



Conservation Halton Finance & Audit Committee Meeting

Conservation Halton

<https://us02web.zoom.us/j/89817810521?pwd=Y2RENDcrNklsakhsNk1YMjlWWE05UT09>

Oct 6, 2023 9:00 AM - 10:30 AM EDT

Table of Contents

1. Roll Call

2. Disclosure of Pecuniary Interest for Finance & Audit Committee

3. Approval of Agenda

4. Action Items

4.1. 2024 Budget & Business Plan (FA 03 23 01).....2

Report FA 03 23 01 - 2024 Budget & Business Plan.pdf.....2

Report FA 03 23 01 - 2024 Budget & Business Plan - Appendix A.pdf.....11

5. In Camera

6. Other Business

7. Adjournment

REPORT TO: Finance & Audit Committee

REPORT NO: # FA 03 23 01

FROM: Marnie Piggot, Director Finance

DATE: October 6, 2023

SUBJECT: 2024 Budget & Business Plan

Recommendation

THAT the Finance & Audit Committee **recommends to the Conservation Halton Board that municipal funding of \$11,774,197 in the 2024 budget be approved by a weighted majority vote by members based on the 2024 budget municipal apportionment;**

And

THAT the **\$149,000 benefit-based municipal funding for Halton Region for the Floodplain Mapping Update project be approved;**

And

THAT **transfers to and from Reserves in the 2024 budget be approved as outlined in this report;**

And

THAT **the 2024 Budget & Business Plan be approved as presented.**

Executive Summary

The 2024 Budget & Business Plan (Appendix A) provided in the meeting package is presented for consideration to recommend approval to the Conservation Halton (CH) Board at the October 19, 2023, meeting.

CH staff have submitted the 2024 budget to participating local and regional municipal staff for their review and consideration. Budget presentations to municipal councils are planned for Halton Region on November 15th and Peel Region on November 30th, with Puslinch and Hamilton to be confirmed.

The 2024 budget continues to balance the delivery of core programs and services with Momentum strategic priorities, inflationary, and growth-related pressures. The 2024 budget incorporates Conservation Authorities (CA) Act regulation priorities, Bill 23 impacts, and an increased focus on recommended capital infrastructure projects. The budget proposed is consistent with the preliminary budget presented in June with revisions for updated 2024 apportionment percentages received from the Province, debt financing charges, and the addition of benefit-based Halton Region municipal funding of \$149,000 for the Floodplain Mapping Update project.

The 2024 budget of \$50.2 million is summarized in the chart below. The amounts are categorized according to the CH-Region of Halton Programs & Services Inventory that is aligned with CA Act regulations. The combined operating budget totals approximately \$40.6 million and the capital budget totals \$9.6 million.

Budget Summary	2024 Budget	2023 Budget	Increase / (Decrease)
Revenue			
Program Revenue	\$ 20,687,260	\$ 18,713,896	\$ 1,973,364
Municipal Funding	11,774,197	11,298,835	475,362
Grants, Other Funding & Other Municipal Funding	9,487,756	6,244,081	3,243,675
Internal Chargeback Recoveries	3,342,554	3,022,997	319,557
Transfers from Reserves	3,977,827	2,411,299	1,566,528
Provincial Funding	920,820	810,438	110,382
Total Revenue	\$ 50,190,414	\$ 42,501,546	\$ 7,688,867
Expenses			
Corporate Administration & Operations	\$ 7,084,698	\$ 6,968,715	\$ 115,983
Natural Hazards & Watershed Management	7,465,809	6,127,595	1,338,214
Permitting & Planning	5,117,089	5,322,854	(205,765)
Conservation Lands			
Land Management	1,988,579	2,128,364	(139,785)
Parks & Recreation	16,360,173	15,207,419	1,152,754
Debt Financing	631,576	580,126	51,450
Transfers to Reserves	1,898,763	992,337	906,426
Capital	9,643,727	5,174,136	4,469,591
Total Expenses	\$ 50,190,414	\$ 42,501,546	\$ 7,688,868
Total Budget Surplus	\$ -	\$ -	\$ -

Base municipal funding in the 2024 budget is 4.2%, or \$475,362 higher than 2023 funding. This increase combined with the \$149,000 benefit-based municipal funding is within the Halton Region guideline of 5.7%. The majority of the budget continues to be funded through self-generated revenues and base municipal funding remains at less than 24% of the total funding sources. Specific guidelines have not been received from the other three funding municipalities.

