 52 to read "Conservation Authorities <i>are local watershed management agencies that deliver proactive programs and services to protect and manage risks of natural hazards. CAs regulate development in river and stream valleys, wetlands, inland lakes, hazardous lands, and adjacent lands within their watershed jurisdictions. The purpose of the regulations are to protect life and property from natural hazards such as flooding and erosion, and to protect other features such as wetlands. work with municipalities to regulate natural hazards (including riverine and waterbody flooding and erosion risk) and natural heritage features (including wetlands, creeks, rivers and lakes).</i> They also provide guidance and advice in the planning and design of stormwater management infrastructure to developers, consultants, municipalities, and landowners <i>through service agreements or MOUs with municipalities.</i> Permits may be required to undertake specific types of development in areas regulated by conservation authorities."
4. Groundwater	
Section 4.1 Groundwater Considerations	<ul style="list-style-type: none"> Recommend modifying the first sentence, page 83, to "Groundwater and surface water systems are linked to part of the natural water cycle".
Section 4.2 Groundwater Risks from LID BMPs – <i>Clean Water Act, 2006</i>	<ul style="list-style-type: none"> Recommend including reference to all five water quality threats, only three are included.

Section 4.2.1 High Risk Activities	<ul style="list-style-type: none"> Recommend including reference in last bullet to lawn fertilizers and lawn weed control products as having potential to contaminate groundwater.
Section 4.2.5 Data Sources and Process for Determining Risks	<ul style="list-style-type: none"> Recommend revising Wellhead Protection Area definition to <i>“The area around a pumping well that reflects a zone in the aquifer that contributes water to the well is known as the Wellhead Protection Area (WHPA). Land use activities within WHPA have a potential to affect source water to a drinking water system. The size and shape of WHPA is determined by the direction and speed that groundwater travels. Travel times are dependent on several factors including pumping rates, aquifer type, its hydraulic properties and geometry. Vulnerability scores ranging from two through ten have been determined for all areas within WHPAs. The higher the number, the more vulnerable the groundwater source is to threats in the area. Factors that contribute to the vulnerability scores include aquifer depth, soil types, geology, and preferential transport pathways”</i>. Recommend revising Intake Protection Zone definition to: <i>“An area of land and water around a water intake that contributes source water to a drinking water system is known as the intake protection zone (IPZ). Activities within IPZ have the greatest potential to affect source water quality. The size and shape of this area is determined by the direction and speed that water travels within the surface water feature (lakes, channels and rivers) and the presence of transport pathways. Vulnerability scores have been determined for all areas within IPZs. The higher the number, the more vulnerable the surface water source is to threats in the area. Factors that contribute to the vulnerability scores include soil types, geology, slopes, landscape characteristics, etc.”</i>.
5. LID Modelling Approaches	
Section 5.2 Categorization of Model Types	<ul style="list-style-type: none"> Include a note to recognize that Class C and D models are much more complex than the typical models run for stormwater in Ontario, requiring hydrogeologists to run rather than stormwater professionals. Include a note that more complex models requiring more data for calibration may be impractical for proponents, have limited benefits gain on smaller sites / study areas and may not be adequately reviewed by municipalities and conservation authorities with current resources.
6. Climate Change	
Section 6.5 Roles in Addressing Climate Change	<ul style="list-style-type: none"> Recommend modifying first bullet under Actions that reduce greenhouse gas emissions “Example policies and activities that can reduce greenhouse gas emissions include <i>protecting natural features and functions</i>, programs for tree planting, ...”
Section 6.8 Four (4) Step Climate Change Adaptation Processes for Stormwater Management	<ul style="list-style-type: none"> Recommend the Province provide additional guidance in this area. It may be unrealistic to expect practitioners to be able to implement this bottom-up approach. Most practitioners are not climate scientists and therefore may not be able to determine future

	climates beyond those predicted by GCMs or determine the plausibility of specific climate impacts.
Section 6.8.2.1 Technical Assessments - Hydrologic modeling for a future climate	<ul style="list-style-type: none"> Data sets downscaled from a wide selection of GCMS may cause increases in modelling requirements for practitioners. Recommend that more guidance is provided to practitioners on what scenarios and impacts should be considered.
Section 6.8.4 Step 4 – Monitoring and Adaptive Management	<ul style="list-style-type: none"> Recommend roles/responsibilities for monitoring and adaptive management be clearly established, especially for private sites.
Appendices	
Appendix 6 – Modelling Approaches for Assessing Climate Change and an Example of Climate Change Sensitivity of the Lake Simcoe Basin	<ul style="list-style-type: none"> Recommend providing more guidance on the scenarios and GCM models that best reflect expected conditions in Ontario. There is an emphasis on stormwater practitioners having to have extensive knowledge of the many scenarios under 21 different GCM models and which scenarios are most likely or appropriate for any given site.

General Comments (ERO#019-4971)	
<ul style="list-style-type: none"> CH commends the Province for initiating and developing guidance for Low Impact Development Stormwater Management in Ontario. The LID SWM Guidance Manual will assist conservation authorities, municipalities, landowners and stormwater practitioners in designing, implementing and maintaining effective LID SWM. We recommend that text be added to the guideline manual to recognize that many LID SWM measures, such as storage tanks and cisterns for rainwater harvesting, soakaways, infiltration trenches and chambers, bioretention gardens and permeable pavement/pervious concrete are often proposed, by their nature, in close proximity to or within conservation authority regulated areas and protected natural heritage systems. While LID SWM is supported for its myriad benefits, it should be clear that LID SWM infrastructure, including ongoing operation and maintenance, should not be implemented at the expense of increasing risk or exacerbating risks associated with natural hazards or negatively impact natural heritage features and areas. 	

APPENDIX C – CH Detailed Feedback ERO# 019-4967



Planning & Watershed Management

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March 28, 2022

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BY EMAIL (mirek.tybinkowski@ontario.ca)

**Re: Municipal Wastewater and Stormwater Management in Ontario Discussion Paper
ERO# 019-4967
CH File: PPO 065**

Conservation Halton (CH) has reviewed the Municipal Wastewater and Stormwater Management in Ontario Discussion Paper posted on the Environmental Registry of Ontario (ERO #019-4967) and offers specific responses to the discussion questions in Appendix A.

CH appreciates the efforts made by the Province to initiate discussion on potential opportunities and approaches to improve municipal wastewater and stormwater management and water conservation in Ontario. As local watershed management agencies, conservation authorities have a keen interest in stormwater and municipal wastewater management and water conservation. This is based on the mandatory programs and services we deliver related to the identification and management of natural hazards, source water protection, and water-based resource management strategies, as well as the service agreements we have with municipalities to provide plan input and review on natural heritage and stormwater management matters.

A key recommendation for providing a comprehensive and province-wide environmental protection policy or guidance document on stormwater management would be to update the existing *Stormwater Management Planning and Design Manual* (March 2003) to better reflect evolving stormwater management technology, update water quality targets, and promote adoption of green infrastructure and low impact development for new and existing development areas. Additional recommendations and comments can be found in the attached appendix.

Thank you for the opportunity to respond to the Municipal Wastewater and Stormwater Management in Ontario Discussion Paper.

Sincerely,

Kellie McCormack
Director, Planning & Regulations
kmccormack@hrca.on.ca

Appendix C: Conservation Halton Responses

Municipal Wastewater and Stormwater Management in Ontario Discussion Paper ([ERO#019-4967](#))

Section 3 Discussion Questions	Section 3 CH Responses
<ul style="list-style-type: none"> i) How can greater municipal adoption of green stormwater infrastructure/low impact development practices on public, private and commercial/industrial property be encouraged? ii) Should there be a comprehensive and province-wide environmental protection policy or guidance document to provide clear direction on stormwater management to municipalities, developers, planning authorities and others? What should be included? iii) Should there be mandatory stormwater management design or technology requirements in Ontario? If so, how can that be phased in for new development and existing development areas? 	<ul style="list-style-type: none"> i) Stronger policies requiring the adoption of GI/LID, tax credits or discounts on utility costs for installation of GI/LID, retrofit assistance program (assistance for analysis, construction costs), and/or streamlined approvals process (ECA / municipal permitting) are some ways to encourage greater adoption of GI/LIDs. ii) Yes, comprehensive and province-wide environmental protection policy or guidance would be beneficial but instead of a new document the 2003 guidelines should be updated to better reflect the changing technology in SWM and update the water quality targets and technologies. iii) No, there should not be mandatory stormwater management design or technology requirements. Instead, CH recommends implementing strong, technically sound and consistently updated guidance documents. For example, the current guidelines could be updated, and water quality targets and technologies should be a larger focus. It would be very difficult to retrofit existing traditional SWM facilities with new technologies. Fingerprint practices such as LID/GI in the catchment areas are more likely to be feasible.
Section 4 Discussion Questions	Section 4 CH Responses
<ul style="list-style-type: none"> i) What feedback do you have for the potential policy updates and new policies identified above? ii) What additional issues should be addressed in the updated or new policies? iii) Considering the wide range and complexity of the potential policy updates and additions, this work will have to be undertaken in stages. Which policies should be updated/developed first? 	<ul style="list-style-type: none"> i) Policy updates could include more stringent phosphorus limits. In addition, requirements for eliminating chlorine would provide a clear improvement to aquatic health, provided the alternative disinfection processes are adequate. Limiting contaminants that cannot be treated using a traditional wastewater treatment facility at the source would be beneficial. ii) Additional matters that should be considered include investing in improvements to WW treatment methods to better address pharmaceuticals and other non-traditional waste products.
Section 5 Discussion Questions	Section 5 CH Responses
	<ul style="list-style-type: none"> i) The Province can encourage water reuse and other water conservation measures by creating easy and

<ul style="list-style-type: none"> i) How can the Province encourage water reuse and other water conservation measures in Ontario? ii) What are the obstacles that prevent your business from using water reuse technology in your operations? iii) Are there specific operations, facilities or sectors which may benefit from water conservation / water reuse? iv) Should Ontario develop a regulatory framework or guidelines for water reuse? 	<p>clear guidelines around water reuse, including environmental considerations (i.e. only reuse 'excess' water and ensure environmental flows continue to creeks and rivers), providing building code updates to facilitate the infrastructure required for reuse, creating cost sharing programs or tax breaks or discounts on utilities.</p> <p>Consideration should be given to the role individual landowners and homeowners can play in promoting water conservation and improving urban stormwater management practices. For example, CH offers workshops to residents and businesses promoting sustainable rainwater conservation practices (https://conservationhalton.ca/healthyneighboursheds).</p> <ul style="list-style-type: none"> ii) Key obstacles that prevent businesses from using water reuse technology include cost, volume need vs rain (top off required), design, building code. iii) Specific operations, facilities or sectors which may benefit from water conservation / water reuse include manufacturing, schools (all levels), commercial facilities, agriculture, municipalities, recreation facilities, multi family (high /low rise) development. iv) Yes, Ontario should develop a regulatory framework or guidelines for water reuse. There are vastly different requirements in different municipalities currently. Recommend improving guidance on reuse for toilet flushing or other indoor uses and building code barriers. Things to consider would be the need for 'purple' pipe, air gaps, etc.
<p>Section 8 Discussion Questions</p> <ul style="list-style-type: none"> ii) Are there other innovative financial approaches for wastewater and stormwater management, including water reuse that could be considered? 	<p>Section 8 CH Response</p> <ul style="list-style-type: none"> ii) Other financial approaches for wastewater/stormwater management include implementing stormwater utilities.

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 04

FROM: Kellie McCormack, Director, Planning and Regulations

DATE: April 21, 2022

SUBJECT: Update on applications to expand Milton Quarry East, Dufferin
Aggregates, Town of Halton Hills
CH File No. PQ21

Recommendation

THAT the Conservation Halton Board of Directors **receives for information the staff report entitled “Update on applications to expand Milton Quarry East, Dufferin Aggregates, Town of Halton Hills”.**

Executive Summary

On December 20, 2021, Dufferin Aggregates submitted applications under the *Planning Act*, *Niagara Escarpment Planning and Development Act*, and the *Aggregate Resources Act* (ARA) to expand its existing Milton Quarry by extending the licence and extraction areas to the east of the existing quarry lands.

A Joint Agency Review Team (JART) was established with staff from the Region of Halton, Town of Halton Hills, Town of Milton, the Niagara Escarpment Commission and Conservation Halton (CH). The JART will prepare coordinated technical comments on the reports submitted to inform decision making by the parties reviewing the various applications. CH is not a decision-making body with respect to the Dufferin Aggregates quarry applications. CH will review the applications based on our delegated responsibility to represent the Province of Ontario on the natural hazard policies of the PPS (3.1.1-3.1.7) and as a technical advisor providing advice on natural heritage and water resource matters through the JART technical review process. CH will also review the applications to ensure that the proposed works comply with CH's regulatory requirements.

Report

Background

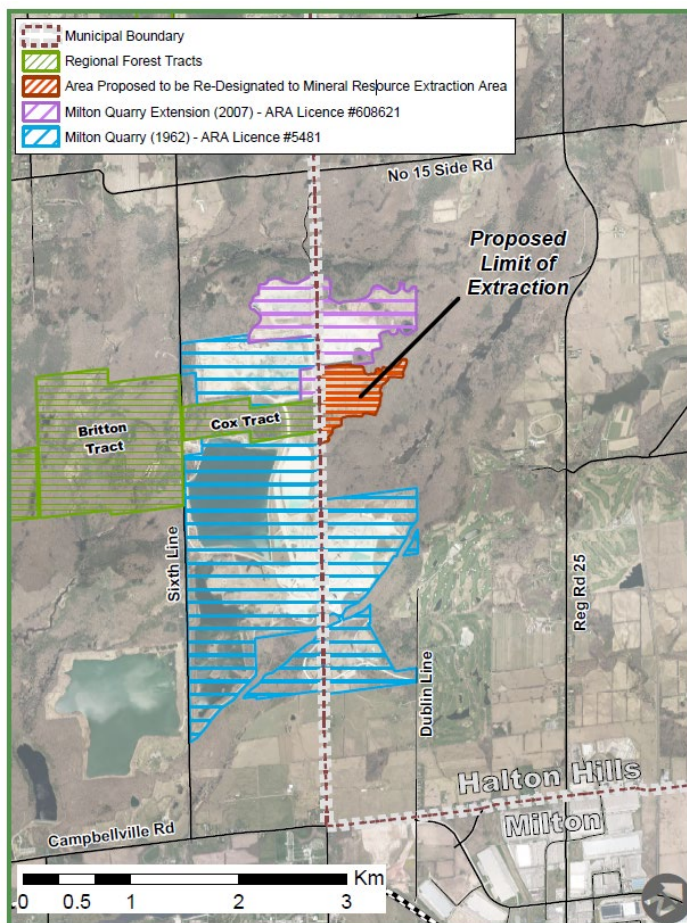
On December 20, 2021, Dufferin Aggregates filed several applications related to the proposed expansion of the existing Milton Quarry, including:

1. An application for a Licence pursuant to the *Aggregate Resources Act* (ARA) to the Ministry of Northern Development, Mines Natural Resources and Forestry (MNDMNRF) for a Class A Licence for a quarry below the water table;
2. An application to amend the Niagara Escarpment Plan (NEPA) and a Niagara Escarpment Development Permit Application;

3. An application to amend the Regional Official Plan (ROPA); and
4. An application to amend the Town of Halton Hills Official Plan (LOPA).

The applications propose to expand the extraction area to the east of the existing Milton Quarry. The proposed expansion area is located at Part of Lots 11 & 12, Concession 1 (Esquesing), Town of Halton Hills (Figure 1). The proposed licence area is approximately 30.2 hectares, with a proposed extraction area of 15.9 hectares.

Figure 1: Proposed Location of Milton Quarry Expansion (Region of Halton Report # LPS36-22)



The expansion is proposed to have an unlimited tonnage limit and hours of operation, consistent with the existing Milton Quarry operation. It is estimated that the proposed Milton Quarry expansion lands contain approximately 15 million tonnes of aggregate resources.

The existing Milton Quarry and proposed expansion area are entirely located within the Sixteen Mile Creek watershed. The expansion lands contain and/or are adjacent to features regulated by Conservation Halton (CH), including Halton Escarpment Provincially Significant Wetlands (PSWs) and tributaries of Sixteen Mile Creek, and the flooding and erosion hazards associated with these watercourses. The site also contains and/or is adjacent to potentially hazardous lands (i.e., karst), sensitive groundwater and surface water features, designated vulnerable areas, a significant life

science area of natural and scientific interest (ANSI), habitat of endangered and threatened species, fish habitat, significant woodlands, and significant wildlife habitat.

The lands are located within the Niagara Escarpment Plan (NEP) Area and are designated 'Escarpment Rural Area'. The lands are designated 'Agricultural Area' and 'Natural Heritage System' in the Region's Official Plan (OP) and 'Escarpment Rural Area' in the Town of Halton Hill's OP. As the site is subject to development control under *Ontario Regulation 826/90* of the *Niagara Escarpment Planning and Development Act* (NEPDA), the site is not subject to the Town's Zoning By-Law.

Joint Agency Review Team

CH staff has commenced a substantive and coordinated review of the Dufferin Milton Quarry East Expansion proposal through the Joint Agency Review Team (JART) process. The JART partners for this application include the Region of Halton, Town of Halton Hills, Town of Milton, and the Niagara Escarpment Commission. The Ministry of Northern Development, Mines, Natural Resources and Forestry has also indicated a willingness to participate in the JART technical discussions on some issues.

The purpose of the JART is to share information and expertise, as well as to review and respond to the applications and submitted materials in a comprehensive and co-ordinated manner. The JART will prepare coordinated technical comments on the reports submitted to inform decision making by the parties reviewing the various applications.

JART is not a decision-making body, nor does it make recommendations on whether the proposal should be approved. Rather, the JART's role is to manage the technical review process, including co-ordinating all agency technical review efforts and responding to the public and government decision makers on issues and concerns. The JART process reduces duplication, promotes better government decision-making, and provides the various approval agencies and applicant with a coordinated, streamlined response. A JART Protocol, which outlines the purpose, roles, and responsibility of the JART, was updated in February 2020.

Application Hierarchy and Agency Roles

The proposed quarry expansion will require approvals under the *Aggregate Resources Act*, the *Niagara Escarpment Planning and Development Act*, and the *Planning Act*. The JART review process will take place during the legislated processes so that technical input can be provided to the decision-making bodies prior to any decisions being made.

The NEC must decide on the applications under the *NEPDA* prior to the Region, Town or the Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNR) deciding on their respective applications. Any amendment to the Regional Official Plan or local Official Plan that deals with lands must be in conformity with the Niagara Escarpment Plan.

Unlike the other agencies, Conservation Halton is not a decision-making body with respect to the Dufferin Milton Quarry East applications. Under Section 28 (2) of the *Conservation Authorities Act*, areas licensed for aggregate extraction under the *ARA* are exempt from CA permitting activities. However, CAs may bring technical expertise and local environmental and watershed knowledge into the application review processes. CH will review the applications based on its delegated responsibility

to represent the Province on the natural hazard policies of the PPS (3.1.1-3.1.7) and to ensure that the proposed works comply with CH's regulatory requirements (i.e., ensure the proposal meets the five regulatory tests). CH will also review as a technical advisor, providing advice on natural heritage and water resource matters through the JART technical review process.

Process and Next Steps

After the applications were filed with the MNDMNRF, NEC, Region of Halton and the Town of Halton Hills in December 2021, the applications were assessed for completeness by the various agencies.

On January 18, 2022, the Region deemed the application to amend the Regional OP complete and the Town of Halton Hills concurrently deemed the application to amend the Town's OP complete.

Subsequently, the MNDMNRF deemed the ARA licence application complete on January 28, 2022. The NEPA process is anticipated to be initiated at the April 21, 2022, NEC meeting.

The initial public notification period under the ARA commenced on March 10, 2022, at which time Dufferin Aggregates provided Notice of the Application and Notice of a Virtual Public Information Session following Provincial requirements. The 60-day "notice" period for individuals and agencies to file letters of objection with the proponent and Ministry ends on May 9, 2022. This is the first official consultation milestone in the ARA licence application process.

CH, the Region of Halton, Town of Halton Hills, Town of Milton, and NEC staff has all commenced the technical review of the applications and supporting studies and reports. CH staff will keep the Board of Directors apprised of JART's progress at critical review milestones.

Impact on Strategic Priorities

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

Financial Impact

There is no financial impact resulting from this report.

Signed & respectfully submitted:



Kellie McCormack, MA, MCIP, RPP
Director, Planning and Regulations

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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

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

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 05

FROM: Kellie McCormack, Director, Planning & Regulations

DATE: April 21, 2022

SUBJECT: Delegation of Approval Authority for Permissions
Ontario Regulation 162/06

Recommendation

THAT the Conservation Halton Board of Directors **approves the following staff positions be delegated the authority to approve permissions under Ontario Regulation 162/06:**

- **President & Chief Executive Officer/Secretary-Treasurer**
- **Senior Director, Watershed Strategies and Climate Change**
- **Director, Planning and Regulations**
- **Senior Manager, Water Resources Engineering**

Report

In 2013, changes to Ontario Regulation 162/06 were made through Ontario Regulation 59/13 to:

- provide clarity to the wording of the regulation and to resolve the misinterpretation of certain sections of the regulation;
- streamline the approval process to allow delegation of approval to staff for permissions that meet Conservation Halton's Policies for administering the regulation;
- extend the validity of permits past two years, to a maximum of 60 months (5 years) if warranted; and
- enable Conservation Authorities to require technical studies in support of permissions.

In April 2018 (CHBD 03 03), the Conservation Halton (CH) Board of Directors reaffirmed its direction to staff to generally grant permissions that meet Board-approved policies for a period of 24 months (2 years).

The most recent approval for delegating permissions was March 25, 2021. Since that time, the reporting structure and position titles have changed. It is recommended that the following positions be delegated approval authority for permissions which meet Board-approved policies for administering Ontario Regulation 162/06:

- President and Chief Executive Officer/Secretary-Treasurer
- Senior Director, Watershed Strategies and Climate Change
- Director, Planning and Regulations
- Senior Manager, Water Resources Engineering

Impact on Strategic Goals

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

Financial Impact

There is no financial impact resulting from this proposal.

Signed & respectfully submitted:



Kellie McCormack
Director, Planning & Regulations

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

Kellie McCormack, Director, Planning and Regulations,
905-336-1158 ext. 2228, kmccormack@hrca.on.ca

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 06

FROM: Marnie Piggot, Director, Finance

DATE: April 21, 2022

SUBJECT: 2021 Audited Financial Statements

Recommendation

THAT the Conservation Halton Board of Directors **approves the audited financial statements for the year ended December 31, 2021 as recommended by the Finance & Audit Committee.**

Executive Summary

The annual audit of Conservation Halton's financial transactions for the year ended December 31, 2021 has been completed by KPMG LLP. The financial statements were prepared by Conservation Halton staff and the draft audited statements are attached (Appendix D).

The KPMG Auditors' Report (Appendix E) which is included in the financial statements is a standard audit report without qualifications and it is their opinion that the statements are presented fairly and in accordance with public sector accounting standards. KPMG has also provided the attached 2021 Audit Findings Report.

Report

The Statement of Financial Position for Conservation Halton reports Accumulated Surplus at December 31, 2021 of \$78.2 million. This is an overall increase of 1.3% over the 2020 Accumulated Surplus of \$77.2 million.

Statement of Financial Position Summary	2021 Actual	2020 Actual
Financial assets	\$ 42,641,661	\$ 32,456,876
Non-financial assets	72,732,222	72,607,313
Total Assets	115,373,883	105,064,189
Less: Financial liabilities	(37,153,070)	(27,884,841)
Accumulated Surplus	\$ 78,220,813	\$ 77,179,348

The increase in the Accumulated Surplus is derived from the 2021 Annual Surplus of \$1,041,465 reported on the Statement of Operations. A summary of the Statement of Operations is as follows:

Statement of Operations Summary	2021 Budget	2021 Actual	2020 Actual
Total Revenues	\$ 31,820,205	\$ 31,234,065	\$ 29,322,376
Total Expenses	(31,806,394)	(30,192,600)	(27,164,639)
Annual Surplus	\$ 13,811	\$ 1,041,465	\$ 2,157,737

The audited financial statements were prepared using the amounts in the 2021 year-end Budget Variance Report financial appendix presented at the March 24, 2022 Board meeting with a reported operating surplus of \$591,026.

The Conservation Halton annual budget is prepared on a modified accrual basis to ensure there is adequate funding cash flow available for the planned outlay of expenditures. This budget preparation method is consistent with public sector budgeting practices.

Adjustments to the audited financial Statement of Operations amounts include the:

- Addition of amortization of tangible capital assets and
- Elimination of tangible capital asset acquisitions, Reserve transfers, municipal debt financing and the principal portion of debt financing charges.

These items are not considered revenue and expenses according to PSAB though they are reported as funding sources and expenditure items that Conservation Halton must budget for.

The PSAB adjustments to the Budget Variance Report financial amounts to arrive at the audited financial statement Annual Surplus are as follows:

	2021 Actual	2020 Actual
Total Operating Surplus - Budget Variance Report	\$ 591,026	\$ 2,203,035
Public Sector Accounting Board (PSAB) Adjustments:		
Addition of:		
Amortization of tangible capital assets expense	(2,010,853)	(1,946,029)
Elimination of:		
Acquisition of tangible capital assets	2,232,482	2,267,140
Proceeds on disposal of tangible capital assets	(84,011)	(95,618)
Gain (loss) on disposal of tangible capital assets	(74,527)	65,861
Transfers to and (from) reserves	184,369	(601,878)
Municipal Debt Financing	(203,437)	(314,532)
Debt financing charges - Principal portion	406,416	579,758
Total PSAB adjustments	450,439	(45,298)
Annual surplus per audited financial statements	\$ 1,041,465	\$ 2,157,737

The 2021 budget amounts shown on the Statement of Operations have also been modified to be consistent with PSAB standards. The adjustments to the 2021 budget are outlined in note 10 of the audited financial statements.

The Accumulated Surplus of \$78,220,813 is made up largely by Tangible Capital Assets and is detailed in note 9 of the audited financial statements as follows:

Surplus – Tangible Capital Assets	\$ 72,175,195
Deficit – Current Funds	(5,382,224)
Reserves	11,427,842
Total Accumulated Surplus at December 31, 2021	\$ 78,220,813

The reserve transfers approved in the 2021 year-end Budget Variance Report have been reflected in the audited financial statements.

The Deficit – Current Funds is attributed primarily to long-term debt financing of \$4,999,814 at December 31, 2021 and \$203,436 in Halton Region municipal debt financing invoiced in 2022 for debt financed capital project costs incurred in 2021.

Details of significant budget variances reported on the Statement of Operations were provided in the 2021 Budget Variance Report financial appendix included in the March 24, 2022 agenda.

Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability.

Financial Impact

The report provides details on the annual financial results for the year ended December 31, 2021 for Conservation Halton. The audited financial statements to be approved will be provided to various funding partners and stakeholders of Conservation Halton to meet funding agreements and are a source of information on the programs carried out by Conservation Halton.

Signed & respectfully submitted:



Marnie Piggot
Director, Finance

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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

Financial Statements of

CONSERVATION HALTON

Year ended December 31, 2021

DRAFT

CONSERVATION HALTON

Financial Statements

Year ended December 31, 2021

Independent Auditors' Report

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INDEPENDENT AUDITORS' REPORT

To the Directors of Conservation Halton

Opinion

We have audited the financial statements of Conservation Halton (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations and changes in accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Waterloo, Canada
(date)

CONSERVATION HALTON

Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets:		
Cash	\$ 203,167	\$ 633,504
Investments (note 2)	27,661,061	17,781,423
Investment - Water Management System (note 3)	12,351,617	11,961,907
Accounts receivable (note 4)	2,425,816	2,080,042
	<u>42,641,661</u>	<u>32,456,876</u>
Financial liabilities:		
Accounts payable and accrued charges	2,527,046	2,436,147
Deferred revenue (note 5)	16,462,058	7,458,676
Deferred revenue - capital and major projects (note 6)	812,536	936,414
Deferred revenue - Water Management System (note 3)	12,351,617	11,961,907
Long-term liabilities (note 7)	4,999,813	5,091,697
	<u>37,153,070</u>	<u>27,884,841</u>
Net financial assets	5,488,591	4,572,035
Non-financial assets:		
Tangible capital assets (note 8)	72,175,194	72,112,103
Prepaid expenses	440,606	369,033
Inventory	116,422	126,177
	<u>72,732,222</u>	<u>72,607,313</u>
Contingencies (note 11)		
Commitments (note 12)		
Implications due to COVID-19 (note 15)		
Accumulated surplus (note 9)	\$ 78,220,813	\$ 77,179,348

See accompanying notes to financial statements.

On behalf of the Board:

_____ Chair

_____ Vice-Chair

CONSERVATION HALTON

Statement of Operations and Changes in Accumulated Surplus

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget (Note 10)	2021 Actual	2020 Actual
Revenue (note 16):			
Municipal grants	\$ 10,173,879	\$ 10,173,881	\$ 9,660,318
Ministry of Natural Resources and Forestry	155,034	155,034	155,034
Corporate services	122,549	307,513	296,071
Corporate compliance	–	834,098	–
Flood forecasting and operations	–	16,444	1,831
Planning and watershed management	3,143,997	4,321,824	3,510,020
Science and partnerships	515,321	706,681	395,648
Project management office	338,443	332,428	171,677
Watershed management and support service operations	303,000	434,793	270,140
Conservation areas	13,531,609	10,001,894	11,396,100
Partnership projects	1,566,388	1,435,904	699,348
Major projects	1,969,985	2,513,571	2,766,189
Total revenue	31,820,205	31,234,065	29,322,376
Expenses (note 16):			
Corporate services	4,682,544	4,283,675	4,315,126
Corporate compliance	774,777	762,301	714,648
Flood forecasting and operations	1,050,284	1,068,049	986,802
Planning and watershed management	4,897,668	5,681,659	4,309,739
Science and partnerships	1,550,332	1,642,605	1,166,653
Project management office	1,278,996	1,294,903	1,041,886
Watershed management and support service operations	1,703,186	1,628,136	1,274,611
Conservation areas	13,251,030	10,642,224	10,672,019
Partnership projects	1,566,388	1,445,940	699,347
Major projects	820,000	1,576,310	1,819,556
Debt financing charges	231,189	166,798	164,252
Total expenses	31,806,394	30,192,600	27,164,639
Annual surplus (note 9)	13,811	1,041,465	2,157,737
Accumulated surplus, beginning of year		77,179,348	75,021,611
Accumulated surplus, end of year		\$ 78,220,813	\$ 77,179,348

See accompanying notes to financial statements.

CONSERVATION HALTON

Statement of Changes in Net Financial Assets

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget (Note 10)	2021 Actual	2020 Actual
Annual surplus	\$ 13,811	\$ 1,041,465	\$ 2,157,737
Acquisition of tangible capital assets	(2,510,180)	(2,232,482)	(2,267,140)
Amortization of tangible capital assets	2,010,000	2,010,853	1,946,029
Proceeds on disposal of tangible capital assets	—	84,011	95,618
Loss on disposal of tangible capital assets	—	74,527	(65,861)
	(486,369)	978,374	1,866,383
Change in prepaid expenses	—	(71,573)	223,565
Change in inventories	—	9,755	(22,301)
Net change in net financial assets	—	916,556	2,067,647
Net financial assets, beginning of year		4,572,035	2,504,388
Net financial assets, end of year		\$ 5,488,591	\$ 4,572,035

See accompanying notes to financial statements.

CONSERVATION HALTON

Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,041,465	\$ 2,157,737
Items not involving cash:		
Amortization	2,010,853	1,946,029
Gain (loss) on disposal of tangible capital assets	74,527	(65,861)
	3,126,845	4,037,905
Change in non-cash working capital balances:		
Accounts receivable	(345,774)	2,295,403
Prepaid expenses	(71,573)	223,565
Inventory	9,755	(22,301)
Accounts payable and accrued charges	90,899	(1,105,184)
Deferred revenue	9,003,382	976,964
Deferred revenue - capital and major projects	(123,878)	(14,116)
	11,689,656	6,392,236
Capital transactions:		
Acquisition of tangible capital assets	(2,232,482)	(2,267,140)
Proceeds on disposal of tangible capital assets	84,011	95,618
	(2,148,471)	(2,171,522)
Investing activities:		
Net (purchase) sale of investments	(9,879,638)	(5,338,221)
Investment - Water Management System	(389,710)	(430,520)
	(10,269,348)	(5,768,741)
Financing transactions:		
Deferred revenue - Water Management System	389,710	430,520
Proceeds from long-term debt	314,532	1,257,506
Repayment of long-term debt	(406,416)	(579,757)
	297,826	1,108,269
Net change in cash	(430,337)	(439,758)
Cash, beginning of year	633,504	1,073,262
Cash, end of year	\$ 203,167	\$ 633,504

See accompanying notes to financial statements.

CONSERVATION HALTON

Notes to Financial Statements

Year ended December 31, 2021

Purpose of Organization:

Conservation Halton is established under the Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources, exclusive of gas, oil, coal and minerals for the watersheds within its area of jurisdiction. The watersheds include areas in the Regions of Halton and Peel, the Township of Puslinch and the City of Hamilton.

Conservation Halton's purpose is to protect people from natural hazards, conserve nature and provide opportunities for outdoor recreation and education across the watershed.

1. Significant accounting policies:

The financial statements of Conservation Halton are prepared by management in accordance with the Chartered Professional Accountants of Canada Public Sector Accounting Handbook for local government. The significant accounting policies are as follows:

(a) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measureable; expenses are recognized as they are incurred and measureable as a result of receipt of goods or services and the creation of a legal obligation to pay.

These financial statements do not include the activities of the Conservation Halton Foundation, a related incorporated registered charity with a mission to raise funds and profile for Conservation Halton projects and programs.

(b) Investments:

Investments are recorded at the lower of cost and market value based on quoted market prices. Losses are recorded when the decline in market value is other than temporary.

(c) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Inventory:

Inventory is valued at the lower of cost and net realizable value. Cost is determined using specific identification of the cost of the individual items.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

1. Significant accounting policies (continued):

(c) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost less accumulated amortization. Costs include all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue on the same basis as the amortization expense related to the acquired tangible capital asset. Assets under construction are not amortized and are transferred into their relative asset category when available for productive use. Amortization is recorded on either a straight-line basis over the estimated life of the assets or by using the declining balance method.

The following rates are used:

Asset	Basis	Useful Life - Years
Land improvements	Straight-line	30 to 50 years
Buildings and building improvements	Straight-line	25 to 50 years
Machinery and equipment	Straight-line	5 to 40 years
Furniture and fixtures	Straight-line	5 to 20 years
Infrastructure	Straight-line	20 to 75 years
Vehicles	Declining balance	30%
Computer hardware and software	Straight-line	5 to 10 years

Annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(d) Deferred revenue - Capital and Major Projects:

Conservation Halton received certain amounts for which the related services have yet to be performed. These amounts are recognized as revenue in the fiscal year the related expenses are incurred or services performed. Funds received for the purchase of tangible capital assets are recognized when the related asset is purchased.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

1. Significant accounting policies (continued):

(e) Deferred revenue - Water Management System:

Conservation Halton has received funds for expenses to be incurred for the future operation of a water management system and management of certain lands. These funds are externally restricted and cannot be drawn until Conservation Halton commences management of the lands. These amounts will be recognized as revenues when the relating expenses are incurred or management services performed.

(f) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

(g) Revenue recognition:

Municipal levies, government transfers and funding for projects are recognized as revenue when the transfer is authorized, any eligible criteria has been met and the amount can be reasonably estimated.

User charges and fees are recognized as revenue in the period in which the related services are performed.

(h) Employee future benefits:

The costs of multi-employer defined contribution pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period.

(i) Use of estimates:

The presentation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant items subject to such estimates and assumptions include accrued liabilities, contaminated site liability, contingencies and tangible capital assets. Actual results could differ from estimates.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

2. Short-term investments:

	2021	2020
Business investment	\$ 5,203,184	\$ 1,555,710
Notice plan investment	10,085,806	2,038,278
High interest savings	2,314,090	5,300,053
Guaranteed investment certificates	5,000,000	4,000,000
Pooled fund - Provincial and Corporate bonds	4,443,377	4,357,101
Pooled fund - Equity	614,604	530,281
Total	\$ 27,661,061	\$ 17,781,423

The guaranteed investment certificates have effective rates that range between 0.64% and 1.20% (2020 – 0.85% to 2.85%). Interest is receivable on the date of maturity. Maturity dates range from June 24, 2022 to December 20, 2023. The business investment and pooled funds (which include money market, bond and equity funds) earn interest at variable rates which is paid monthly.

The notice plan investment has accrued interest rate of 0.9% that is tied to bank reference rates that are subject to change and withdrawals require 31 days' notice.

Market value of investments are \$28,523,879 (2020 - \$18,710,874).

3. Investment/Deferred revenue - Water Management System:

Conservation Halton entered into an agreement for the transfer of a Water Management System and its long-term operation with an estimated timeline of 2063. The agreement is based on the principle that the net costs associated with ongoing operation, maintenance and performance of the Water Management System will not be a financial liability to Conservation Halton.

To ensure that Conservation Halton should not have a net financial liability for the management of the water system, Conservation Halton has received amounts from 2008 to 2017, as part of the agreement. The amounts received are to be invested in accordance with Municipal Act Regulations and will be managed by an Investment Committee as required by the agreement. At the time of transfer, Conservation Halton will be able to draw on the funds, only to facilitate the management of the water system.

The funds are invested as follows:

	2021	2020
Cash	\$ 203	\$ 96
Provincial and provincially regulated agency bonds	7,952,991	8,511,511
Guaranteed investment certificates	4,398,423	3,450,300
Total	\$ 12,351,617	\$ 11,961,907

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

3. Investment/Deferred revenue - Water Management System (continued):

The Provincial and provincially regulated agency bonds have effective yields of 3.11% to 4.15% (2020 – 3.62% to 4.95%). Interest is receivable on the date of maturity. Maturity dates range from July 16, 2027 to October 17, 2050.

The guaranteed investment certificates have been an effective interest rate of 0.64% and 2.33% (2020 – 2.33% and 2.85%). Interest is receivable on the date of maturity. Maturity dates range from January 13, 2022 and June 24, 2022.

Market value of investments are \$13,495,435 (2020 - \$13,542,502).

4. Accounts receivable:

Included in accounts receivable is \$375,708 (2020 - \$206,634) due from Conservation Halton Foundation.

During 2021, the Foundation contributed \$938,950 (2020 - \$518,094) to fund projects carried out by the Conservation Halton.

5. Deferred revenue:

	Balance at December 31, 2021	Additions	Revenue recognized	Balance at December 31, 2020
Watershed Management	\$ 2,990,188	\$ 10,941,541	\$ 10,886,627	\$ 2,935,274
Partnership Projects	987,837	303,601	473,165	1,157,401
Source Water Protection	70,830	301,653	245,886	15,063
Conservation Areas	4,975,392	6,890,795	5,266,341	3,350,938
Canada Emergency Wage Subsidy (note 15)	7,437,811	7,437,811	–	–
	\$ 16,462,058	\$ 25,875,401	\$ 16,872,019	\$ 7,458,676

Additions to deferred revenue includes contributions from external parties and payments for annual passes and lesson programs received during the year pertaining to the following year.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

6. Deferred revenue - capital and major projects:

	Balance at December 31, 2021	Contributions received	Revenue recognized	Balance at December 31, 2020
Capital - Ministry of Natural Resources	\$ 84,549	\$ 493,650	\$ 650,437	\$ 241,336
Capital - Municipal	727,987	256,999	224,090	695,078
	\$ 812,536	\$ 750,649	\$ 874,527	\$ 936,414

7. Long-term liabilities:

	2021	2020
5 year term loan at 2.95% interest compounded annually, with a registered collateral mortgage covering 54.36 acres of land, due November 2025	\$ 168,588	\$ 212,369
Municipal debt financing and interest payments due annually at variable current interest rates of 3.0% to 3.2% (2020 - 3.0% to 3.2%), annual principal repayments, due December 2022 to December 2051	4,831,225	4,879,328
	\$ 4,999,813	\$ 5,091,697

Principal repayments over the next five fiscal years and thereafter are as follows:

2022	\$ 402,606
2023	372,656
2024	355,977
2025	279,398
2026	182,097
Thereafter	3,407,079
	\$ 4,999,813

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

8. Tangible capital assets:

Cost	Balance at December 2020	Additions	Disposals	Transfers	Balance at December 31, 2021
Land	\$ 36,247,952	\$ 218,000	\$ (274)	–	\$ 36,465,678
Land Improvements	564,806	–	–	–	564,806
Buildings and building improvements	16,040,218	61,004	(29,659)	–	16,071,563
Machinery and equipment	8,559,407	444,607	(105,614)	–	8,898,400
Furniture and fixtures	492,197	–	(11,576)	–	480,621
Infrastructure	34,649,268	1,108,790	(124,776)	236,784	35,870,066
Vehicles	2,774,222	182,758	(343,550)	–	2,613,430
Computer hardware and software	1,441,830	128,341	(31,677)	–	1,538,494
Assets under construction	296,471	88,982	–	(236,784)	148,669
	\$101,066,371	\$ 2,232,482	\$ (647,126)	–	\$102,651,727

Accumulated Amortization	Balance at December 2020	Additions	Disposals	Transfers	Balance at December 31, 2021
Land	\$ –	\$ –	\$ –	–	\$ –
Land Improvements	342,462	10,449	–	–	352,911
Buildings and building improvements	6,205,189	437,335	(21,750)	–	6,620,774
Machinery and equipment	4,735,986	365,900	(87,816)	–	5,014,070
Furniture and fixtures	228,933	22,400	(10,947)	–	240,386
Infrastructure	14,458,810	733,612	(54,160)	–	15,138,262
Vehicles	1,947,447	284,829	(283,181)	–	1,949,095
Computer hardware and software	1,035,441	156,328	(30,734)	–	1,161,035
Assets under construction	–	–	–	–	–
	\$ 28,954,268	\$ 2,010,853	\$ (488,588)	–	\$30,476,533