Municipal State of Good Repair (SOGR) levies are proposed to increase in total by \$59,600. The increase includes \$53,000 for dams and channels to provide for the municipal funding level to reach the target amount plus inflation by 2028, based on the Asset Management Plan for Dams and Channels. The target municipal funding has been achieved for facilities in the 2024 budget with the increase of \$6,600 in the SOGR levy for buildings.

Debt financing of \$1.5 million is requested in the 2024 budget, consistent with the 2023 budget forecast related to the Central Works Operations Centre project.

The anticipated Conservation Areas operating surplus in the 2024 budget of \$1.3 million is significantly higher than the 2023 budget surplus of \$427,337. Revenues remain conservatively estimated based on 2021-2023 activity with increases offset by increased park operating expenses, including higher insurance premiums, facility maintenance, and part-time staff expenses.

2024 Budget highlights:

Major drivers of the 2024 budget increase of \$7.7 million over 2023 budget amounts are:

- \$4,469,591 increase in the capital budget primarily due to Conservation Areas projects that are increasing by a total of \$3.4 million, including Developer Contribution Reserve (DCR) projects totaling \$1.7 million. The 2024 budget for the Central Works Operation Centre costs are increasing by \$1 million.
- \$1,157,777 increase in Staff Salary and benefits for:
 - o \$528,967 for four full-time equivalents (FTE) staff positions that are partly funded through increased internal chargeback recoveries and new funding agreements, with minimal municipal funding impact.
 - o \$318,917 for increased part-time and project contract staff that are fully funded by increased program revenues and project grants.
 - o \$309,893 in total staff salary and benefits costs, including a 2.5% inflation increase to the salary bands.
- \$831,593 increase in purchased services primarily due to an increase in partnership projects planned for 2024. These amounts are directly offset by increased program revenues and project grants.
- \$871,826 increase in the transfer to reserves for the Conservation Areas budgeted operating surplus based on historical trending and forecasting for 2024.

Report

2024 Budget Revisions

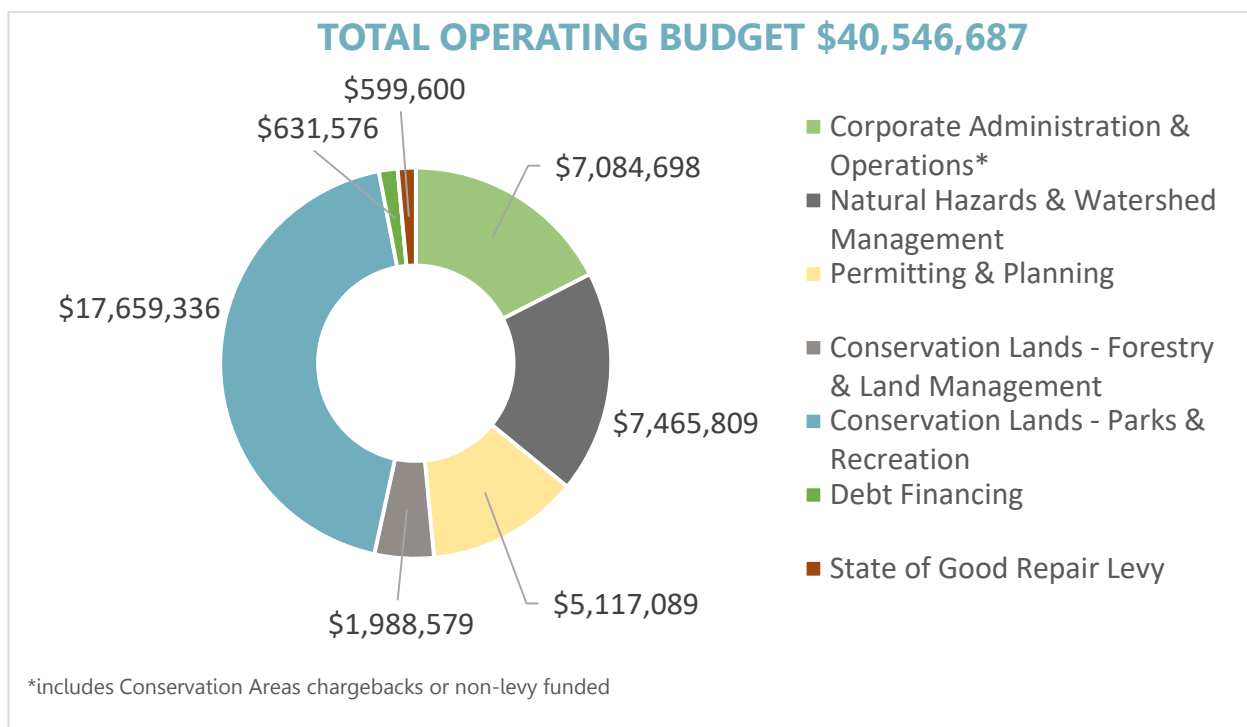
Revisions have been made in the 2024 budget from the preliminary budget presented in June which reflects updated modified current value assessment (MCVA) municipal apportionment