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

8. Tangible capital assets (continued):

	Net book value, Balance at December 31, 2020	Net book value Balance at December 31, 2021
Land	\$ 36,247,952	\$ 36,465,678
Land Improvements	222,344	211,895
Buildings and building improvements	9,835,029	9,450,789
Machinery and equipment	3,823,421	3,884,330
Furniture and fixtures	263,264	240,235
Infrastructure	20,190,458	20,731,804
Vehicles	826,775	664,335
Computer hardware and software	406,389	377,459
Assets under construction	296,471	148,669
	\$ 72,112,103	\$ 72,175,194

Cost	Balance at December 2019	Additions	Disposals	Transfers	Balance at December 31, 2020
Land	\$ 35,759,541	\$ 488,411	\$ –	–	\$ 36,247,952
Land Improvements	564,806	–	–	–	564,806
Buildings and building improvements	15,916,896	134,458	(11,136)	–	16,040,218
Machinery and equipment	8,280,655	457,892	(179,140)	–	8,559,407
Furniture and fixtures	504,214	21,213	(33,230)	–	492,197
Infrastructure	34,167,096	482,172	–	–	34,649,268
Vehicles	2,592,526	370,226	(188,530)	–	2,774,222
Computer hardware and software	1,435,294	115,566	(109,030)	–	1,441,830
Assets under construction	99,269	197,202	–	–	296,471
	\$ 99,320,297	\$ 2,267,140	\$ (521,066)	–	\$ 101,066,371

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

8. Tangible capital assets (continued):

Accumulated Amortization	Balance at December 2019	Additions	Disposals	Transfers	Balance at December 31, 2020
Land	\$ —	\$ —	\$ —	\$ —	\$ —
Land Improvements	330,995	11,467	—	—	342,462
Buildings and building improvements	5,778,502	433,644	(6,957)	—	6,205,189
Machinery and equipment	4,543,045	369,141	(176,200)	—	4,735,986
Furniture and fixtures	240,188	21,975	(33,230)	—	228,933
Infrastructure	13,736,823	721,987	—	—	14,458,810
Vehicles	1,891,589	224,107	(168,249)	—	1,947,447
Computer hardware and software	978,406	163,708	(106,673)	—	1,035,441
Assets under construction	—	—	—	—	—
	\$ 27,499,548	\$ 1,946,029	\$ (491,309)	\$ —	\$ 28,954,268
	Net book value, Balance at December 31, 2019				Net book value Balance at December 31, 2020
Land	\$ 35,759,541				\$ 36,247,952
Land Improvements	233,811				222,344
Buildings and building improvements	10,138,394				9,835,029
Machinery and equipment	3,737,610				3,823,421
Furniture and fixtures	264,026				263,264
Infrastructure	20,430,273				20,190,458
Vehicles	700,937				826,775
Computer hardware and software	456,888				406,389
Assets under construction	99,269				296,471
	\$ 71,820,749				\$ 72,112,103

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

9. Accumulated surplus:

Accumulated surplus consists of operating surplus and reserves as follows:

	Balance at December 31, 2021	Excess of Revenue over expenses	Transfers (to) from reserves	Balance at December 31, 2020
Surplus - investment in tangible capital assets	\$ 72,175,194	\$ (2,169,391)	\$ 2,232,482	\$ 72,112,103
Surplus (deficit) - current funds	(5,382,223)	3,210,856	(3,007,878)	(5,585,201)
Total surplus	66,792,971	1,041,465	(775,396)	66,526,902
Reserves:				
Conservation areas capital	2,629,690	—	(664,528)	3,294,218
Conservation areas stabilization	730,490	—	(270,078)	1,000,568
Vehicle and equipment	704,901	—	(19,066)	723,967
Building	316,872	—	(56,265)	373,137
Building - state of good repair	418,674	—	103,063	315,611
Watershed management capital - municipal funds	740,360	—	(43,621)	783,981
Watershed management capital - self generated funds	434,909	—	18,000	416,909
Watershed management and support services stabilization	1,789,212	—	—	1,789,212
Digital transformation	278,400	—	23,500	254,900
Debt financing charges capital	471,596	—	46,032	425,564
Legal - planning and watershed management	941,995	—	683,103	258,891
Legal - corporate	200,000	—	—	200,000
Water festival	188,911	—	—	188,911
Property management	1,084,042	—	938,414	145,629
Land securement	88,739	—	28,302	60,437
Stewardship and restoration	409,051	—	(11,460)	420,511
Total reserves	11,427,842	—	775,396	10,652,446
Accumulated surplus	\$ 78,220,813	\$ 1,041,465	\$ —	\$ 77,179,348

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

10. Budget amounts:

The 2021 budget amounts approved by Conservation Halton on October 22, 2020 were not prepared on a basis consistent with that used to report actual results under the Public Sector Accounting Standards. The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenses in excess of current year revenues to \$nil. In addition, the budget expensed all tangible capital expenses rather than including amortization expenses. As a result, the budget figure presented in the statements of operations and changes in net financial assets represent the budget adopted by Conservation Halton on October 22, 2020, with adjustments as follows:

	2021	2020
Budget deficit for the year	\$ (347,926)	\$ (259,938)
Less: Amortization of tangible capital assets	(2,010,000)	(1,946,000)
Less: Municipal debt financing	2,510,180	(176,430)
Add: Acquisition of tangible capital assets	388,057	2,962,138
Add: Debt financing charges - principal portion	(526,500)	411,388
Budget surplus per Statement of Operations	\$ 13,811	\$ 991,158

11. Contingencies:

Conservation Halton has been named as defendant or co-defendant in several lawsuits that have claims outstanding. Conservation Halton anticipates any individual settlement amount will not exceed the limits of insurance coverage provided to Conservation Halton on the majority of the claims. For claims in which the claim amount exceeds the limit of insurance coverage provided to Conservation Halton the outcome is not determinable.

Conservation Halton has entered into an agreement to ensure implementation of a monitoring and mitigation plan for the future rehabilitation of lands adjacent to a provincially significant wetland. The agreement requires a Trust account to be established by the funder to ensure there are funds available for the rehabilitation plan implementation. Conservation Halton is a member of the Investment Committee that will oversee management of the Trust account with a balance of \$2,323,319 (2020 - \$1,960,480) as at December 31, 2021. A deposit to the Trust account by the funder is required to be made by March 31, 2022 for \$542,511 (2020 - \$351,997). Conservation Halton will release their interest in the Trust account when the implementation plan is completed.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

12. Commitments:

Conservation Halton has entered into contracts related to projects at Glen Eden, various dam studies and repairs, and leases for office equipment and vehicles. Commitments outstanding on these contracts to be paid beyond December 31, 2021 are as follows:

2022	\$	815,678
2023		44,611
2024		6,914
	\$	867,203

13. Pension agreements:

Conservation Halton belongs to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of the members of its staff. This plan specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Because OMERS is a multi-employer pension plan, any pension plan surpluses or deficits are the joint responsibility of Ontario municipal organizations and their employees. As a result, Conservation Halton does not recognize any share of the OMERS pension surplus or deficit.

The latest available report for the OMERS plan was December 31, 2021. At that time the plan reported a \$3.1 billion actuarial deficit (2020 \$3.2 billion actuarial deficit), based on actuarial liabilities of \$119.3 billion (2020 - \$111.8 billion) and actuarial assets of \$116.2 billion (2020 - \$108.6 billion). Ongoing adequacy of the current contribution rates will need to be monitored and may lead to increased future funding requirements.

The 2021 employer portion of OMERS pension contributions was \$1,284,600 (2020 - \$1,137,090).

14. Comparative information:

Certain comparative information on the statement of operations under revenue and expenses have been reclassified to conform to the financial statement presentation adopted in the current year.

CONSERVATION HALTON

Notes to Financial Statements, continued

Year ended December 31, 2021

15. Implications due to COVID-19:

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) outbreak a pandemic. The pandemic has resulted in significant financial, market and societal impacts in Canada and around the world.

The Conservation Halton applied for funding through the Canada Emergency Wage Subsidy (CEWS) program. In 2021, the Conservation Halton received CEWS of \$7,437,811 related to 2020 and 2021. The Conservation Halton continues to determine if it meets all of the eligibility requirements under the CEWS program, therefore the financial statements have not recognized the funding source as revenue and has been classified as deferred revenue on the statement of financial position.

The ultimate duration and magnitude of the COVID-19 pandemic's impact on the Conservation Halton's operations and financial position is not known at this time. There remains uncertainty for the upcoming year regarding the aforementioned items. These impacts could include a decline in future cash flows, changes to the value of financial assets and liabilities, and the use of accumulated surplus to sustain operations. An estimate of the financial effect of the pandemic on Conservation Halton is not practicable at this time.

CONSERVATION HALTON

Notes to Financial Statements (continued)

Year ended December 31, 2021

16. Revenue and expenses by program:

2021	Corporate Services	Corporate Compliance	Engineering, Flood Forecasting & Operations	Planning & Watershed Management	Science & Partnerships	Project Management Office	Watershed Management & Support Service Operations	Conservation Areas	Partnership Projects	Major Projects	Debt Financing Charges	Reserve Funding	Total
Revenue:													
Municipal funding	\$ 3,391,395	\$ 587,077	\$ 322,300	\$ 1,692,231	\$ 902,232	\$ 776,843	\$1,023,776	\$ 355,282	\$ –	\$ –	\$ 619,245	\$ 503,500	\$10,173,881
Provincial transfer payments	–	–	155,034	–	–	–	–	–	–	–	–	–	155,034
Program fees and other	307,513	834,098	16,444	4,321,824	706,681	332,428	434,793	10,001,894	1,435,904	2,513,571	–	–	20,905,150
	3,698,908	1,421,175	493,778	6,014,055	1,608,913	1,109,271	1,458,569	10,357,176	1,435,904	2,513,571	619,245	503,500	31,234,065
Expenses:													
Salaries, wages and benefits	3,027,583	549,533	412,475	4,680,113	1,517,632	1,136,403	1,207,196	6,262,910	562,547	111,850	–	–	19,468,242
Members per diems and expenses	21,850	–	–	–	–	–	–	–	–	–	–	–	21,850
Materials and supplies	112,492	64,552	24,486	8,941	57,407	36,619	143,032	934,786	266,428	1,112,408	–	–	2,761,151
Property taxes	–	59,421	–	–	–	–	–	5,031	–	–	–	–	64,452
Purchased services	786,727	80,965	89,259	10,307	67,566	102,509	112,651	1,856,751	616,965	352,052	–	–	4,075,752
Legal	11,650	7,830	–	977,098	–	–	–	122,199	–	–	–	–	1,118,777
Finance and rent	26,810	–	–	1,028	–	–	15,312	387,048	–	–	–	–	430,198
Debt financing charges	–	–	–	–	–	–	–	–	–	–	166,798	–	166,798
Amortization of tangible–capital assets	251,534	–	541,829	4,172	–	19,372	143,147	1,050,799	–	–	–	–	2,010,853
Loss on disposal of tangible capital assets	45,029	–	–	–	–	–	6,798	22,700	–	–	–	–	74,527
	4,283,675	762,301	1,068,049	5,681,659	1,642,605	1,294,903	1,628,136	10,642,224	1,445,940	1,576,310	166,798	–	30,192,600
Excess (deficiency) of revenues over expenses, for the year	\$ (584,767)	\$ 658,874	\$ (574,271)	\$ 332,396	\$ (33,692)	\$ (185,632)	\$ (169,567)	\$ (285,048)	\$ (10,036)	\$ 937,261	\$ 452,447	\$ 503,500	\$ 1,041,465

CONSERVATION HALTON

Notes to Financial Statements (continued)

Year ended December 31, 2021

16. Revenue and expenses by program (continued):

2020	Corporate Services	Corporate Compliance	Engineering, Flood Forecasting & Operations	Planning & Watershed Management	Science & Partnerships	Project Management Office	Watershed Management & Support Service Operations	Conservation Areas	Partnership Projects	Major Projects	Debt Financing Charges	Reserve Funding	Total
Revenue:													
Municipal funding	\$ 3,431,838	\$ 531,715	\$ 408,063	\$ 1,416,291	\$ 886,228	\$ 664,667	\$ 853,396	\$ 354,909	\$ —	\$ —	\$ 649,011	\$ 464,200	\$ 9,660,318
Provincial transfer payments	—	—	155,034	—	—	—	—	—	—	—	—	—	155,034
Program fees and other	296,071	—	1,831	3,510,020	395,648	171,677	270,140	11,396,101	699,347	2,766,189	—	—	19,507,024
	3,727,909	531,715	564,928	4,926,311	1,281,876	836,344	1,123,536	11,751,010	699,347	2,766,189	649,011	464,200	29,322,376
Expenses:													
Salaries, wages and benefits	3,175,987	528,530	381,466	3,950,504	1,122,178	863,308	986,395	6,400,812	245,172	—	—	—	17,654,352
Members per diems and expenses	23,133	—	—	—	—	—	—	—	—	—	—	—	23,133
Materials and supplies	144,206	6,129	10,214	9,449	9,386	54,260	71,572	985,845	90,557	1,473,804	—	—	2,855,422
Property taxes	—	56,672	—	—	—	—	—	4,961	—	—	—	—	61,633
Purchased services	686,192	87,639	67,870	114,068	35,089	103,134	119,365	1,950,249	363,618	345,752	—	—	3,872,976
Legal	4,807	35,678	—	229,317	—	—	—	16,579	—	—	—	—	286,381
Finance and rent	25,430	—	—	1,751	—	—	16,195	322,946	—	—	—	—	366,322
Debt financing charges	—	—	—	—	—	—	—	—	—	—	164,252	—	164,252
Amortization of tangible capital assets	253,325	—	527,252	4,650	—	20,371	110,265	1,030,167	—	—	—	—	1,946,030
Loss on disposal of tangible capital assets	2,046	—	—	—	—	813	(29,181)	(39,540)	—	—	—	—	(65,862)
	4,315,126	714,648	986,802	4,309,739	1,166,653	1,041,886	1,274,611	10,672,019	699,347	1,819,556	164,252	—	27,164,639
Excess (deficiency) of revenues over expenses, for the year	\$ (587,217)	\$ (182,933)	\$ (421,874)	\$ 616,572	\$ 115,223	\$ (205,542)	\$ (151,075)	\$ 1,078,991	\$ —	\$ 946,633	\$ 484,759	\$ 464,200	\$ 2,157,737

Appendix E

Conservation Halton

Audit Findings Report
for the year ended December 31, 2021



Licensed Public Accountants

Prepared March 24, 2022 for upcoming Finance
and Audit Committee meeting on April 7, 2022

kpmg.ca/audit

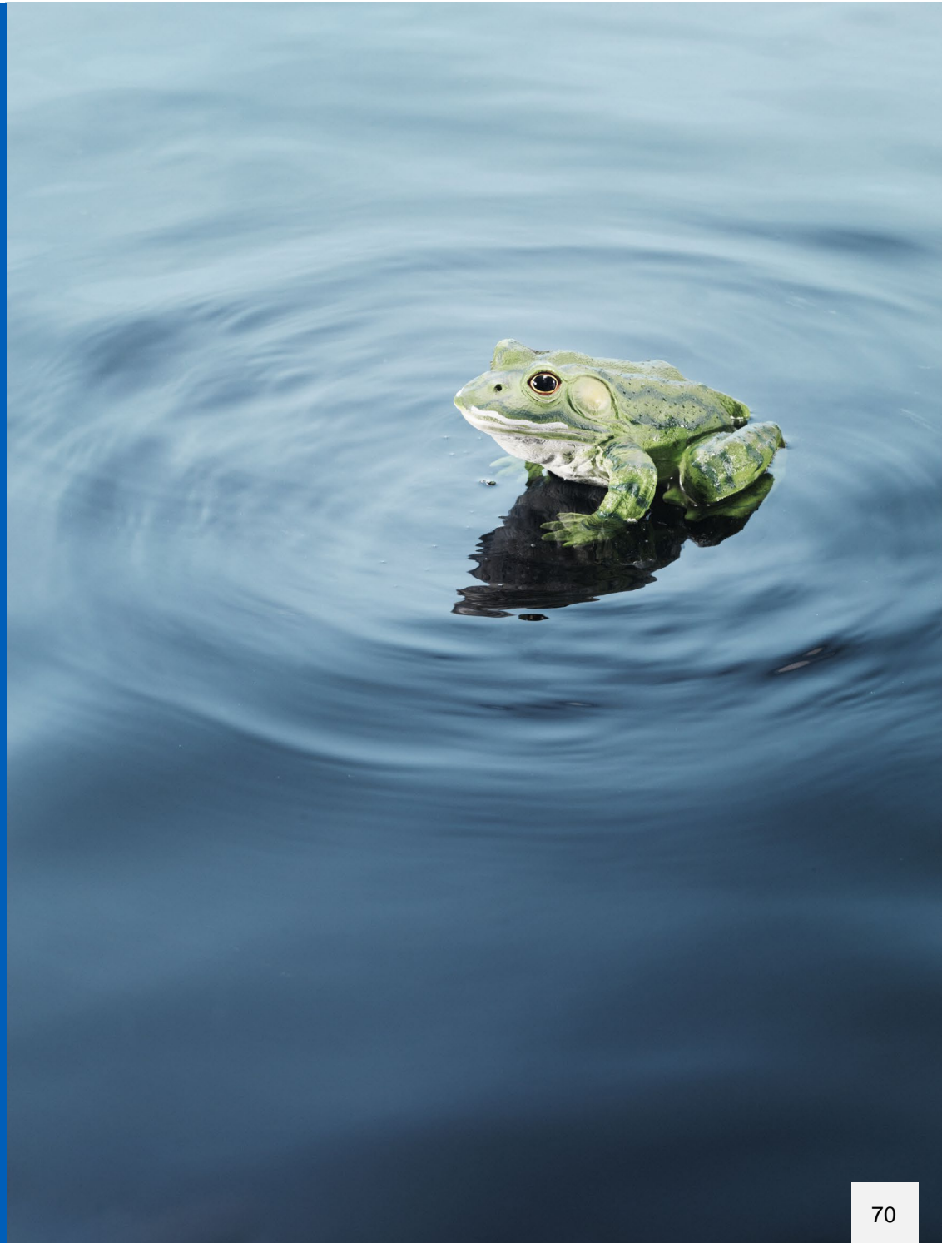


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Our refreshed Values

What we believe



Integrity

We do what is right.



Excellence

We never stop learning
and improving.



Courage

We think and act boldly.



Together

We respect each other
and draw strength from
our differences.



For Better

We do what matters.

Audit Quality: How do we deliver audit quality?

Transparency report



Quality essentially means doing the right thing and remains our highest priority. Our **Global Quality Framework** outlines how we deliver quality and how every partner and staff member contributes to its delivery.

‘**Perform quality engagements**’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define ‘**audit quality**’ as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics, and integrity**.



Visit our [Audit Quality Resources](#) page for more information.

Doing the right thing. Always.

Audit Quality: Indicators (AQIs)

The objective of these measures is to provide the audit committee and management with more in-depth information about factors that influence audit quality within an audit process. Below you will find the current status of the AQIs that we have agreed with management are relevant for the audit.

AQI	Measurement criteria	Milestone measurement and status	G Y R
Team Composition	Experience of the team	<p>Engagement Partner – 20 years experience in the industry, 3+ years on this engagement as Engagement Senior Manager.</p> <p>Manager – 4 years experience in the industry, first year on this engagement.</p> <p>Other team members have relevant industry experience to carry out the audit.</p>	●
Technology in the Audit	Implementation of Technology in the Audit	KPMG has utilized IDEA Smart Analyzer for journal entry testing.	●
Timing of Prepared by Client (PBC) items	Timeliness of PBC items	No concerns regarding to the timeliness of PBC items.	●

Legend: ● Nothing to report ● Some matters to report ● Specific matters to report

Audit highlights

Purpose of this report¹

The purpose of this report is to assist you, as a member of the Finance and Audit Committee, in your review of the results of the audit of Conservation Halton's (Organization) financial statements as at and for the year ended December 31, 2021.

Status of the audit

As of March 24, 2022, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include amongst others:

- Receipt of legal responses as at April 21, 2022;
- Completing our discussions with the Finance and Audit Committee;
- Obtaining evidence of the Board of Director's approval of the financial statements; and
- Receipt of management representation letter

We will update the Finance and Audit Committee, and not solely the Chair, on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures.

Our auditors' report, a draft of which is provided in draft financial statements, will be dated upon the completion of any remaining procedures.

Materiality

Materiality has been determined based on total revenue. We have determined materiality to be \$860,000.

See page 8.

Going concern

No matters to report.

Significant risks and other significant matters

Refer to pages 9 to 12 for our response and significant findings for the following significant risks and other significant matters:

- Presumption of the risk of fraud involving improper revenue recognition (rebutted);
- Presumption of the risk of fraud resulting from management override of controls;
- Grant revenue and deferred contributions; and
- Canada Emergency Wage Subsidy grants (CEWS)

Corrected audit misstatements

One misstatement was identified during the course of the audit and was corrected by Management.

¹ This report to the Finance & Audit committee is intended solely for the information and use of Management, the Finance and Audit Committee, and the Board of Directors and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Control deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

A significant deficiency in internal control is a deficiency, or combination of deficiencies, in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

Significant accounting policies and practices

There have been no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.

Independence

We are independent and have extensive quality control and conflict checking processes in place.

KPMG has provided assistance with the calculation of the eligible wages for the Canada Emergency Wage Subsidy ("CEWS") in 2020/2021 and continues to discuss the status of the denial of other conservation authorities by CRA.

Materiality

Materiality is established to identify risks of material misstatements, to develop an appropriate audit response to such risks, and to evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

Materiality determination	Comments	Amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$860,000.	\$860,000
Benchmark	Based on total revenues for the year. This benchmark is consistent with the prior year.	\$31.23 million
% of Benchmark	The corresponding percentage for the prior year's audit was 2.93%.	2.75%
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$43,000.	\$43,000

We will report to the Finance and Audit Committee:



Corrected audit misstatements



Uncorrected audit misstatements

Audit risks and results

We highlight our significant findings in respect to the professional requirements of presumed fraud risk identified.

Professional requirements	Why is it significant?
Presumption of the risk of fraud involving improper revenue recognition	<p>This is a presumed fraud risk of material misstatement under Canadian auditing standards.</p> <p>Audit standards require us to assume there are generally pressures and incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition. This can be perpetrated through revenue cut-off or manual journal entries and other adjustments related to revenue recognition.</p> <p>We exercise professional judgement to rebut the presumed risk of fraud in revenue recognition after we consider and evaluate the facts and circumstances of the audit. We have rebutted the fraud risk over revenue recognition.</p> <p>There are limited perceived opportunities to commit fraud and Conservation Halton's revenue sources require very minimal judgement. The Organization is not a high public profile entity and there are no significant third-party expectations in relation to revenue.</p>

Our response and findings
No impact as risk has been rebutted.

Audit risks and results (cont'd)

Professional requirements	Why is it significant?
Risk of material misstatement due to fraud resulting from management override of controls.	<p>This is a presumed risk of material misstatement due to fraud.</p> <p>We have not identified any specific additional risks of management override relating to this audit.</p>

Our response and findings
<p>As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk.</p> <ul style="list-style-type: none">– We tested the design and implementation of controls surrounding the review of journal entries, and the business rationale for significant entries.– Using our Data & Analytics tool, IDEA Smart Analyzer, we analyzed 100% of the journal entries posted during the year.– In responding to risks of fraud and management override of controls, we set specific criteria to isolate high risk journal entries and adjustments in order to analyze for further insights into our audit procedures and findings. We focused on journal entries recorded and posted as part of the year-end closing process. <p>No issues were noted in the performance of the above procedures.</p>

Audit risks and results

We highlight our significant findings in respect of **other areas of focus**:

Other area of focus	Why is it significant?
Grant revenue and deferred contributions	Significant financial statement captions. Risk of error over completeness, existence and accuracy of grant revenue including related deferrals.

Our response and findings

- We have agreed cash receipts received by the Conservation Halton from the Ministry, local Municipalities and other relevant Government entities and reconcile to revenue reported for the fiscal year.
- We have reviewed correspondence for a selection of funding received and perform substantive procedures to ensure appropriate revenue recognition criteria are applied.

No issues were noted in the performance of the above procedures.

Audit risks and results (cont'd)

Other area of focus	Why is it significant?
---------------------	------------------------

Canada Emergency Wage Subsidy grants (CEWS) -
Management applied for CEWS funding in FY 2020 and 2021.

Risk of error over completeness, existence and accuracy of revenue and related deferrals.

Our response and findings

Management applied for CEWS funding amounting to \$7.4M, for the period from March 15, 2020 to May 8, 2021.

Audit approach:

We obtained a copy of management's subsidy calculations and performed the following:

- Select a sample of employees, inspect their employment status to assess their eligibility to be included in the subsidy amount and agree their remuneration back to supporting documentation.
- Verify mathematical accuracy of management's revenue decline calculations, including assessing the eligibility of revenues included/excluded, use revenue decline figures to recalculate CEWS percentages by period applied to remuneration.
- For each claim period, obtain a copy of management's application form on the CRA site, and a copy of any elections, if applicable.

Evaluate whether the presentation of the CEWS amounts are in accordance with Conservation Halton's accounting policies and the applicable financial reporting framework.

Findings:

- The revenue has not been recorded in FY 2020 and FY2021 as the Organization continues to determine if it meets all of the eligibility requirements under the CEWS program. There is concern regarding the eligibility as some conservation authorities CEWS claims were denied and/or asked to repay funds by CRA. The Organization has not received a denial confirmation from CRA for the CEWS funding.
- A court case has been filed by those conservation authorities that were denied its CEWS claim, but no progress has yet been made in the Courts at this time. Therefore, the Organization has conservatively accounted for this amount as deferred revenue. KPMG believes this classification is appropriate based on the information currently available.
- The procedures performed are not intended to confirm that management's CEWS application is complete or accurate but rather to provide an opinion the financial statements taken as a whole. Given these procedures have been designed to address this continued risk of error related to the existence, accuracy and presentation of the CEWS amount, an incremental fee of \$3,000 for these additional procedures.

Uncorrected and corrected audit misstatements

Audit misstatements include presentation and disclosure misstatements, including omissions.

Uncorrected audit misstatements

We did not identify misstatements that remain uncorrected.

Corrected audit misstatements

The management representation letter includes all misstatements identified as a result of the audit, communicated to management and subsequently corrected in the financial statements.

Other observations



In our view, a key area for management's attention is asset management.

Year	TCA Additions (millions \$)	TCA Amortization (millions \$)	Summary observation
2015	3.3	1.6	— In aggregate, over the past seven years, tangible capital assets have been acquired at a multiple of 177% of amortization, or 1.77 to 1.
2016	1.0	1.6	
2017	3.1	1.7	— To ensure that tangible capital assets are being renewed at a sustainable rate, a multiple of 1.5 – 2.0 should be maintained over the long term.
2018	2.4	1.8	
2019	8.1	2.0	— Note that large infrastructure projects can skew this analysis and need to be considered qualitatively.
2020	2.3	1.9	
2021	2.2	2.0	— Excluding land, the ratio of net book value to cost of tangible capital assets is 0.54.
Average	3.2	1.8	
			— This means that your assets, on average, are less than 1/2 of the way through their useful lives. The Infrastructure category of assets is the biggest driver, at a ratio of 0.58.

Financial statement presentation and disclosure

Misstatements, including omissions, if any, related to presentation and disclosure items are in the management representation letter.

We also highlight the following:

Financial statement presentation - form, arrangement, and content	The form, arrangement and content of the financial statements are appropriate for the size, scope and industry segment of the Organization. It is consistent with its peer group in Ontario and in accordance with PSAB standards.
Concerns regarding application of new accounting pronouncements	Nothing to report.
Significant qualitative aspects of financial statement presentation and disclosure	<p>Discussion about other significant qualitative aspects of financial statement presentation and disclosures</p> <ul style="list-style-type: none">Within note 15 of the financial statements, Conservation Halton discloses the uncertainty surrounding the eligibility for the funding received relating to the Canada Emergency Wage Subsidy (CEWS) program. Based on the information available at this time, KPMG believes this disclosure is sufficient as eligibility requirements have not been confirmed nor denied by the CRA.

Appendices

Content

Appendix: Required communications

Appendix: Management representation letter

Appendix: Engagement letters

Appendix: Audit and assurance insights

Appendix: Current development

Appendix: KPMG's Commitment to Climate Change



Appendix : Other required communications

Audit Findings Report	Representations of management
This Report.	The draft management representation letter is included in the Appendix Management representation letter.
Matters pertaining to independence	Internal control deficiencies
There have been no events or conditions that would cause any concerns over our independence.	Other control deficiencies, identified during the audit, that do not rise to the level of a significant deficiency will be, communicated to management.
Required inquiries	Engagement letters
Professional standards require that during the planning of our audit we obtain your views on the identification and assessment of risks of material misstatement, whether due to fraud or error, your oversight over such risk assessment, identification of suspected, alleged or actual fraudulent behaviour, and any significant unusual transactions during the period.	Unless you inform us otherwise, we understand that you acknowledge and agree to the terms of the engagement set out in the engagement letter and any subsequent amendments as included in Appendix Engagement Letters.

Appendix: Management representation letter

KPMG LLP
115 King Street South
2nd floor
Waterloo, ON N2J 5A3
Canada

April 21, 2022

Ladies and Gentlemen:

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the financial statements (hereinafter referred to as “financial statements”) of Conservation Halton (“the Entity”) as at and for the period ended the year ended December 31, 2021.

General:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in [Attachment I](#) to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Responsibilities:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated November 30, 2018, amended November 13, 2020 and amended January 25, 2022 including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements (“relevant information”), such as financial records, documentation and other matters, including:
 - (i) the names of all related parties and information regarding all relationships and transactions with related parties;
 - (ii) the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.

- d) providing you with complete responses to all enquiries made by you during the engagement.
- e) providing you with additional information that you may request from us for the purpose of the engagement.
- f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
- g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

Internal control over financial reporting:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

Fraud & non-compliance with laws and regulations:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - others
 where such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements, whose effects should be considered when preparing financial statements.

- e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

Subsequent events:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment or disclosure in the financial statements have been adjusted or disclosed.

Related parties:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for and disclosed in accordance with the relevant financial reporting framework.

Estimates:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

Going concern:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

Misstatements:

- 11) We approve the corrected misstatements identified by you during the audit described in [Attachment II](#).

Non-SEC registrants or non-reporting issuers:

- 12) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 13) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

Approval of financial statements:

- 14) The individuals listed below has the recognized authority to take, and has taken, responsibility for the financial statements.

Yours very truly,

By: Marnie Piggot, Director, Finance

By: Hassaan Basit, President and CEO

cc: Finance & Audit Committee

Attachment I – Definitions

Materiality

Certain representations in this letter are described as being limited to matters that are material. Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. Judgments about materiality are made in light of surrounding circumstances, and are affected by the size or nature of a misstatement, or a combination of both.

Fraud & error

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Attachment II – Summary of Audit Misstatements Schedule

Company Conservation Halton - [Dec 2021]

Summary of Corrected Audit Misstatements

For Year Ended 12/31/2021

Amounts in Currency unit
Method Used to Quantity Audit Mi Income Statement Method (Roll Over)

Detailed instructions on automatically populating the audit misstatements from the Tracker are provided in the "Instructions" tab.

ID	Description of misstatement	Type of misstatement	Identified During	Accounts	Debit	(Credit)	Income Statement Effect - Debit (Credit)	Balance Sheet Effect - Debit (Credit)					Cash Flow Effect - Increase (Decrease)		
							Income Effect Debit (Credit)	Equity	Current Assets	Noncurrent Assets	Current Liabilities	Noncurrent Liabilities	Operating Activities	Investing Activities	Financing Activities
ID	Inappropriate deferral of interest revenue	Factual	Final	Deferred revenue	78,000	0	0	0	0	0	78,000	0	(78,000)	0	0
				Conservation Areas	0	(31,200)	(31,200)	31,200	0	0	0	0	31,200	0	0
				Corporate services	0	(46,800)	(46,800)	46,800	0	0	0	0	46,800	0	0
				Total income effect of corrected audit misstatements – Final			(78,000)	78,000	0	0	78,000	0	0	0	0

Appendix: Engagement letters



KPMG LLP
115 King Street South, 2nd floor
Waterloo Ontario N2J 5A3
Canada
Tel (519) 747-8800
Fax (519) 747-8830

PRIVATE & CONFIDENTIAL

Ms. Marnie Piggot
Director, Finance
Conservation Halton
2596 Britannia Road West
Burlington, Ontario L7P 0G3

November 30, 2018

Dear Ms. Piggot:

The purpose of this letter is to outline the terms of our engagement to audit the annual financial statements ("financial statements" or "annual financial statements") of Conservation Halton (the "Entity"), commencing for the period ending December 31, 2018.

This letter supersedes our previous letter to the Entity dated January 8, 2014.

The terms of the engagement outlined in this letter will continue in effect from period to period, unless amended or terminated in writing. The attached Terms and Conditions and any exhibits, attachments and appendices hereto and subsequent amendments form an integral part of the terms of this engagement and are incorporated herein by reference (collectively the "Engagement Letter").

FINANCIAL REPORTING FRAMEWORK FOR THE FINANCIAL STATEMENTS

The annual financial statements will be prepared and presented in accordance with Canadian public sector accounting standards (hereinafter referred to as the "financial reporting framework").

The annual financial statements will include an adequate description of the financial reporting framework.

MANAGEMENT'S RESPONSIBILITIES

Management responsibilities are described in Appendix – Management's Responsibilities.

An audit does not relieve management or those charged with governance of their responsibilities.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.



AUDITORS' RESPONSIBILITIES

Our responsibilities are described in Appendix – Auditors' Responsibilities.

If management does not fulfill the responsibilities above, we cannot complete our audit.

AUDITORS' DELIVERABLES

The expected form and content of our report(s) is provided in Appendix – Expected Form of Report. However, there may be circumstances in which a report may differ from its expected form and content.

In addition, if we become aware of information that relates to the financial statements after we have issued our audit report, but which was not known to us at the date of our audit report, and which is of such a nature and from such a source that we would have investigated that information had it come to our attention during the course of our audit, we will, as soon as practicable: (1) communicate such an occurrence to those charged with governance; and (2) undertake an investigation to determine whether the information is reliable and whether the facts existed at the date of our audit report. Further, management agrees that in conducting that investigation, we will have the full cooperation of the Entity's personnel. If the subsequently discovered information is found to be of such a nature that: (a) our audit report would have been affected if the information had been known as of the date of our audit report; and (b) we believe that the audit report is currently being relied upon or is likely to be relied upon by someone who would attach importance to the information, appropriate steps will be taken by KPMG and appropriate steps will also be taken by the Entity to prevent further reliance on our audit report.

Such steps include, but may not be limited to, appropriate disclosures by the Entity to the users of the financial statements and audit report thereon of the newly discovered facts and the impact to the financial statements.

ADDITIONAL RESPONSIBILITIES REGARDING "OTHER INFORMATION"

"Other information" is defined in professional standards to be the financial or non-financial information (other than the financial statements and the auditors' report thereon) included in the "annual report". An "annual report" is defined in professional standards to comprise a document or combination of documents. Professional standards also indicate that:

- an annual report is prepared typically on an annual basis in accordance with law, regulation or custom (i.e., is reoccurring)
- an annual report contains or accompanies the financial statements and the auditors' report thereon
- an annual report's purpose is to provide owners (or similar stakeholders) with information on the Entity's:
 - o operations; and/or
 - o financial results and financial position as set out in the financial statements.



Conservation Halton
November 30, 2018

Based on discussions with management, the following are expected to meet the definition of an "annual report" under professional standards:

- The document likely to be entitled "Glossy Annual Report"

Management agrees, when possible, to provide us with the final versions of the document(s) comprising the "annual report" prior to the date of our auditors' report on the financial statements. If that timing is not possible, management agrees to provide us with the final versions of the document(s) comprising the "annual report" prior to the entity's issuance so that we can complete our responsibilities required under professional standards.

Management is responsible for the "other information". Our responsibility is to read the "other information" and, in doing so, consider whether such information is materially inconsistent with:

- the financial statements; or
- our knowledge obtained in the audit.

Our responsibility is also to remain alert for indications that the "other information" appears to be materially misstated.

Our auditors' report on the financial statements, when applicable under professional standards, will contain a separate section where we will report on this "other information".

INCOME TAX COMPLIANCE AND ADVISORY SERVICES

Tax compliance and advisory services are outside the scope of this letter. These services will be subject to the terms and conditions of a separate engagement letter.

FEES

The Entity and KPMG agree to a fee based on actual hours incurred at mutually agreed-upon rates. The estimated fee for the services described in this letter is \$26,000.

Harmonized Sales Tax (HST) will be computed and shown separately on our invoices, together with our firm's HST registration number, so that you will have the information required to claim input tax credits and input tax refunds, if applicable.

The Entity agrees, by accepting the terms of this engagement, to pay all invoices to KPMG within 30 days of receipt.

* * * * *

We are available to provide a wide range of services beyond those outlined above. Additional services are subject to separate terms and arrangements.

We are proud to provide you with the services outlined above and we appreciate your confidence in our work. We shall be pleased to discuss this letter with you at any time. If the arrangements and terms are acceptable to the Entity, please sign the duplicate of this letter in the space provided and return it to us.



Conservation Halton
November 30, 2018

Yours very truly,

KPMG LLP

Matthew Betik, CPA, CA
Partner, responsible for the engagement and its performance, and for the report that is
issued on behalf of KPMG LLP, and who, where required, has the appropriate authority
from a professional, legal or regulatory body
519-747-8245

/ga

Enclosure

The terms of the engagement for Conservation Halton set out are as agreed:

Marnie Piggot

Marnie Piggot, Director, Finance

30/Nov./2018

Date (DD/MM/YY)



Appendix - Management's Responsibilities

Management acknowledges and understands that they are responsible for:

- (a) the preparation and fair presentation of the financial statements in accordance with the financial reporting framework referred to above.
- (b) providing us with all information of which management is aware that is relevant to the preparation of the financial statements such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties
 - complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors, and committees of the board of directors that may affect the financial statements. All significant actions are to be included in such summaries.
- (c) providing us with unrestricted access to such relevant information.
- (d) providing us with complete responses to all enquiries made by us during our engagement.
- (e) providing us with additional information that we may request from management for the purpose of the engagement.
- (f) providing us with unrestricted access to persons within the Entity from whom we determine it necessary to obtain evidence.
- (g) such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Management also acknowledges and understands that they are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- (h) ensuring that all transactions have been recorded and are reflected in the financial statements.
- (i) providing us with written representations required to be obtained under professional standards and written representations that we determine are necessary. Management also acknowledges and understands that, as required by professional standards, we may disclaim an audit opinion when management does not provide certain written representations required.
- (j) ensuring that internal auditors providing direct assistance to us, if any, will be instructed to follow our instructions and that management, and others within the entity, will not intervene in the work the internal auditors perform for us.



Appendix - Auditors' Responsibilities

Our function as auditors of the Entity is:

- to express an opinion on whether the Entity's annual financial statements, prepared by management with the oversight of those charged with governance, are, in all material respects, in accordance with the financial reporting framework referred to above
- to report on the annual financial statements

We will conduct the audit of the Entity's annual financial statements in accordance with Canadian generally accepted auditing standards and relevant ethical requirements, including those pertaining to independence (hereinafter referred to as applicable "professional standards").

We will plan and perform the audit to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error. Accordingly, we will, among other things:

- identify and assess risks of material misstatement, whether due to fraud or error, based on an understanding of the Entity and its environment, including the Entity's internal control. In making those risk assessments, we consider internal control relevant to the Entity's preparation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control
- obtain sufficient appropriate audit evidence about whether material misstatements exist, through designing and implementing appropriate responses to the assessed risks
- form an opinion on the Entity's annual financial statements based on conclusions drawn from the audit evidence obtained
- communicate matters required by professional standards, to the extent that such matters come to our attention, to the appropriate level of management, those charged with governance and/or the board of directors. The form (oral or in writing) and the timing will depend on the importance of the matter and the requirements under professional standards



Conservation Halton
November 30, 2018

Appendix - Expected Form of Report

INDEPENDENT AUDITORS' REPORT

To the Directors

Opinion

We have audited the financial statements of Conservation Halton (the Entity), which comprise:

- the statement of financial position as at December 31, 2018
- the statement of operations and change in accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2018, and its results of operations and its cash flows year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged With Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



Appendix - Expected Form of Report (continued)

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.



Conservation Halton
November 30, 2018

Appendix - Expected Form of Report (continued)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



TERMS AND CONDITIONS FOR ASSURANCE ENGAGEMENTS (NOT-FOR-PROFIT)

These Terms and Conditions are an integral part of the accompanying engagement letter or proposal from KPMG that identifies the engagement to which they relate (and collectively form the "Engagement Letter"). The Engagement Letter supersedes all written or oral representations on this matter. The term "Entity" used herein has the meaning set out in the accompanying engagement letter or proposal. The term "Management" used herein means the management of Entity.

1. DOCUMENTS AND LICENSES.

a. All working papers, files and other internal materials created or produced by KPMG in relation to this engagement and all copyright and intellectual property rights therein are the property of KPMG.

b. Only in connection with the services herein, Entity hereby grants to KPMG a limited, revocable, non-exclusive, non-transferable, paid up and royalty-free license, without right of sublicense, to use all logos, trademarks and service marks of Entity solely for presentations or reports to Entity or for internal KPMG presentations and intranet sites. Further, Entity agrees that KPMG may list Entity as a customer in KPMG's internal and external marketing materials, including KPMG websites and social media, indicating the general services rendered (e.g., "Client is an Audit, Advisory, and/or Tax client of KPMG LLP").

2. ENTITY'S RESPONSIBILITIES.

a. Entity agrees that all management responsibilities will be performed and all management decisions will be made by Entity, and not by KPMG.

b. Entity's provision of documents and information to KPMG on a timely basis is an important factor in our ability to issue any reports under this Engagement Letter. KPMG is not responsible for any consequences arising from Entity's failure to deliver documents and information as required.

c. To the extent that KPMG personnel are on Entity's premises, Entity will take all reasonable precautions for their safety.

d. Entity understands and acknowledges that KPMG's independence may be impaired if any KPMG partner, employee or contractor accepts any offer of employment from Entity.

e. Except as required by applicable law or regulation, Entity shall keep confidential the terms of this Engagement Letter, and such confidential information shall not be distributed, published or made available to any other person without KPMG's express written permission.

f. Management agrees to promptly provide us with a copy of any comment letter or request for information issued by any securities or other regulatory authority in respect of information on which KPMG reported, including without limitation any continuous disclosure filings.