percentages received from the Province, slightly revised debt financing charges, and an increase of \$149,000 for the 2024 Floodplain Mapping Update capital project costs.

Revised 2024 debt financing charges received from Halton Region staff resulted in a less than \$1,000 change compared to the preliminary budget. The 2024 Floodplain Mapping project capital costs are funded by a benefit-based municipal levy to Halton Region to accelerate the floodplain mapping update and is beyond the Business Case submitted in 2019. The \$149,000 benefit-based municipal levy combined with the base MCVA apportioned municipal funding is within the 5.7% Halton Region guideline.

2024 Operating Budget

The 2024 operating budget of \$40.5 million provides for an investment of \$22.9 million in Watershed Management & Support Services (WMSS) programs and an investment of \$17.6 million into the Conservation Areas. The following graph shows the distribution of the operating budget by department.



Inflation has been assumed generally at a rate of 2.5% for 2024.

The 2024 operating budget increase of \$3.3 million over the 2023 budget is funded by program revenue, grants, reserves, municipal funding, and internal program chargeback recoveries. Operating budget expense and funding amounts are summarized in the chart below.

Major drivers of the operating budget increase include:

- \$1,157,777 increased staff salary and benefits costs. Four new staff positions (3 WMSS, 1 Park) have been funded through new funding agreements and internal recoveries with minimal municipal funding impact.
- \$871,826 increase in the transfer to reserves for the Conservation Areas budgeted operating surplus that is reasonable based on historical revenue trends and increased activity planned for 2024.
- \$843,405 in materials, supplies, and purchased services primarily due to new Partnership Projects.
- \$313,199 in increases in internal chargebacks to programs for the recovery of staff time spent on programs and projects funded by program revenues and grants.

Operating Budget	2024 Budget	2023 Budget	Increase / (Decrease)
Operating Expenses:			
Staff Salary & Benefits	\$ 25,063,313	\$ 23,905,536	\$ 1,157,777
Materials & Supplies	3,021,832	3,010,020	11,812
Purchased Services	6,310,869	5,479,276	831,593
Financial	651,600	595,330	56,270
Internal Chargebacks	2,968,734	2,655,535	313,199
Debt Financing Charges	631,576	580,126	51,450
Transfer to Reserves - Land Securement	-	25,000	(25,000)
Transfer to Reserves - SOGR Levy Dams & Channels	415,700	362,700	53,000
Transfer to Reserves - SOGR Levy Buildings	183,900	177,300	6,600
Transfer to Reserves - Conservation Areas Operating Surplus	1,299,163	427,337	871,826
Total Operating Expenses	\$ 40,546,687	\$ 37,218,160	\$ 3,328,527
Funding of Operating Expenses:			
Program Revenues and Fees	\$ 20,772,261	\$ 18,747,896	\$ 2,024,365
Provincial (Ministry MNRF) - Operating Grant	155,034	155,034	-
Municipal Funding	11,029,597	10,376,835	652,762
Municipal Funding - SOGR Levies Dams & Channels and Buildings	599,600	540,000	59,600
Other Grants & Program Funding	4,377,542	4,028,235	349,307
Internal Chargeback Recoveries	3,342,554	3,022,997	319,557
Transfers from Reserves	270,100	347,163	(77,063)
Total Operating Funding	\$ 40,546,687	\$ 37,218,160	\$ 3,328,527

For further detail please reference the CH 2024 Budget & Business Plan (Appendix A).