3. FEE ARRANGEMENTS.

a. KPMG's estimated fee is based in part on the quality of Entity's records, the agreed-upon level of preparation and assistance from Entity's personnel, and adherence by Entity to the agreed-upon timetable. KPMG's estimated fee also assumes that Entity's financial statements and/or other financial information, as applicable, are prepared in accordance with the relevant financial reporting framework or the relevant criteria, as applicable, and that there are no significant changes to the relevant financial reporting framework or the relevant criteria, as applicable; no significant new or changed accounting policies; no significant changes to internal control; and no other significant issues.

b. Additional time may be incurred for such matters as significant

issues, significant unusual and/or complex transactions, informing management about new professional standards, and any related accounting advice. Where these matters arise and require research, consultation and work beyond that included in the estimated fee, Entity and KPMG agree to revise the estimated fee. Our professional fees are also subject to an additional charge to cover information technology infrastructure costs and administrative support of our client service personnel. Disbursements for items such as travel, accommodation and meals will be charged based on KPMG's actual disbursements.

c. KPMG's invoices are due and payable upon receipt. Amounts overdue are subject to interest. In order to avoid the possible implication that unpaid fees might be viewed as creating a threat to KPMG's independence, it is important that KPMG's bills be paid promptly when rendered. If a situation arises in which it may appear that KPMG's independence is threatened because of significant unpaid bills, KPMG may be prohibited from signing any applicable report and/or consent.

d. Fees for any other services will be billed separately from the services described in this Engagement Letter and may be subject to written terms and conditions supplemental to those in the Engagement Letter.

e. Canadian Public Accountability Board ("CPAB") participation fees, when applicable, are charged to Entity based on the annual fees levied by CPAB.

4. USE OF MEMBER FIRMS AND THIRD PARTY SERVICE PROVIDERS; STORAGE AND USE OF INFORMATION.

a. KPMG is a member firm of the KPMG International Cooperative ("KPMG International"). Entity acknowledges that in connection with the provision of services hereunder, KPMG may use the services of KPMG International member firms, as well as other third party service providers or subcontractors, and KPMG shall be entitled to share with them all documentation and information related to the engagement, including Entity's confidential information and personal information ("information"). KPMG may also: (i) directly, or using such aforementioned KPMG International member firms, third party service providers or subcontractors, perform data analytics in respect of the information; and (ii) retain and disclose to KPMG International member firms the information to share best practices or for knowledge sharing purposes. In all such cases, such information may be used, retained, processed, or stored outside of Canada by such KPMG International member firms, other third party service providers or subcontractors, and may be subject to disclosure in accordance with the laws applicable in the jurisdiction in which the information is used, retained, processed or stored, which laws may not provide the same level of protection for such information as will Canadian laws. KPMG represents that such KPMG International member firms, other third party service providers or subcontractors have agreed or shall agree to conditions of confidentiality with respect to Entity's confidential information, and that KPMG is responsible to ensure their compliance with those conditions. Any services performed by KPMG International member firms or other third party service providers or subcontractors shall be performed in accordance with the terms of this Engagement Letter, but KPMG remains solely responsible to Entity for the delivery of the services hereunder. Entity agrees that any claims that may arise out of the engagement will be brought solely against KPMG, the contracting party, and not against any other KPMG International member firms or other third party service providers or subcontractors referred to above.



TERMS AND CONDITIONS FOR ASSURANCE ENGAGEMENTS (NOT-FOR-PROFIT)

b. Certain information (including information relating to time, billing and conflicts) collected by KPMG during the course of the engagement may be used, retained, processed and stored outside of Canada by KPMG, KPMG International member firms or third party service providers or subcontractors providing support services to KPMG for administrative, technological and clerical/organizational purposes, including in respect of client engagement acceptance procedures and maintaining engagement profiles; and to comply with applicable law, regulation or professional standards (including for quality performance reviews). Such information may be subject to disclosure in accordance with the laws applicable in the jurisdiction in which the information is used, retained, processed or stored, which laws may not provide the same level of protection for such information as will Canadian laws. KPMG may also share information with its legal advisers and insurers for the purposes of obtaining advice.

c. Entity acknowledges that KPMG aggregates anonymous information from sources including the Entity for various purposes, including to monitor quality of service, and Entity consents to such use. KPMG may also use Entity's information to offer services that may be of interest to Entity.

5. PERSONAL INFORMATION CONSENTS AND NOTICES.

KPMG may be required to collect, use and disclose personal information about individuals during the course of the engagement. Any collection, use or disclosure of personal information is subject to KPMG's Privacy Policy available at www.kpmg.ca. Entity represents and warrants that (i) it will obtain any consents required to allow KPMG to collect, use and disclose personal information in the course of the engagement, and (ii) it has provided notice to those individuals whose personal information may be collected, used and disclosed by KPMG hereunder of the potential processing of such personal information outside of Canada (as described in Section 4 above). KPMG's Privacy Officer noted in KPMG's privacy policy is able to answer any individual's questions about the collection of personal information required for KPMG to deliver services hereunder.

6. THIRD PARTY DEMANDS FOR DOCUMENTATION AND INFORMATION / LEGAL AND REGULATORY PROCESSES.

a. Entity on its own behalf hereby acknowledges and agrees to cause its subsidiaries and affiliates to acknowledge that KPMG or a foreign component auditor which has been engaged in connection with an assurance engagement ("component auditor") may from time to time receive demands from a third party (each, a "third party demand"), including without limitation (i) from CPAB or from professional, securities or other regulatory, taxation, judicial or governmental authorities (both in Canada and abroad), to provide them with information and copies of documents in KPMG's or the component auditor's files including (without limitation) working papers and other work-product relating to the affairs of Entity, its subsidiaries and affiliates, and (ii) summons for production of documents or information related to the services provided hereunder; which information and documents may contain confidential information of Entity, its subsidiaries or affiliates. Except where prohibited by law, KPMG or its component auditor, as applicable, will advise Entity or its affiliate or subsidiary of the third party demand. Entity acknowledges, and agrees to cause its subsidiaries and affiliates to acknowledge, that KPMG or its component auditor, as applicable, will produce documents and provide information in response to the third party demand, without further authority from Entity, its subsidiaries or affiliates.

b. KPMG will use reasonable efforts to withhold from production any documentation or information over which Entity asserts privilege. Entity must identify any such documentation or information at the time of its provision to KPMG by marking it as "privileged". Notwithstanding the foregoing, where disclosure of such privileged documents is required by law, KPMG will disclose such privileged documents. If and only if the authority requires such access to such privileged documents pursuant to the laws of a jurisdiction in which express consent of Entity is required for such disclosure, then Entity hereby provides its consent.

c. Entity agrees to reimburse KPMG for its professional time and any disbursements, including reasonable legal fees and taxes, in responding to third party demands.

d. Entity waives and releases KPMG from any and all claims that it may have against KPMG as a result of any disclosure or production by KPMG of documents or information as contemplated herein.

e. Entity agrees to notify KPMG promptly of any request received by Entity from any third party with respect to the services hereunder, KPMG's confidential information, KPMG's advice or report or any related document.

7. CONNECTING TO THE ENTITY'S IT NETWORK; EMAIL AND ONLINE FILE SHARING AND STORAGE TOOLS.

a. Entity authorizes KPMG personnel to connect their computers to Entity's IT Network and the Internet via the Network while at the Entity's premises for the purpose of conducting normal business activities.

b. Entity recognizes and accepts the risks associated with communicating electronically, and using online file sharing, storage, collaboration and other similar online tools to transmit information to or sharing information with KPMG, including (but without limitation) the lack of security, unreliability of delivery and possible loss of confidentiality and privilege. Entity assumes all responsibility or liability in respect of the risk associated with the use of the foregoing, and agrees that KPMG is not responsible for any issues that might arise (including loss of data) as a result of Entity using the foregoing to transmit information to or otherwise share information with KPMG and, in the case of online tools other than email, KPMG's access to and use of the same in connection with obtaining Entity information and documents.

8. LIMITATION ON WARRANTIES.

THIS IS A SERVICES ENGAGEMENT. KPMG WARRANTS THAT IT WILL PERFORM SERVICES HEREUNDER IN GOOD FAITH WITH QUALIFIED PERSONNEL IN A COMPETENT AND WORKMANLIKE MANNER IN ACCORDANCE WITH APPLICABLE INDUSTRY STANDARDS. SUBJECT TO SECTION 14, KPMG DISCLAIMS ALL OTHER WARRANTIES, REPRESENTATIONS OR CONDITIONS, EITHER EXPRESS OR IMPLIED, INCLUDING, WITHOUT LIMITATION, WARRANTIES, REPRESENTATIONS OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

9. LIMITATION ON LIABILITY AND INDEMNIFICATION

a. Subject to Section 14: Entity agrees that KPMG shall not be liable to Entity for any actions, damages, claims, fines, penalties, complaints, demands, suits, proceedings, liabilities, costs, expenses, or losses (collectively, "Claims") in any way arising out of or relating to the services performed hereunder for an aggregate amount in excess of one million dollars (\$1,000,000).



TERMS AND CONDITIONS FOR ASSURANCE ENGAGEMENTS (NOT-FOR-PROFIT)

b. Subject to Section 14, in the event of a Claim by any third party against KPMG that arises out of or relates to the services performed hereunder, Entity will indemnify and hold harmless KPMG from all such Claims, including, without limitation, reasonable legal fees, except to the extent finally determined to have resulted from the intentional, deliberate or fraudulent misconduct of KPMG.

c. Subject to Section 14: (i) in no event shall KPMG be liable for consequential, special, indirect, incidental, punitive or exemplary damages, liabilities, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs); (ii) in any Claim arising out of the engagement, Entity agrees that KPMG's liability will be several and not joint and several; and (iii) Entity may only claim payment from KPMG of KPMG's proportionate share of the total liability based on degree of fault.

d. For purposes of this Section 9, the term KPMG shall include its subsidiaries, its associated and affiliated entities and their respective current and former partners, directors, officers, employees, agents and representatives. The provisions of this Section 9 shall apply regardless of the form of Claim, whether in contract, statute, tort (including, without limitation, negligence) or otherwise.

10. CONSENT TO THE USE OF THE KPMG NAME OR KPMG REPORT.

Except as otherwise specifically agreed in this Engagement Letter, KPMG does not consent to:

- i. the use of our name or our report in connection with information, other than what we have reported on as part of this engagement letter or our report thereon, that contains, incorporates by reference, or otherwise accompanies our report or our name;
- ii. the use of our report in another language, or the use of our report in connection with information that we reported on that has been translated into another language, or the use of our name in connection with information that we reported on that has been translated into another language;
- iii. the use of our report in connection with an offering document or other securities filing, including continuous disclosure filings; or
- iv. the use of our name or our report in connection with the interim financial statements (or other interim financial information) to any statement by the Entity regarding the services that we provided on the interim financial statements or other interim financial information. Any communication, report, statement or conclusion on the interim financial statements may not be included in, or otherwise referred to in any public document or public oral statements except when the interim review conclusion contains a modified conclusion, in which case our interim review report will accompany the interim financial statements.

If the Entity wishes to obtain KPMG's consent regarding the matters above or other matters not otherwise specifically covered by this Engagement Letter, we will be required to perform procedures as required by applicable professional standards, and such procedures would be a separate engagement and subject to separate engagement terms.

11. ALTERNATIVE DISPUTE RESOLUTION.

Any dispute or claim between the parties arising under or relating to this Engagement Letter or the services provided hereunder (the "Dispute") shall be submitted to non-binding mediation. If

mediation is not successful within 90 days after the issuance by a party of a request for mediation, then the Dispute shall be referred to and finally resolved by arbitration under the Arbitration Rules of the ADR Institute of Canada in force at that time. The Seat of Arbitration shall be the province where KPMG's principal office performing this engagement is located. The language of the arbitration shall be English. The Arbitral Tribunal shall be made up of a single Arbitrator. The arbitration award shall be final, conclusive and binding upon the parties, and not subject to appeal.

12. POTENTIAL CONFLICTS OF INTEREST.

a. KPMG is or may be engaged by entities and individuals who have potentially conflicting legal and business interests to Entity. Entity agrees that, without further notice or disclosure to Entity, KPMG may: (i) accept or continue such engagements on matters unrelated to KPMG's engagement for Entity; and (ii) provide advice or services to any other person or entity making a competing bid or proposal to that of Entity whether or not KPMG is providing advice or services to Entity in respect of Entity's competing bid or proposal.

b. In accordance with professional standards, KPMG will not use any confidential information regarding Entity in connection with its engagements with other clients, and will establish confidentiality and other safeguards to manage conflicts, which may include, in KPMG's sole discretion, the use of separate engagement teams and data access controls.

c. In no event shall KPMG be liable to Entity, or shall Entity be entitled to a return of fees or disbursements, or any other compensation whatsoever as a result of KPMG accepting or continuing a conflicting engagement in accordance with the terms of this Engagement Letter.

d. Entity agrees that KPMG may, in its sole discretion, disclose the fact and nature of its engagement for Entity to (i) KPMG International member firms to inform conflict searches, and (ii) to the extent reasonably required in order to obtain the consent of another entity or individual in order to permit KPMG to act for such entity or individual, or for Entity, in connection with the engagement or any future engagement.

e. In the event that circumstances arise that place KPMG into a conflict of interest as between Entity and a pre-existing client, which in KPMG's sole opinion cannot be adequately addressed through the use of confidentiality and other safeguards, KPMG shall be entitled to immediately terminate the engagement with Entity, without liability.

f. Other KPMG International member firms are or may be engaged by entities and individuals who have potentially conflicting legal and business interests to Entity. Entity agrees that (i) it will not assert that other KPMG International member firms are precluded from being engaged by those other entities or individuals, and (ii) those engagements of other KPMG International member firms do not conflict with KPMG's engagement for Entity.

13. LOBBYING.

Unless expressly stated in this Engagement Letter, KPMG will not undertake any lobbying activity, as that term is defined in all applicable federal, provincial and municipal lobbyist registration statutes and regulations, in connection with the engagement. In the event that KPMG and Entity agree that KPMG will undertake lobbying activity in connection with the engagement, such agreement shall be set out in an amendment to this Engagement Letter.



**TERMS AND CONDITIONS FOR ASSURANCE ENGAGEMENTS
(NOT-FOR-PROFIT)**

14. SEVERABILITY.

The provisions of these Terms and Conditions and the accompanying proposal or engagement letter shall only apply to the extent that they are not prohibited by a mandatory provision of applicable law, regulation or professional standards. If any of the provisions of these Terms and Conditions or the accompanying proposal or engagement letter are determined to be invalid, void or unenforceable, the remaining provisions of these Terms and Conditions or the accompanying proposal or engagement letter, as the case may be, shall not be affected, impaired or invalidated, and each such provision shall remain valid and in effect and be enforceable and binding on the parties to the fullest extent permitted by law.

15. GOVERNING LAW.

This Engagement Letter shall be subject to and governed by the laws of the province where KPMG's principal office performing this engagement is located (without regard to such province's rules on conflicts of law).

16. LLP STATUS.

KPMG is a registered limited liability partnership ("LLP") established under the laws of the Province of Ontario and, where applicable, has been registered extra-provincially under provincial LLP legislation.

17. INDEPENDENT LEGAL ADVICE

Entity agrees that it been advised to retain independent legal advice at its own expense prior to signing this Engagement Letter (including without limitation with respect to Entity's rights in connection with potential future conflicts) and agrees that any failure on its part to retain such independent legal counsel shall not affect (and it shall not assert that the same affects) the validity of the provisions of this Engagement Letter.

18. SURVIVAL.

All sections hereof other than Section 7(a) shall survive the expiration or termination of the engagement.



KPMG LLP
115 King Street South,
2nd floor
Waterloo Ontario N2J 5A3
Canada
Tel (519) 747-8800
Fax (519) 747-8830

PRIVATE & CONFIDENTIAL

Ms. Marnie Piggot
Director, Finance
Conservation Halton
2596 Britannia Road West
Burlington, Ontario L7P 0G3

November 13, 2020

Dear Ms. Piggot:

Except as specified herein, all provisions of the most recent Engagement Letter between KPMG and Conservation Halton (the "Entity") dated November 30, 2018 continue in effect from period to period unless amended or terminated in writing or unless revised due to the issuance of new professional standards.

This letter amends the following terms of our engagement:

Terms and Conditions

This letter amends the Terms and Conditions in our previous engagement letter dated November 30, 2018 with the ones attached to this letter.

Fees

The Entity and KPMG agree to a fee based on actual hours incurred at mutually agreed-upon rates. The estimated fee for the services described in this letter is \$27,000.

Harmonized Sales Tax (HST) will be computed and shown separately on our invoices, together with our firm's HST registration number, so that you will have the information required to claim input tax credits and input tax refunds, if applicable.

The Entity agrees, by accepting the terms of this engagement, to pay all invoices to KPMG within 30 days of receipt.

COVID 19 Rider

We update our previous engagement letter dated November 30, 2018 with a COVID 19 Rider which can be found ***Appendix – COVID 19 Rider***.



Conservation Halton
November 13, 2020

We are available to discuss these amendments to the terms of our engagement with you at any time. For your convenience in confirming these arrangements, we enclose a copy of this letter. Please sign the copy in the space provided and return it to us.

Yours very truly,

Matthew Betik, CPA, CA
Partner, responsible for the engagement and its performance, and for the report that is issued on behalf of KPMG LLP, and who, where required, has the appropriate authority from a professional, legal or regulatory body
519-747-8245

Enclosure

The terms of the engagement for Conservation Halton set out are as agreed:

25 February 2021
Date (DD/MM/YY)



Appendix - COVID-19 Rider

1. During the engagement, each party shall keep the other party reasonably informed of any events which:
 - i. relate to the notifying party and the COVID-19 situation;
 - ii. are not existing or reasonably foreseeable at the date of this agreement; and
 - iii. which will materially and adversely affect the notifying party's ability to perform its obligations under the engagement.
2. Each party will implement mitigation measures to enable the services to be performed so far as reasonably practicable in the circumstances, including:
 - i. reducing travel (particularly international travel) and in-person meetings to the minimum necessary level;
 - ii. at the party's premises, implementing such infection control procedures as are recommended or required by official bodies in the applicable location;
 - iii. implementing internal corporate policies which permit and encourage individual remote working, and technical systems to enable individual remote working; and
 - iv. implementing telepresence, audio conference, video conference, and other systems for collaborative working.
3. If, as a result of the global COVID-19 virus situation, performance by a party of its obligations under the engagement are rendered impossible or impracticable, the time for performance of such obligations shall be extended by such period as is reasonable in the circumstances, PROVIDED THAT the party in question is complying, and continues to comply, with its obligations pursuant to paragraphs 1 and 2 above.



KPMG LLP
115 King Street South,
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Waterloo Ontario N2J 5A3
Canada
Tel (519) 747-8800
Fax (519) 747-8830

PRIVATE & CONFIDENTIAL

Ms. Marnie Piggot
Director, Finance
Conservation Halton
2596 Britannia Road West
Burlington, Ontario L7P 0G3

January 25, 2022

Dear Ms. Piggot:

Except as specified herein, all provisions of the most recent Engagement Letter between KPMG and Conservation Halton (the "Entity") dated November 30, 2018 and November 13, 2020 continue in effect from period to period unless amended or terminated in writing or unless revised due to the issuance of new professional standards.

This letter amends the following terms of our engagement:

Fees

The Entity and KPMG agree to a fee based on actual hours incurred at mutually agreed-upon rates. The estimated fee for the services described in this letter is \$27,500.

Harmonized Sales Tax (HST) will be computed and shown separately on our invoices, together with our firm's HST registration number, so that you will have the information required to claim input tax credits and input tax refunds, if applicable.

The Entity agrees, by accepting the terms of this engagement, to pay all invoices to KPMG within 30 days of receipt.



Conservation Halton
January 25, 2022

We are available to discuss these amendments to the terms of our engagement with you at any time. For your convenience in confirming these arrangements, we enclose a copy of this letter. Please sign the copy in the space provided and return it to us.

Yours very truly,

KPMG LLP

Stacey Stahlmann, CPA, CA

Partner, responsible for the engagement and its performance, and for the report that is issued on behalf of KPMG LLP, and who, where required, has the appropriate authority from a professional, legal or regulatory body
519-747-8846

Enclosure

The terms of the engagement for Conservation Halton set out are as agreed:

Marnie Piggot

Marnie Piggot, Director, Finance

January 25, 2022

Date (DD/MM/YY)

Appendix: Assurance and audit insights

Our latest thinking on the issues that matter most to audit committees, board of directors and management.

Featured insight	Summary
KPMG Audit & Assurance Insights	Curated research and insights for audit committees and boards
Accelerate	The key issues driving the audit committee agenda in the time of COVID-19
Board Leadership Centre	Supporting you in your Director role
KPMG Climate Change Financial Reporting Resource Centre	Our climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.
You can't go green without blue - The blue economy is critical to all companies' ESG ambitions	In this report, we consider how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.
20 predictions for the next 20 years	Just two decades into the 21st century and we've already seen remarkable changes that our 20th century selves could never have anticipated. In the 1990s, no one had a smartphone or knew how to "tweet". The world around us is being transformed by technology. If so much can change in such a short time, what do the next 20 years have in store?
Inclusion and diversity practices	Getting started on the inclusion and diversity journey. Unique inclusion and diversity considerations for boards.

Appendix: Current developments

Standard	Summary and implications
PS 3280, Asset Retirement Obligations (new)	<p>This standard describes how to account for and report asset retirement obligations associated with tangible capital assets. Conservation Halton will have to identify if they have any asset retirement obligations which will be a significant project.</p> <p>On June 25, 2020 the PSAB deferred the effective date by one year due to the impact of COVID-19, and therefore the effective date is for annual financial statements relating to fiscal years beginning on or after April 1, 2022 (Conservation Halton's December 31, 2023 year end). Earlier adoption is permitted.</p>
PS 3160 Public Private Partnerships (new)	<p>This section contains requirements for recognizing, measuring, and classifying infrastructure procured through a public private partnership. This section applies when the private sector partner is obligated to design, build, acquire or better new or existing infrastructure; finance the transaction past the point where the infrastructure is ready for use; and operate and/or maintain the infrastructure. The infrastructure should be recognized as an asset when the public sector entity acquires control of the infrastructure. This asset should be initially measured at cost and amortized over the useful life of the asset in a rational and systematic manner. A liability should be recognized when the public private partnership recognizes an asset. The liability would be measured at the same value of the asset, reduced for any consideration previously transferred. The financial liability should be at amortized cost using the effective interest method.</p> <p>This standard will be in effect for fiscal years beginning on or after April 1, 2023 (Conservation Halton's December 31, 2024 year end). Earlier adoption is permitted.</p>
PS 3400, Revenue (new)	<p>Currently the Public Sector Accounting Handbook has two sections that address two major sources of revenue, government transfers and tax revenue. This new standard addresses the recognition, measurement and presentation of revenues that are common in the public sector other than government transfers and tax revenue.</p> <p>On June 25, 2020 the PSAB deferred the effective date by one year due to the impact of COVID-19, and therefore the effective date is for annual financial statements relating to fiscal years beginning on or after April 1, 2023 (Conservation Halton's December 31, 2024 year end). Earlier adoption is permitted.</p>
PS 3041 Portfolio Investments (new)	<p>The PSAB has issued a new standard, PS 3041 Portfolio Investments, which replaces PS 3030 Temporary Investments and PS 3040 Portfolio Investments. The new standard does not make a distinction between temporary and portfolio investments and investments previously within the scope of PS 3030, which are not cash equivalents, are now accounted for within the scope of PS 3041.</p>

On June 25, 2020 the PSAB deferred the effective date by one year due to the impact of COVID-19, and therefore the effective date is for annual financial statements relating to fiscal years beginning on or after April 1, 2022 (Conservation Halton's December 31, 2023 year end). Earlier adoption is permitted.

**PS 3450
Financial
Instruments
(new)**

This new standard establishes requirements for recognition, measurement, derecognition, presentation, and disclosure of financial assets and financial liabilities, including derivatives. In this standards, financial instruments are classified into two measurement categories, fair value, or cost or amortized cost. Almost all derivatives are measured at fair value. Portfolio investments in equity instruments quoted in an active market are measured at fair value. Other financial assets and liabilities are generally measured at cost or amortized cost. Remeasurement gains and losses on financial instruments measured at fair value are reported in the new statement of remeasurement gains and losses until the financial instrument is derecognized. Financial assets and liabilities are only offset and reported on a net basis if a legally enforceable right to set off the recognized amounts exists, and the entity intends to settle on a net basis or realize/settle the amounts simultaneously.

Measurement provision are applied prospectively and adjustments to previous carrying amounts are recognized in opening accumulated remeasurement gains or losses.

On June 25, 2020 the PSAB deferred the effective date by one year due to the impact of COVID-19, and therefore the effective date is for annual financial statements relating to fiscal years beginning on or after April 1, 2022 (Conservation Halton's December 31, 2023 year end). Earlier adoption is permitted.

**PS 1150
Generally
Accepted
Accounting
Principles
(amendment)**

In April 2021, the Public Sector Accounting Board (PSAB) issued amendments to the GAAP hierarchy set out in PS 1150 to position International Public Sector Accounting Standards (IPSAS) as the first accounting framework to consult in situations where PSAB has not issued a specific standard, situations not covered by primary sources of GAAP, or for assistance in applying a primary source of GAAP to specific circumstances and it is necessary to consult pronouncements issued by other bodies authorized to issue accounting standards. PSAB will continue to issue Canadian Public Sector Accounting Standards (PSAS), but future standards would be based on the principles of IPSAS.

This amendment will be in effect for fiscal years beginning on or after April 1, 2021 (Conservation Halton's December 31, 2022 year end).

**PS 1201
Financial
Statement
Presentation
(new)**

In June 2011, PSAB issued a new standard, PS 1201 which revises and replaces PS 1200 Financial Statement Presentation. The main change to the standard is the introduction of a new statement, the statement of remeasurement gains and losses.

On June 25, 2020 the PSAB deferred the effective date by one year due to the impact of COVID-19, and therefore the effective date is for annual financial statements relating to fiscal years beginning on or after April 1, 2022 (Conservation Halton's December 31, 2023 year end). Earlier adoption is permitted.

Appendix: KPMG's Commitment to Climate Change and Nature

KPMG shares the District of West Vancouver's passion for climate, sustainability, and protecting our natural assets. KPMG is committed to translating passion into positive outcomes for the communities we operate in, our clients, and our people. KPMG recently launched our global ESG strategy, a multi-year program spending more than US\$1.5 billion to focus on the ESG change agenda. In addition to an ambitious learning program for all KPMG professionals on ESG matters and climate risk, this strategy embeds ESG and climate considerations in every single KPMG service. Whether our professionals are assessing risks of misstatement for a financial statement audit, or delivering tax and advisory services, ESG factors are incorporated into our methodologies and deliverables. KPMG has also created Our Impact Plan, to hold us as a firm accountable for our progress on sustainability commitments. We encourage you to review our plan here:

[Our Impact Plan - KPMG Global \(home.kpmg\)](https://home.kpmg/OurImpactPlan)

KPMG's commitments include:

Achieve net zero carbon emissions by 2030. We are proud to say that to date, nine KPMG firms are carbon neutral, accounting for 15 percent of our global workforce, while net CO2 emissions per FTE have come down by 13 percent between 2016 and 2019.

Give financial markets, clients and our leaders clear, comprehensive, high-quality information on the impacts of climate change. This includes regular reporting to our Global Board on our progress on sustainability indicators and playing an active role in the Taskforce for Climate-Related Financial Disclosure (TCFD).

Understanding and improving our impact on nature and biodiversity. KPMG is committed to the push to protect biodiversity and to work with, rather than against, planetary boundaries. We are proud to be a founding member of the Informal Working Group developing the Taskforce for Nature-related Financial Disclosures (TNFD), and to provide pro bono expertise to this taskforce from our sustainability experts.

We are excited for the opportunity to work side by side with the District of West Vancouver as it further develops its reporting on natural assets. The District has truly distinguished itself amongst its peers as one of the first Canadian municipalities to estimate the value of its natural assets in terms of the services provided.

KPMG is proud of our collaborations with the Intact Centre on Climate Adaptation at the University of Waterloo and the Municipal Natural Assets Initiative to advocate for the development of guidance on the reporting on natural assets in public sector financial statements. Our joint June 2021 submission to the Public Sector Accounting Board expressed "... the need for public-sector accounting to be able to reflect the monetary value of natural assets in Canada, including carbon sequestration and storage, flood protection and biodiversity benefits." This submission was signed by more than 50 leaders from private and public sector organizations across Canada. KPMG also supported the November 2021 submission to the Public Sector Accounting Discussion Group on natural assets. This submission noted that:

- Exclusion of natural assets from public sector financial reporting reduces accountability;
- Natural assets should be valued based on eco-system benefits, not extraction value;
- Methods for addressing measurement uncertainty; and

- Assessing options to allow for recognition or disclosure in advance of formal standards development.

KPMG continues to collaborate closely with stakeholders in the natural assets community, as well as the public sector accounting standard setters on this critical initiative. In the appendix to this proposal we have included an Opinion Piece co-authored by KPMG Partner Bailey Church, who leads our Public Sector Accounting Advisory service line for Canada which was published in the Globe and Mail in January 2021. Bailey is eager to work with the District to advance the inspiring work on natural assets reporting.



kpmg.ca/audit

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KPMG member firms around the world have 227,000 professionals, in 146 countries.



REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 07

FROM: Garner Beckett, Executive Director, Foundation

DATE: April 21, 2022

SUBJECT: Reappointment of Conservation Halton Foundation Board Members

Recommendation

THAT the Conservation Halton Board of Directors **approves the reappointment of the following Members to the Conservation Halton Foundation Board of Directors for a two-year term:**

- **Bill Mann**
- **Madhav Murti**
- **Mavis Shang**

Report

At the Conservation Halton Foundation Board of Directors meeting on February 2, 2021 the Foundation Board approved the Amended Halton Region Conservation Foundation Administrative By-law No. #6.

As per the By-law:

4.01 The Directors shall be elected by the Members at each Annual Meeting of the Members to hold office until the next Annual Meeting of Members following two years thereafter such that each Director shall serve a two-year term, except in the case of removal or vacancy. All Directors shall be eligible for re-election for further two-year terms at the will of the Membership.

Since 2019, the Foundation has grown its Board and appointed members to fill vacancies at different times throughout the year. To align with the Foundation By-law and for consistency, the Foundation reappointed Board Members for a temporary three-month term at their February 2, 2021 Board meeting. These Board Members were reappointed to a further two-year term at the Foundation AGM dated April 6, 2022.

In accordance with the Foundation By-law the appointment of Members to the Foundation Board of Directors must be approved by the Halton Region Conservation Authority Board of Directors.

Impact on Strategic Goals

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

Financial Impact

There is no financial impact.

Signed & respectfully submitted:



Garner Beckett
Executive Director, Foundation

FOR QUESTION ON CONTENT:

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

Garner Beckett, Executive Director, Foundation
gbeckett@hrca.on.ca; 905 336 1158 x 2256

REPORT TO: Conservation Halton Board of Directors

REPORT NO: # CHBD 04 22 08

FROM: Jill Ramseyer, Director, Corporate Compliance

DATE: April 21, 2022

SUBJECT: Authorization Request for Award Approval Contract:
Central Workshop Architectural Planning & Design Services
RFP # CH-221221

Recommendation

THAT the Conservation Halton Board of Directors **approves the award recommendation of the Central Workshop Architectural Planning & Design Services contract to Green Propeller Design Inc. on the basis of “Highest Overall Scoring Proponent” in alignment with the Conservation Halton Purchasing Policy Section 2.3.2 b). Requests for Proposals of \$100,000 and over must be approved by the Conservation Halton Board of Directors.**

Report

As Part of Conservation Halton’s Asset Management Plan, many of our Central Workshop Facilities located at 4052 Milborough Line Puslinch Ontario, are at “end of service life” and need refurbishment or replacement. As a result, Conservation Halton conducted a Request for Proposal process on Bids &Tenders.ca (bidding portal) to secure proposals for architectural services for the planning and design of a new Central Workshop Facility (including construction contract administration) amongst the existing Conservation Halton Vendor of Record (VOR) roster of architectural consultants.

Based on the pricing component of the RFP evaluation, it is estimated that the funding requirement for the architectural services for the planning and design of a new Central Workshop Facility contract will be approximately **\$187,330.00** (based on the lowest bid \$170,300.00 proposal cost + 10% contingency). Scheduling of these works includes planning and design service requirements in 2022, followed by construction administration & build through 2023-2024.

As a result of achieving the highest overall score during the RFP process, it is recommended that the contract for architectural services for the planning and design of a new Central Workshop Facility (including construction contract administration) be awarded to Green Propeller Design Inc.

Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability and is related to the strategic objective of offering updated building facilities to enhance both the customer & employee experience and functionality.

Financial Impact

The total cost of the consulting service contract as identified will be approximately \$187,330. The preliminary design cost of approximately \$100,000 will be funded from Building Reserve - State of Good Repair as approved in the 2020 capital budget. The balance of the contract cost that is primarily related to construction administration is currently included in the capital forecast in the 2022 budget to be debt financed in 2023 and this amount is still to be approved in the 2023 budget.

Signed & respectfully submitted:



Jill Ramseyer
Director, Corporate Compliance

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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



2021



Conservation
Halton

CONSERVATION HALTON'S

ANNUAL REPORT

We continue to build on Momentum as we look forward to a **green, resilient** and **connected** future.

INSIDE THE 2021 ANNUAL REPORT

3	MESSAGE FROM THE CEO & CHAIR
4	OUR DRIVERS
5	MOMENTUM
6	BOARD OF DIRECTORS
7	SENIOR LEADERSHIP TEAM
8	OUR PRIORITIES AT A GLANCE
9	OBJECTIVES IN DETAIL
28	FINANCIAL REPORT





MESSAGE FROM THE CEO & BOARD CHAIR

This was another pandemic year for our communities. Instead of approaching the situation with a focus on surviving, Conservation Halton has taken the opportunity to drive innovation and strive for resilience.

During the early stages of the pandemic, it became immediately obvious how important our programs and services were to the community, so we made a commitment to be there for the people who were counting on us. With this in mind, the staff at Conservation Halton applied their resiliency, creativity, adaptability and hard work to deliver our programs and services in an ever-changing landscape, which is a true testament to the people who work here.

In 2021, we took some time to pause and reflect on our efforts, listened to feedback from our stakeholders and made adjustments to our path forward. As a result, we charted a course that allowed us to embrace new challenges, such as the ever-changing public health landscape, growing interest in access to greenspace, increasing effects of climate change, unprecedented demand for our planning and permits and the need to support responsible growth and development commitments made by provincial and municipal partners.

We are proud to say that we have not only responded to these challenges, but we exceeded expectations despite the obstacles we were forced to overcome. This year, we planted forests of trees, educated thousands of children, completed dozens of environmental restoration projects, worked with hundreds of landowners, offered several new experiences in our parks and ended the year with a record-breaking number of park visitors.

Internally, we made staff a priority through health and safety, invested in training and professional development, and took steps to weave the practices of equity, diversity and inclusion into the fabric of our organization both internally and in our service to our communities.

This year, we were able to continue with capital works to maintain our dams, channels and other critical assets, and made technological improvements to our flood management operations. When planning and permit services were forced to pivot, we kept stakeholders at the centre of our solutions to provide more convenience, efficiency and predictability through digital transformation initiatives.

Conservation Halton has taken a lead role in efforts to advise the Province on the development of regulations, which resulted from changes to the Conservation Authorities Act—often providing solutions based on our own experience with improving governance, financial management and customer experience over the past five years.

As if that were not enough, we have started planning for the future with a new strategic plan. Momentum will use the transformation, progress and success of the last four years to move toward a greener, more resilient and connected future.

It is often said that limitation leads to creativity, and this year, we have proven that to be true.

Thank you to everyone who supported us this year. In particular, we would like to show our appreciation to the Board of Directors for guiding us with prudence, trusting in our judgment and having faith in our abilities, and to Conservation Halton staff for making it all possible. It is often said that limitation leads to creativity, and this year, we have proven that to be true.



Hassaan Basit
President
& Chief Executive Officer



Gerry Smallegange
Chair, Board of Directors



OUR DRIVERS

The challenges and demands of a changing horizon highlight the importance of a strategic plan for Conservation Halton.

HALTON REGION

2019 → 2051
632,000 **1.1 Million**

GROWING DEMAND ON PARKS

2009 → 2020
853,565 **1.53 Million**

GROWING POPULATION

CHANGING CLIMATE



WARMER SUMMERS + WINTERS

- Average winter temperatures are up from -3.4°C to -1.3°C. Average coldest minimum temperature is up from -20°C to -13°C.
- More hot summer days (above 30°C) and nights (above 20°C). Longer-lasting heat waves.



WETTER

- Annual precipitation up 10% in 2050.



WILDER

- More intense and extreme rainfalls. Freezing rain up 40% in 2050.

STRATEGIC PLAN 2024

OUR VALUES

momentum

Green • Resilient • Connected

DIVERSITY & INCLUSION

LEARNING & INNOVATION

PERSON CENTERED SERVICE

COLLABORATION

SUSTAINABILITY

INTEGRITY

RESILIENCE

Learn more about our strategic plan at chmomentum.ca



In 2017, Conservation Halton started a process of transformation through our strategic plan, Metamorphosis. The goals set out in that plan created a strong foundation for what needed to be done to bring us to where we are today. Metamorphosis has steered Conservation Halton forward and in reaching its end, has created a strong foundation upon which we will continue to build through our new strategic plan, **Momentum**.



BOARD OF DIRECTORS

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON

Mayor Marianne Meed Ward
Councillor Rory Nisan
Mr. Gerry Smallegange, *Chair*
Mr. Jim Sweetlove

HALTON HILLS

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

MILTON

Mayor Gordon Krantz
Councillor Mike Cluett
Councillor Rick Di Lorenzo
Councillor Zeeshan Hamid

OAKVILLE

Mayor Rob Burton
Councillor Cathy Duddeck
Councillor Allan Elgar
Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA

Mr. Hamza Ansari
Mrs. Jean Williams

CITY OF HAMILTON

Ms. Joanne Di Maio
Dr. Zobia Jawed

TOWNSHIP OF PUSLINCH

Mr. Stephen Gilmour



SENIOR LEADERSHIP TEAM

Hassaan Basit, *President & Chief Executive Officer*

Mark Vytvytskyy, *Chief Operating Officer*

Kim Barrett, *Associate Director of Science & Partnerships*

Garner Beckett, *Executive Director of the CH Foundation*

Leah Bortolotti, *Director of Communications*

Craig Machan, *Director of Parks & Operations*

Kellie McCormack, *Director of Planning & Regulations*

Marnie Piggot, *Director of Finance*

Plezzie Ramirez, *Director of Human Resources*

Jill Ramseyer, *Director of Corporate Compliance*

Barb Veale, *Senior Director of Watershed Strategies & Climate Change*

OUR PRIORITIES, AT A GLANCE

Conservation Halton is reporting on seven priorities as identified by the Senior Leadership Team. Within each priority there are measures which have their progress tracked based on the 2021 outcome and what the target is for 2024. You will find these results on the following pages.