Staffing

The 2024 budget includes 264 FTE staff that are comprised of 129 FTE in WMSS programs and 135 FTE in the Conservation Areas.

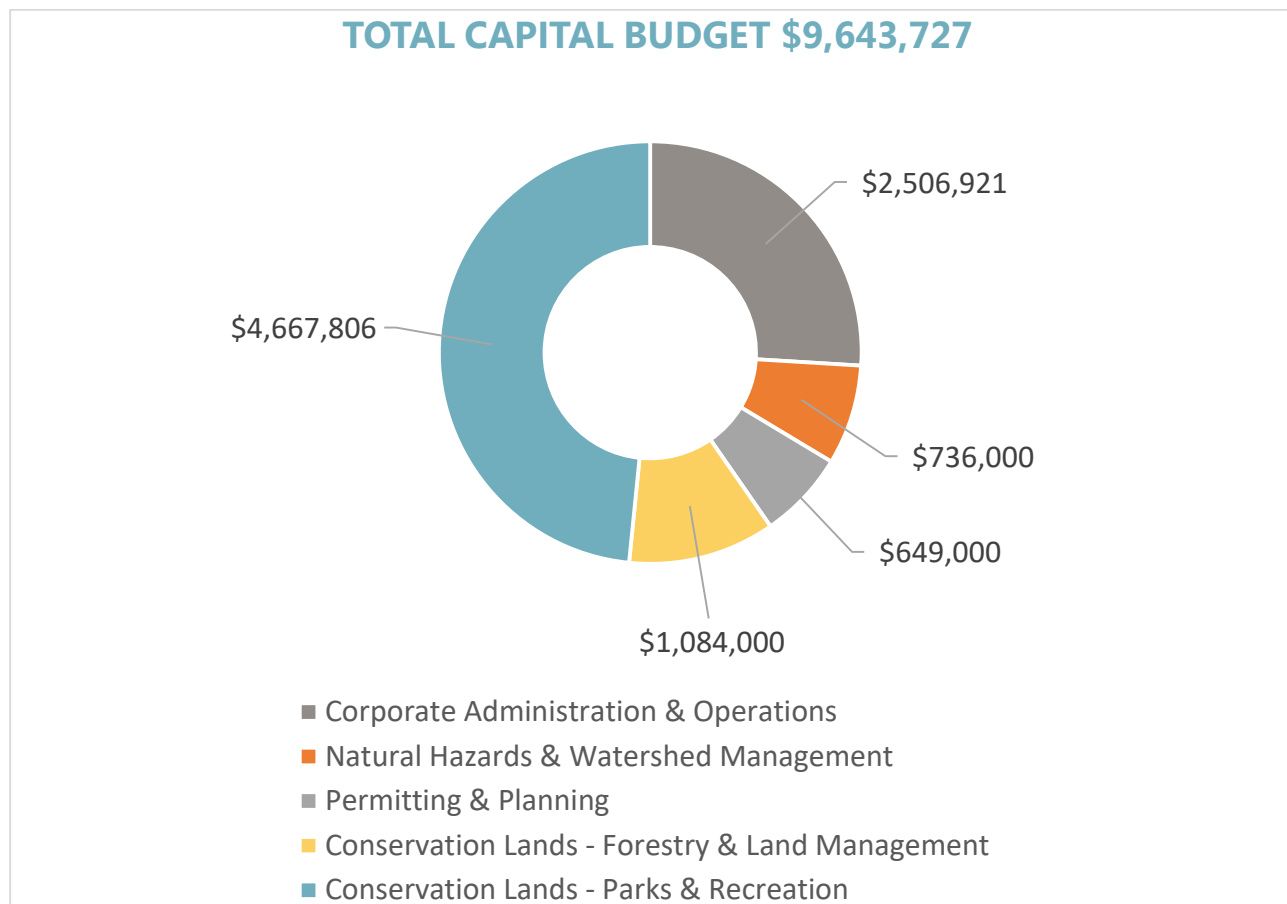
The net increase in positions and funding is associated with new funding agreements and changes in program priorities and workplans consistent with strategic plan initiatives.

2024 Capital Budget Summary

The 2024 capital budget represents an investment of \$9.6 million into infrastructure and technology to enhance programs and services. This is comprised of an investment in the watershed of \$5 million and Conservation Areas of \$4.6 million.

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

The Parks capital budget provides funding for facility, infrastructure and ski hill improvements, along with DCR projects including the Crawford Lake Boardwalk and the Kelso & Crawford Lake Visitor centres.



Base Municipal Funding

The total base municipal funding increase of \$475,362 includes an additional \$59,600 for SOGR levies for dams, channels, and facility assets to gradually meet target levels established in the Asset Management Plans for these assets. Asset Management Plans have been completed for all of CH's assets, with most of the assets identified as in good condition.

Municipal Funding	2024 Budget	2024 Municipal Funding	2023 Municipal Funding	Municipal Funding Increase/(Decrease)
Operating (excl. SOGR levy)	\$39,947,087	\$11,029,597	\$10,376,835	6.3%
Capital	9,643,727	145,000	382,000	-62.0%
	49,590,814	11,174,597	10,758,835	3.9%
State of Good Repair (SOGR) Levy - Dams & Channels; Facilities	599,600	599,600	540,000	11.0%
Total	\$50,190,414	\$11,774,197	\$11,298,835	4.2%

Apportionment of Base Municipal Funding

Base municipal funding of \$11,774,197 is apportioned to Halton Region, City of Hamilton, Peel Region, and Township of Puslinch according to the area and proportional MCVA of the municipality falling within the CH watershed.

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

Municipality:	2024 MCVA Apportionment (%)	2024 MCVA Apportioned Funding (\$)	2023 MCVA Apportionment (%)	2023 MCVA Apportioned Funding (\$)	% Increase
Halton Region	87.9309%	\$10,353,158	87.9192%	\$9,933,846	4.2%
City of Hamilton	7.2191%	849,991	7.1961%	813,075	4.5%
Peel Region	4.6278%	544,886	4.6664%	527,249	3.3%
Township of Puslinch	0.2222%	26,162	0.2183%	24,665	6.1%
	100%	\$11,774,197	100%	\$11,298,835	

Ontario Regulation 402/22 requires CH to allocate the proposed 2024 municipal funding being requested according to Categories 1, 2, and 3 defined in the CA Act. CH established these Categories in its Programs & Services (P&S) Inventory in 2022. Municipal funding for Category 2 P&S will continue to be apportioned to its funding municipalities, though funded through Memorandums of Understanding (MOUs) developed in partnership with noted municipalities. The 2024 budget does not include municipal funding for Category 3 P&S.

Conservation Authorities Act (CAA) Programs & Services (P&S) Categories:	2024 MCVA Apportioned Funding (\$)	2023 MCVA Apportioned Funding (\$)
Category 1	\$11,302,815	\$10,818,279
Category 2	471,382	466,882
Category 3	-	13,674
Total	\$11,774,197	\$11,298,835

Debt Financing, Debt Financing Charges, and Debt Capacity

Debt financing of \$1.5 million is requested in the 2024 budget, consistent with the 2023 budget forecast related to the new Central Works Operations Centre project.

Debt financing charges included in the 2024 operating budget of \$631,576 includes \$581,576 municipal debt financing charges and \$50,000 for estimated principal and interest payments on a land acquisition loan with the Hamilton Community Foundation (HCF).

The total long-term debt balance is currently \$4,887,991 including debt financing received in 2023. The debt capacity ratio estimated for 2024 of 3.5% is based on estimated own source revenues excluding Conservation Areas program revenue. CH has approved a debt capacity ratio of 10% in its Budget Principles.

Reserve Funding

The summary below provides the recommended transfers to and from reserves in the 2024 budget and the resulting projected reserve balances at December 31, 2024. A reserve continuity schedule with reserve balances to 2033 is also provided in the 2024 Budget & Business Plan.