NATURAL HAZARDS
AND WATER



SCIENCE, CONSERVATION
AND RESTORATION



EDUCATION, EMPOWERMENT
AND ENGAGEMENT



NATURE AND PARKS



ORGANIZATIONAL
SUSTAINABILITY



DIGITAL TRANSFORMATION
AND INNOVATION



PEOPLE AND TALENT



Target Met



Making Progress



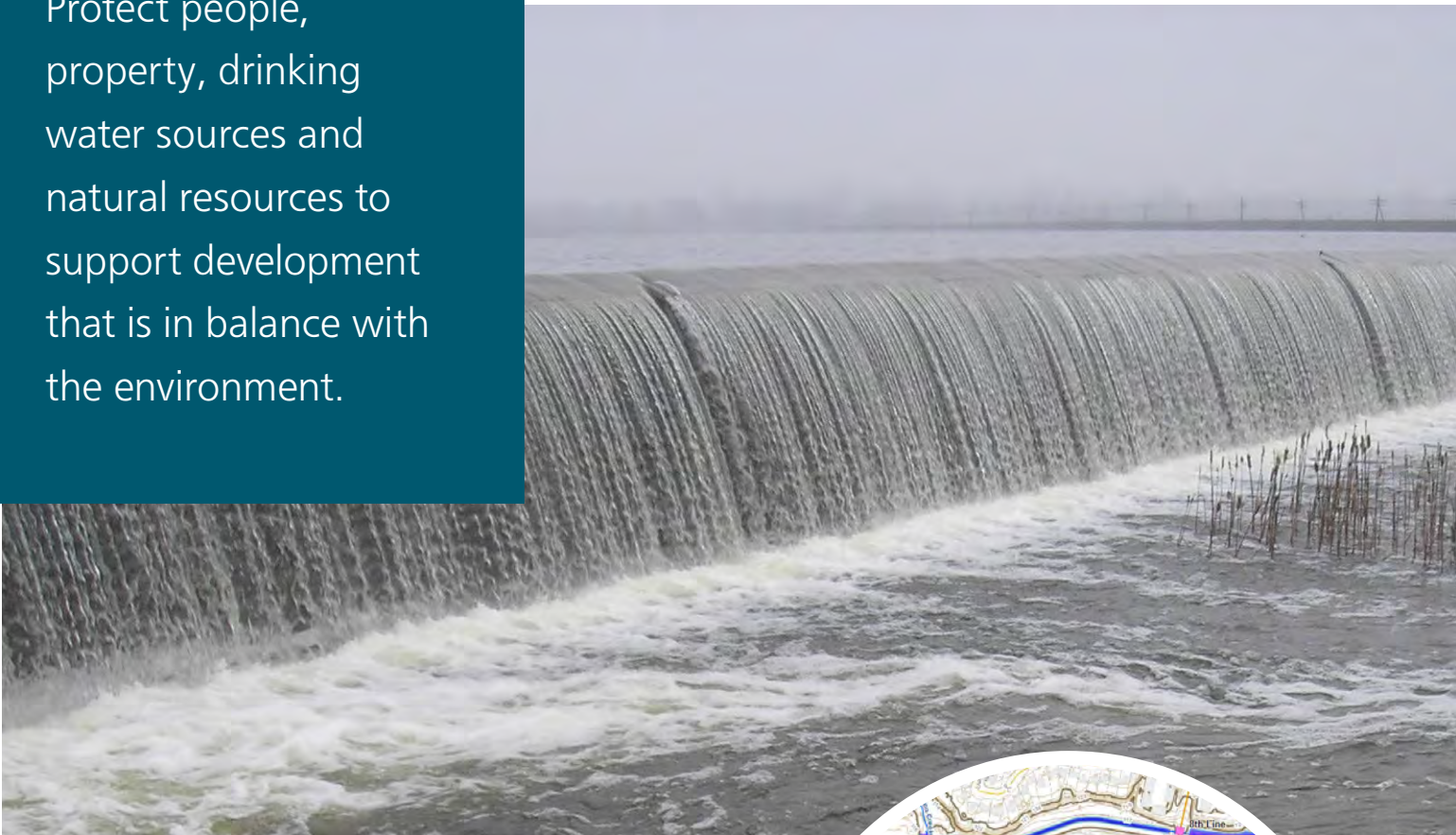
No Progress



Program funded in part by the Conservation Halton Foundation.
For more information visit conservationhalton.ca/foundation

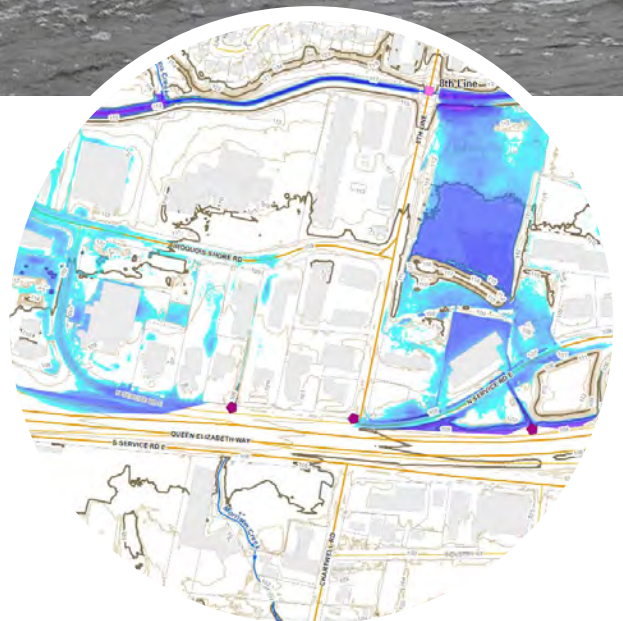
NATURAL HAZARDS + WATER

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



FLOOD MAPPING

Flood hazard mapping is being updated to support planning and regulations and flood forecasting operations. This mapping also informs infrastructure management decisions, emergency planning and response, prioritization of flood mitigation efforts, and infrastructure design. Last year, flood hazard mapping studies were launched for East Burlington Creeks and Sixteen Mile Creek watershed. In October, more than 70 participants attended a public engagement session for East Burlington Creeks.



NATURAL HAZARDS + WATER SCORECARD

STRATEGIC OBJECTIVE	2021 PROGRESS
Lead the Halton-Hamilton source water protection program through a comprehensive review and update of drinking water science and source protection plan policies	TARGET MET
Foster partnerships and identify opportunities to build mutual understanding, trust, respect and support with watershed stakeholders	MAKING PROGRESS
Lead in delivering planning and permitting customer service and experience excellence	TARGET MET
Modernize Planning and Regulations policies and mapping and adopt a sustainable program delivery model	MAKING PROGRESS*
Optimize dam safety, operations and flood forecasting within a sustainable funding model	TARGET MET*

*See more detailed breakdown on pages 11 and 12



SOURCE WATER PROTECTION

Source Water Protection focuses on the surface and groundwater that supplies our municipal drinking water. Initiatives include detailed scientific work, policy updates, working with watershed partners and the public to support policy implementation.

- 99%** OF SIGNIFICANT DRINKING WATER THREATS ADDRESSED
- 15** WATERSHED CHARACTERIZATION UPDATES
- 35** SOURCE WATER SCIENTIFIC ASSESSMENTS COMPLETED
- 25%** OF THE SOURCE PROTECTION PLAN POLICIES REVISED

FLOOD FORECASTING

Our flood forecasting team is responsible for operating a forecasting and warning system and for monitoring and advising municipalities on flood conditions. In 2021, we introduced a new drone inspection program, as well as two new water quality sampling stations installed on Indian Creek and Grindstone Creek to collect data on the water flowing into Hamilton Harbour. We also installed an aeration system at Mountsberg Dam to support fish populations in the area during winter months.

To learn more about our flood forecasting, dam safety and operations watch a video [here](#).



OPTIMIZE DAM SAFETY, OPERATIONS AND FLOOD FORECASTING WITHIN A SUSTAINABLE FUNDING MODEL

% of CH jurisdiction covered by real-time hydrometric monitoring stations	67%
# of additional watersheds integrated into real-time flood forecasting & warning system	1
% of identified safety, maintenance, inspection and repair concerns addressed within assigned response time	95%
% of capital funding from external grant programs	45%
% of major capital repair projects for dam and channel within scope, budget and on schedule	95%

PLANNING & REGULATIONS

Conservation Halton received more requests for planning and permit services in 2021 than ever before. Thanks to our streamlined process and focus on customer experience, we were able to deliver our services to a high standard of quality, even with the increased demand, and strengthen relationships with our partners and stakeholders.

2021 HIGHLIGHTS

- 442** PERMITS ISSUED *(6% increase from 2020)*
- 35%** MORE CLEARANCE LETTERS ISSUED *(155 letters)*
- 79%** INCREASE IN SOLICITOR INQUIRIES *(262 reviews)*
- 49%** MORE TECHNICAL REVIEWS FOR PLANNING *(288 reviews)*
- 27%** INCREASE IN NEW PLANNING & DEVELOPMENT APPLICATIONS *(248 reviews)*

LEAD IN DELIVERING PLANNING AND PERMITTING CUSTOMER SERVICE AND EXPERIENCE EXCELLENCE

% of minor permit applications processed within 30 days	94%
% of major permit applications processed within 90 days	98%
% of regulatory technical reviews for permit applications reviewed within six weeks	97%
% of major Regional Infrastructure Team permit applications processed within 90 days	100%
% of Regional Infrastructure Team technical reviews completed within six weeks (e.g., EAs)	100%
% of planning & development files reviewed by municipal / NEC deadline (no technical review)	92%
% of planning technical reviews completed within six weeks (standard technical review)	70%

SCIENCE, CONSERVATION + RESTORATION

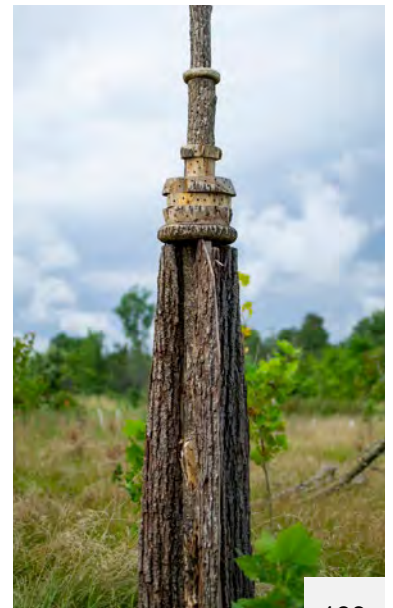
Use environmental science, collaborative research and collective data to protect the integrity and strengthen the resilience of our ecosystems.



FLAMBOROUGH CENTRE PARK

The restoration work at Flamborough Centre Park was completed with the development of a new two-hectare wetland. This under-utilized area was maximized to provide wildlife habitat, water purification, flood prevention, climate change resilience and other services to the community.

- **5,000 trees and shrubs planted**
- **25kg of native seed**
- **104 different native species**
- **160 wildlife habitat structures created**
- **412 hours of volunteer work**

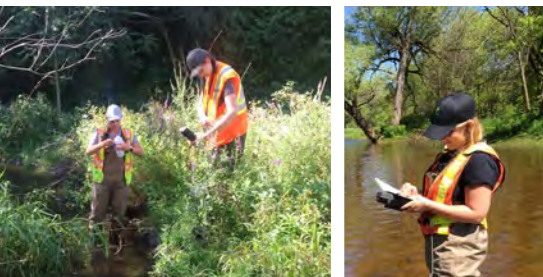


SCIENCE, CONSERVATION + RESTORATION SCORECARD

STRATEGIC OBJECTIVE

2021 PROGRESS

Expand monitoring and analytical capabilities to support resource management decisions	TARGET MET
Undertake and implement watershed plans to identify and prioritize actions that enhance sustainability	MAKING PROGRESS
Implement restoration activities to help manage natural hazards and improve watershed functions	TARGET MET
Identify and promote climate change approaches for watershed resiliency and lead by example	MAKING PROGRESS

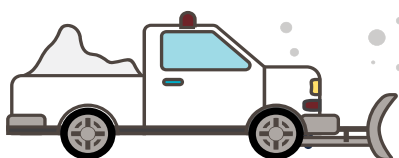
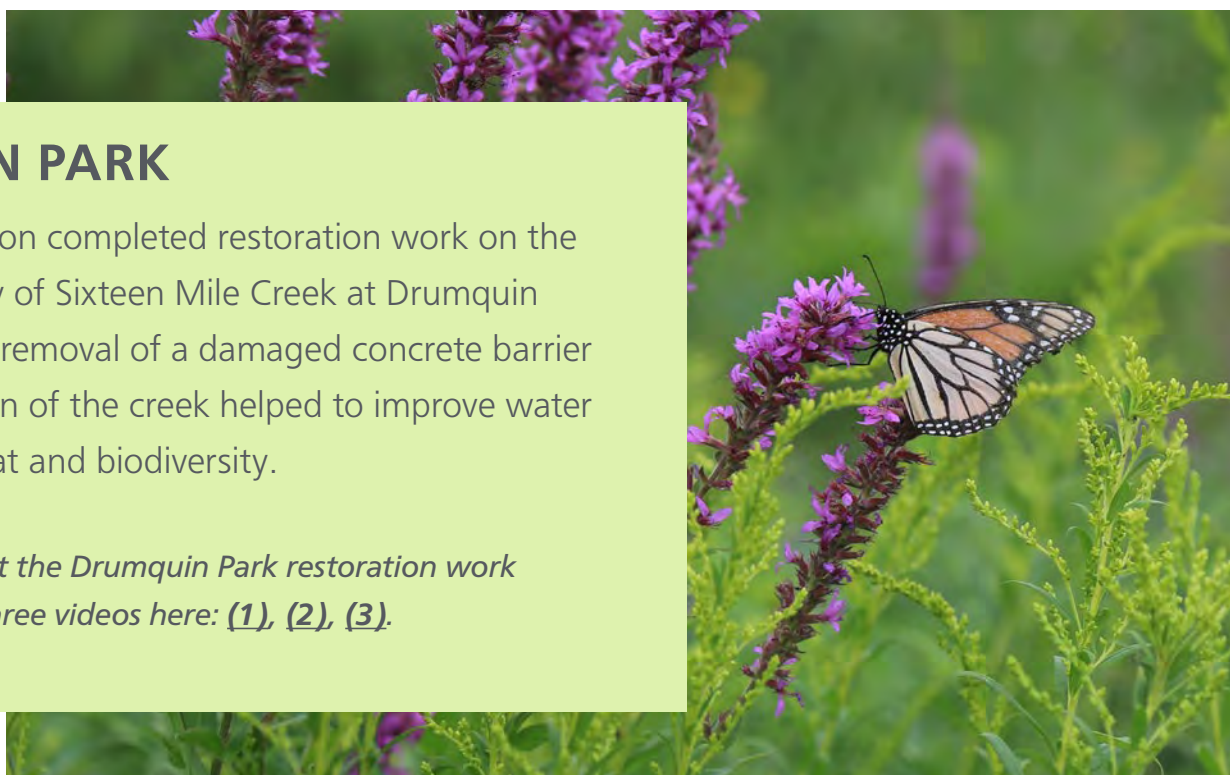


Conservation Halton installed two new water quality sample stations—one on Indian Creek and one on Grindstone Creek—to collect data on the water flowing into Hamilton Harbour. The stations were funded through the Hamilton Harbour Remedial Action Plan.

DRUMQUIN PARK

Conservation Halton completed restoration work on the Trafalgar Tributary of Sixteen Mile Creek at Drumquin Park in 2021. The removal of a damaged concrete barrier and the restoration of the creek helped to improve water quality, fish habitat and biodiversity.

To learn more about the Drumquin Park restoration work watch one of our three videos here: [\(1\)](#), [\(2\)](#), [\(3\)](#).



A pilot study began at Kelso Conservation Area, in partnership with engineering firm Flodraulics, to help reduce and optimize the use of road salt. One of our trucks was fitted with a salt spreader designed to spread only the amount of salt required, reducing the impact on the environment while keeping vehicle and visitor safety a top priority.



2021 HIGHLIGHTS

79,216

TREES &
SHRUBS
PLANTED

47.3 HA

FLOODPLAIN,
FOREST &
WETLAND
RESTORED

4.7 KM

RESTORED
STREAMS

WATERDOWN WOODS

Waterdown Woods was one of the focus areas for conservation efforts in 2021, with 2,000 hazard trees removed from 3,000m of trail, surveys to identify potential habitat for species at risk, such as Little Brown Bat, aerial spraying for Spongy Moth and removal of other invasive species, such as Common Buckthorn.

EDUCATION, EMPOWERMENT + ENGAGEMENT

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



GREEN SPACE

Last year, Green Space: Newcomer Youth Climate Forum, provided workshops for young community members. Participants learned how to collect environmental data, discovered ways to address climate change and gained the confidence to take on leadership roles. They also had the opportunity to take part in nature-based climate solutions, such as invasive species removal, seed collection and native species planting.



EDUCATION, EMPOWERMENT + ENGAGEMENT SCORECARD

STRATEGIC OBJECTIVE	2021 PROGRESS
Build community awareness and support by demonstrating the value and impact of our programs and services	TARGET MET
Broaden our reach by engaging and empowering community allies and advocates through stronger partnerships and collaboration	TARGET MET*
Develop community informed programming through greater allyship with Indigenous, Black, People of Colour, Racialized, LGBTQ+ and Disability communities	TARGET MET
Inspire action and create leaders by empowering, youth, volunteers, landowners and the greater community	TARGET MET
Lead in delivering planning and permitting customer service and experience excellence	TARGET MET
Provide learning opportunities and recreation programming of the highest quality by leveraging current research, cross-sector collaboration and smart technologies	TARGET MET

*See more detailed breakdown on page 18

COMMUNITY EVENTS

Despite the challenges that COVID-19 continued to present in 2021, Conservation Halton was able to launch a number of new events, in partnership with other community-based groups.

- Pride In Nature
- Community Healing Garden and Picnic
- Black Campout Weekend
- Indigenous Food Celebration



Due to COVID-19 restrictions, the education team developed virtual programs for schools and other groups. More than 10,000 students participated in the virtual learning programs, such as Virtual Longhouse Tour, Owls in Focus and Pollinator Power.





COMMUNITY HEALING GARDEN

Conservation Halton partnered with Halton Black Voices to plant gardens with native species at the main entrance to a community housing complex in Halton. The project has attracted pollinators, like bees and butterflies, and created a sense of pride for those living in the community. Since the project was completed, residents have noticed others in the community taking better care of their environment.

BROADENING OUR OUTREACH

of participants in virtual enhanced programming

10,880

Landowner stewardship initiatives

136

Increased # of volunteer hours contributed

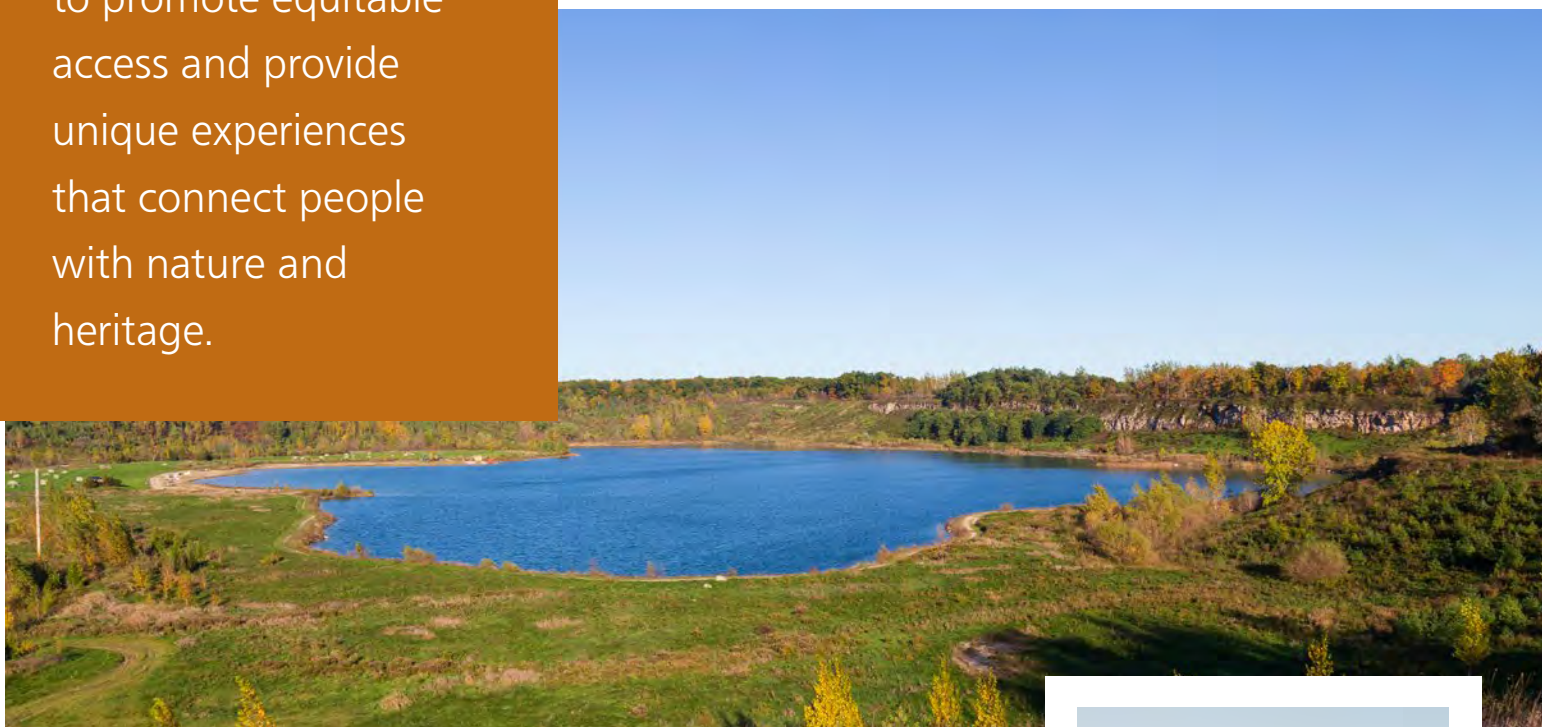
5259

of private sector third party and collaborative events hosted

130

NATURE + PARKS

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



AREA 8 OPENS TO THE PUBLIC

After more than 20 years of restoration work, Conservation Halton opened a new park, temporarily referred to as Area 8, with a stunning blue lake, nestled into the escarpment. 2,200 people have visited the park since it opened, and species like Widow Skimmer Dragonfly, Gray Tree Frog and Sharp-shinned Hawk have started to take up residence in the restored habitat. Currently, there is one trail that loops around the lake, and park development is set to continue in phases over the next few years.

- **10,000 acres (400 ha) land under active management**
- **112 km of managed trails available to the public**
- **1,263,208 visitors to CH Parks**
- **84% positive survey responses from customers and staff on new tools**



NATURE + PARKS SCORECARD

STRATEGIC OBJECTIVE

2021 PROGRESS

Expand the CH Parks System to provide additional green space and opportunities

TARGET MET

Develop and implement a new vision for CH Park spaces and infrastructure to ensure optimization of resources

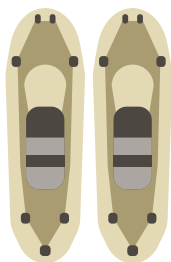
TARGET MET

Implement new tools to enhance customer experience and streamline internal operations

TARGET MET

Develop and implement a marketing and branding playbook to support customer engagement and product development

MAKING PROGRESS



When COVID-19 forced Glen Eden to close after the hill had already been prepared, staff responded quickly by developing a snowshoe experience at the park. This made use of the resources that had already been invested while offsetting the loss of revenue from the closure.