Conservation Halton Reserves	Projected Reserves Balance Dec 31, 2023	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Projected Reserves Balance Dec 31, 2024
Watershed Management & Support Services						
Vehicle and Equipment	\$ 557,273			\$ (224,921)		\$ 332,352
Building	832,504			(500,000)		332,504
Building - State of Good Repair	403,920		183,900	(222,000)		365,820
Watershed Management Capital - Municipal Funds and Self-Generated Funds	1,395,079		415,700	(310,500)		1,500,279
Watershed Management & Support Services Stabilization	1,057,212			(80,000)	(100,000)	877,212
Capital Projects - Debt Financing Charges	518,146					518,146
Digital Transformation	285,700			-		285,700
Legal - Planning & Watershed Management	841,995				(100,000)	741,995
Legal - Corporate	200,000					200,000
Water Festival	169,334			-	(13,600)	155,734
Land Securement	141,239					141,239
Property Management	1,012,642			(100,000)		912,642
Stewardship and Restoration	306,888				(56,500)	250,388
Conservation Lands – Parks & Recreation						
Capital	3,099,958	1,299,163		(2,270,306)		2,128,815
Stabilization	1,146,490					1,146,490
Total Reserves	\$ 11,968,380	\$ 1,299,163	\$ 599,600	\$ (3,707,727)	\$ (270,100)	\$ 9,889,316

Impact on Strategic Goals

This report supports the Momentum priority of Organizational Sustainability.

Financial Impact

CH staff has developed a fiscally conservative budget for 2024. The increase of 4.2% for base municipal funding including SOGR Levy and the additional \$149,000 benefit-based municipal funding that is proposed:

- Recognizes the fiscal pressures faced by CH's funding municipalities and, combined with CH's exceptional efficiencies, the total budgeted municipal funding increase is within the Halton Region guideline of 5.7%;
- Ensures the needs of the increasing number of visitors at CH's Conservation Areas are met; and
- Reflects program and service enhancements to address service delivery objectives outlined in CH's strategic plan Momentum.

The proposed 2024 budget continues to provide for investments in programs to enhance service delivery, digital transformation initiatives, watershed planning work, greenspace and property management initiatives, floodplain mapping, flood forecasting, and improved user experiences at CH's parks. Programs and services are funded in a manner utilizing sustainable, conservative revenue streams. Reserves are maintained at levels to ensure financial sustainability which support SOGR targets.

Signed & respectfully submitted:



Marnie Piggot
Director, Finance

Approved for circulation:



Hassaan Basit
President & CEO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT:

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

Attachment: 2024 Budget & Business Plan



2024 BUDGET & BUSINESS PLAN

FOREWORD

Submitted by:

Hassaan Basit
President & CEO

Prepared by:

Marnie Piggot, CPA, CA
Director, Finance

Justin Wei, CPA, CA
Senior Manager, Finance

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

In collaboration with Senior Leadership Team and staff from:

- Corporate Administration & Operations
- Natural Hazards & Watershed Management
- Permitting & Planning
- Conservation Lands - Forestry & Land Management
- Conservation Lands - Parks & Recreation

2024 BUDGET PREPARATION TIMELINE



TABLE OF CONTENTS



4 Introduction

- 5 Welcome Message
- 7 About Conservation Halton
- 8 Momentum Strategic Plan Priorities
- 9 Board of Directors
- 10 Senior Leadership Team

11 Executive Summary

15 Operating Budget

- 21 Sources of Operating Budget Funding
- 23 Staff Complement Changes

28 Capital Budget

35 Operating Budget & Forecast

41 Capital Budget & Forecast

49 Municipal Funding

54 Reserves

58 Departmental Business Plans

- 59 Corporate Administration & Operations
- 65 Natural Hazards & Watershed Management
- 72 Permitting & Planning
- 77 Conservation Lands - Forestry & Land Management
- 81 Conservation Lands - Parks & Recreation

INTRODUCTION



WELCOME MESSAGE

Our 2024 budget of \$50.2 million reflects our continued commitment to excellence, innovation, and responsible fiscal management guided by our current strategic plan, Momentum. This budget enables our teams to make great strides in 2024 while remaining nimble and responsive to changes within our external operating landscape.

Over the past several years—from Metamorphosis to Momentum—we have succeeded at setting and meeting strategic targets across our programs and services. We made commitments to innovation in priority areas, such as natural hazard management and park operations. These investments have now borne fruit. We have strengthened our flood forecasting capabilities with the addition of real-time monitoring stations and data systems, and we are driving new revenue generation through parks with modernized services and a digitally transformed visitor experience. Our investments in these and other priorities will continue to generate successes and opportunities throughout 2024 and beyond.