WAYS OF THE WOODS CAMP

During a year when many camps were canceled due to COVID-19, Conservation Halton was able to offer our own summer camp, Ways of the Woods, with an adapted approach to program delivery, reduced capacity for program groups and “social circles” used for registration. The community responded incredibly well to the modified version of Ways of the Woods, and camp was sold out all summer long.



WINTERLIT

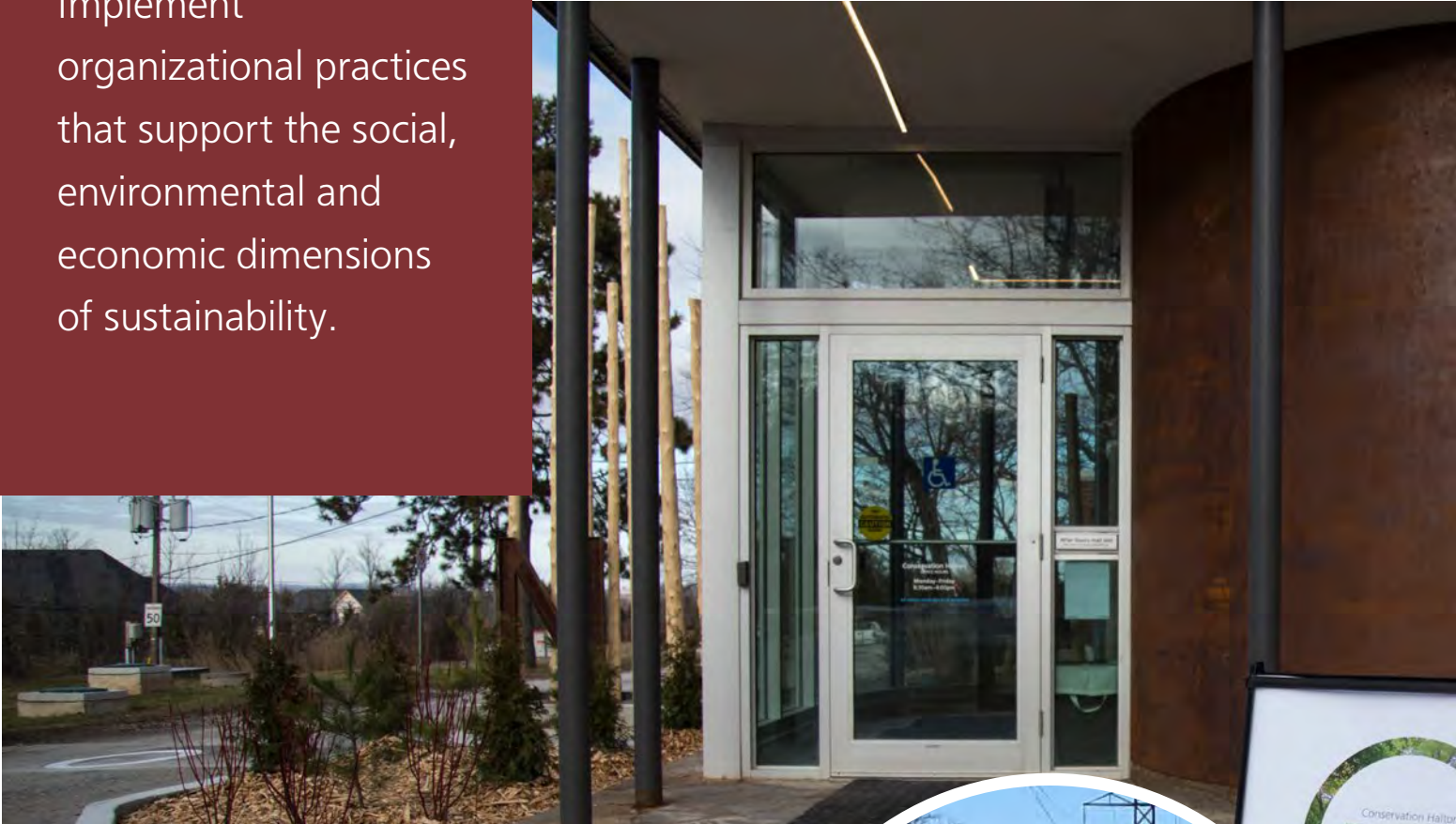
With COVID-19 continuing to present challenges for many of our events, we developed a new outdoor experience, Winterlit. Not only did Winterlit provide a safe experience for the community during the pandemic, but it filled a gap at Mountsberg, which is normally quiet during the months after Christmas Town and before Maple Town. Winterlit was recognized with the Sustainability Award from Hamilton Halton Brant Regional Tourism Association.



"I was so impressed by this event! The experience was masterfully curated. The thought and intention paid to every installation was brilliant. I especially appreciated the sustainability factor and the write-ups that were provided at the various installations. The burnt wood was such a wonderful memento! I mentioned to several staff how fantastic this event was and was told it was a team effort. Way to go! I have been telling all my friends about it! You should be so proud! Thank you for being one of my best holiday highlights!" - Winterlit Guest

ORGANIZATIONAL SUSTAINABILITY

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



PROGRAM UPDATES

Conservation Halton has updated the Ethics and Compliance program with a new Code of Conduct and mandatory training for all full-time and long-term contract staff. Additionally, we have updated the Risk Management program with a new Enterprise Risk Management Committee and completed a risk assessment for Parks and Operations.

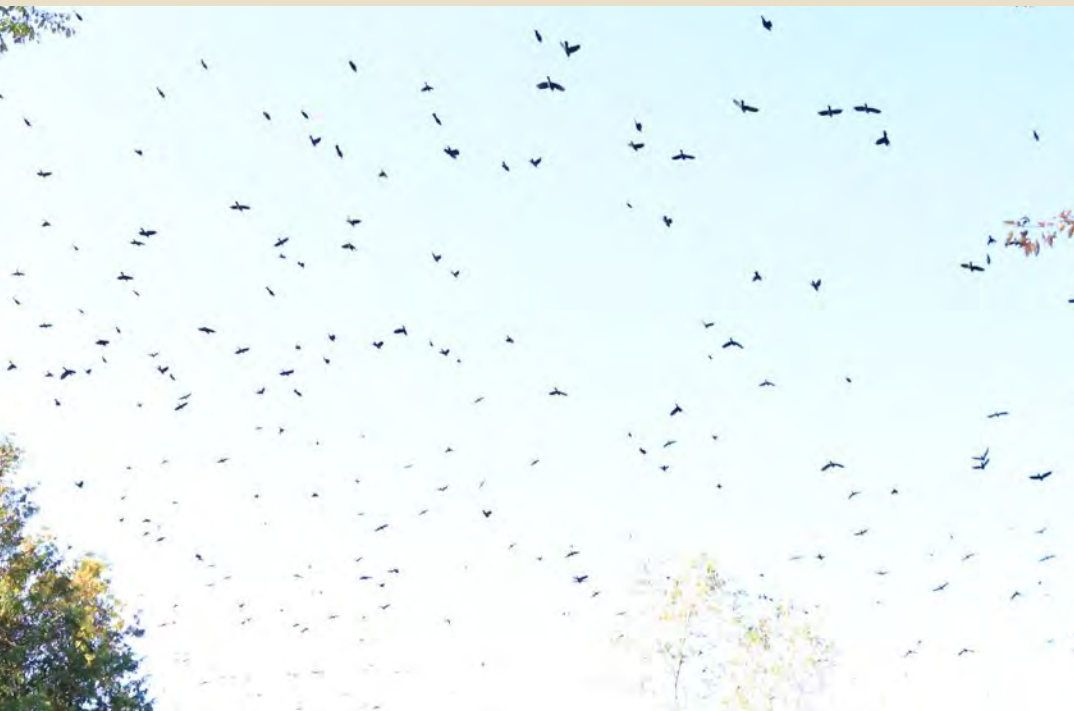


ORGANIZATIONAL SUSTAINABILITY SCORECARD

STRATEGIC OBJECTIVE	2021 PROGRESS
Create a sustainable plan for the long-term management of CH lands	TARGET MET
Transition infrastructure and operations from grey to green solutions	MAKING PROGRESS
Implement a CH Parks experiences and cost recovery model	TARGET MET
Apply an integrated approach to risk, governance and compliance to ensure alignment of operations with enterprise business objectives	MAKING PROGRESS
Implement an enterprise information management framework for governance, utilization and reporting of data assets	TARGET MET

CARBON EMISSIONS REPORT

In 2021, Conservation Halton commissioned a greenhouse gas report, which found that Conservation Halton currently emits 524.61 tonnes of CO₂e, equivalent to having 163 passenger vehicles on the road for one year. With this baseline established, Conservation Halton has committed to reducing our emissions by 30% by the end of 2024.



DIGITAL TRANSFORMATION + INNOVATION

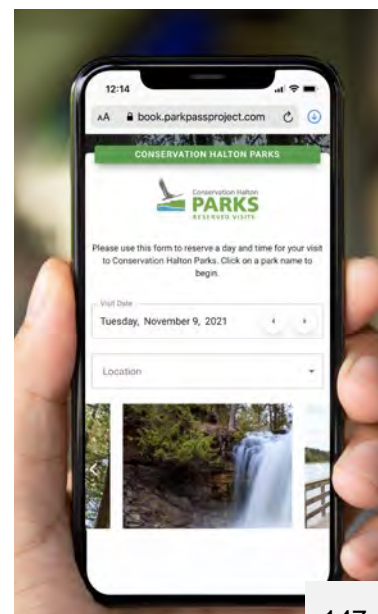
Integrate digital technologies, processes and mindsets to strengthen adaptability and problem-solving capabilities.



PARKPASS + WINTERPASS

The Conservation Halton Parks reservation system, ParkPass, was refined to provide a more convenient and full user experience. The reservation system was also integrated with the entrance gates for automatic access at most parks. After the success of ParkPass, Glen Eden implemented its own reservation system, WinterPass, at the end of the 2020/2021 season, followed by the launch of a new mobile-optimized Glen Eden website for the start of the 2021/2022 season.

"Your system is brilliant. Thank you. I have been visiting your parks for decades. At least 40 years! What you have in place now is working so well. Please keep the reservation system in place. Bravo!" - CH Parks Member



DIGITAL TRANSFORMATION + INNOVATION SCORECARD

STRATEGIC OBJECTIVE

2021 PROGRESS

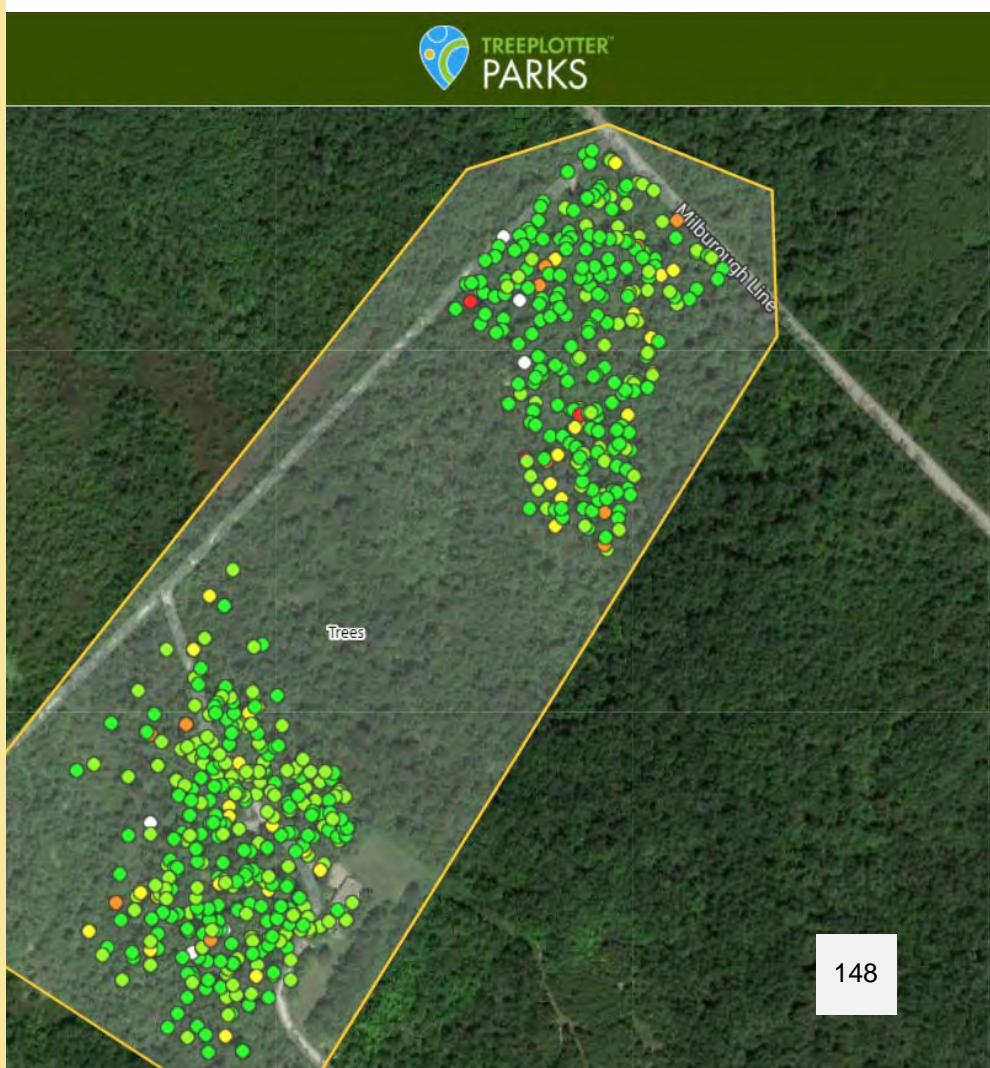
Establish digital reinvention and readiness standards to guide the development, implementation and operations of digital solutions	TARGET MET
Enable a digital culture across the organization	TARGET MET
Invest in high-potential technologies to improve problem-solving and service delivery	TARGET MET
Implement cross-departmental business intelligence analytics and visualization solutions to derive actionable insights and customized reports	TARGET MET
Establish partnerships with agencies, nature-tech companies and academia to raise awareness and co-create solutions to environmental problems	TARGET MET

TREEPLOTTER

A GPS-based software, TreePlotter, is now used by the Forestry Team to keep an inventory of trees and other natural, structural and mechanical assets on our properties. The software, which is now used throughout the organization, records the location and provides valuable metrics, like health, condition and value of each asset. Conservation Halton has used the software to schedule inspections, manage maintenance, better understand budget requirements and support more informed decisions.



The flood forecasting and operations team implemented a drone inspection program. Using video recognition technology, it has allowed us to identify infrastructure in need of repair and manage construction with greater accuracy.



PEOPLE + TALENT

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



COMMUNITY OF LEARNING

Conservation Halton launched a Community of Learning (CoL), a virtual space where employees can learn from each other about new and innovative practices, projects and ideas. Through the CoL, Conservation Halton then launched the CoLLab Talks, which provided staff with the opportunity to learn from others in the organization through TED Talk-style presentations.

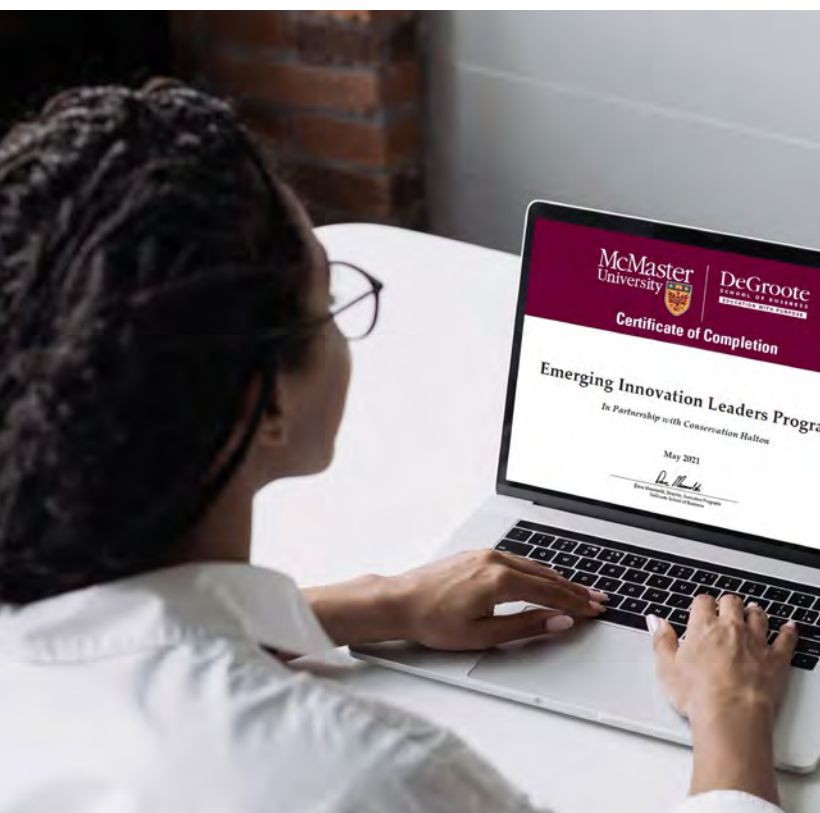


PEOPLE + TALENT SCORECARD

STRATEGIC OBJECTIVE	2021 PROGRESS
Broaden the wellness program initiatives to invest in employee well-being	TARGET MET
Position CH as an employer of choice to attract, invest in and retain talent	MAKING PROGRESS
Increase employee safety competency through enhanced training and development processes	TARGET MET
Create an Equity, Diversity and Inclusion (EDI) framework to cultivate a culture that honours and embraces differences	MAKING PROGRESS
Establish a growth mindset, learning organization to enable and empower employees to achieve our collective ambition	TARGET MET



Staff were invited to participate in a Community of Learning Day with Jamie Miller, founder of Biomimicry Frontiers, for a CoLLab talk where he introduced us to the philosophy of biomimicry—innovation inspired by nature. The philosophy encourages looking to the natural world for insights on how to design, behave, and thrive on this planet.



EMERGING LEADERS

Last year, the first cohort of 20 employees completed the Emerging Innovation Leaders program through the DeGroote School of Business. This eight-month program was developed to empower people with leadership potential, provide the tools to drive innovation and support a growth mindset. As part of the program, participants developed solutions to “problems” at Conservation Halton and put the solutions into practice.

“The program was a very meaningful bright spot during the pandemic. I appreciated the breadth of the sessions and the variety of teaching styles—it kept things fresh throughout the program. The Capstone Project was a real highlight and I thoroughly enjoyed spending time with people from across the organization—a truly silo-busting endeavour. Thank you again for the opportunity to take part.” - Brenna Bartley, Education Manager

FINANCIAL REPORT

Conservation Halton's financial health helps inform our strategic direction and how our resources are allocated. Here are some highlights:

STRATEGIC OBJECTIVE

2021 PROGRESS

Ensure tax support levy increases are within municipal guidelines

TARGET MET

Recreation programs fully self-sustaining

TARGET MET

Ensure asset management plans are up to date along with financing strategy

TARGET MET

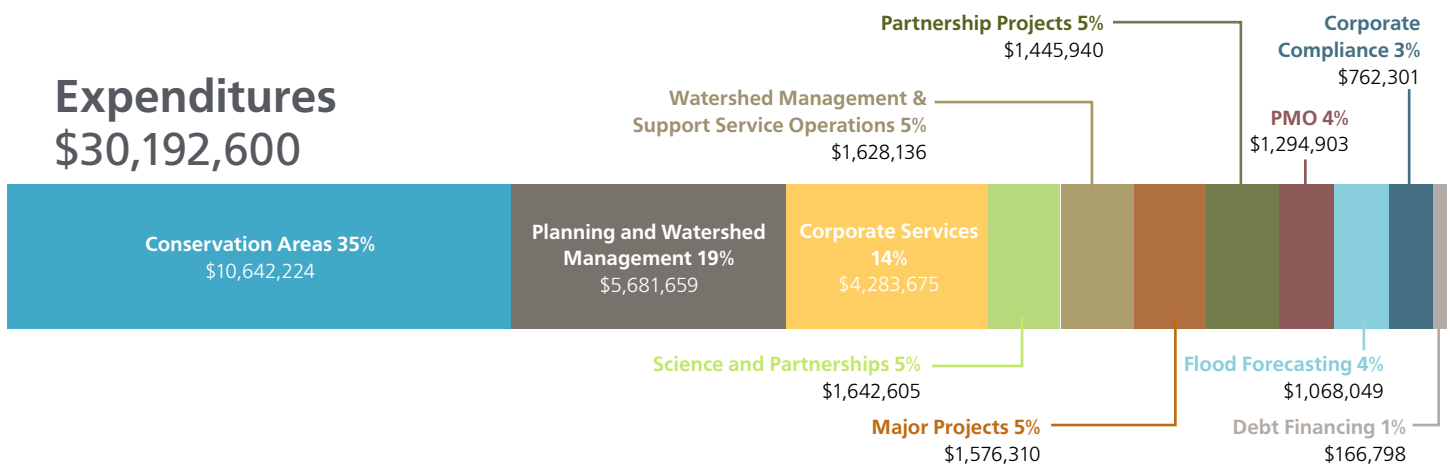
Ensure adequate reserves balances

TARGET MET

Revenue \$31,234,065



Expenditures \$30,192,600





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