For 2024, we have forecast an overall budget increase of 18.1%. This increase provides us with a strong financial foothold without affecting the total proportion of revenues that come from municipal levy. Budgeted base funding from our partner municipalities will increase by only 4.2% and continues to remain at less than 25% of our total revenues. We are able to achieve financial growth with minimal impact on our municipal



Hassaan Basit at the 2023 Watershed Steward Awards



Retrieving coring samples from Crawford Lake, the site of the **Anthropocene** (Spring 2023)

WELCOME MESSAGE

partners because of sound planning—our self-generated revenues continue to support our resiliency and enable us to evolve our operations sustainably.

As we prepare for 2024, we look forward to charting a new strategic path (to follow Momentum) and to investing more in people and priority initiatives. We will continue to deliver high-quality programs and services that help us safeguard natural systems, fight climate change, educate children and youth, engage our communities in stewardship, increase access to greenspace, protect people from natural hazards, and plan for sustainable development. We also have major capital projects on the horizon, including park infrastructure enhancements that will greatly improve our capacity for programming and visitor engagement.

On behalf of Conservation Halton and our Board, we would like to express our gratitude to all of our customers, our community partners, and to each of our funding municipalities. These partnerships are integral to our work,

empowering us to deliver essential programs and services to the highest possible standard within our growing and diverse communities



Hassaan Basit
President & CEO



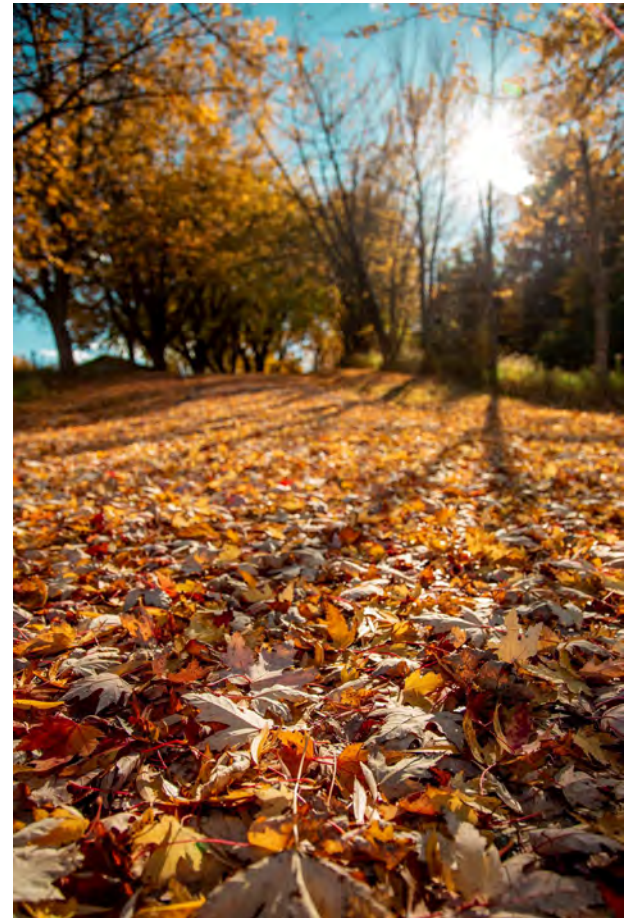
Gerry Smallegange
Chair, Board of Directors

ABOUT CONSERVATION HALTON

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

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

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



Kelso Conservation Area in Fall

MOMENTUM PRIORITIES



**NATURAL HAZARDS
AND WATER**



**SCIENCE, CONSERVATION
AND RESTORATION**



**EDUCATION,
EMPOWERMENT AND
ENGAGEMENT**



NATURE AND PARKS



**ORGANIZATIONAL
SUSTAINABILITY**



**DIGITAL TRANSFORMATION
AND INNOVATION**



PEOPLE & TALENT



BOARD OF DIRECTORS

REGIONAL MUNICIPALITY OF HALTON

BURLINGTON

Mayor Marianne Meed Ward

Councillor Rory Nisan

Mr. Gerry Smallegange, *Chair*

Councillor Shawna Stolte

HALTON HILLS

Councillor Chantal Gameau

Councillor Jane Fogal

MILTON

Mayor Gordon Krantz

Councillor Sameera Ali

Councillor Kristina Tesser Derksen

Councillor Sammy Ijaz

OAKVILLE

Mayor Rob Burton

Councillor Cathy Duddeck, *Vice-Chair*

Councillor Allan Elgar

Councillor Dave Gittings

REGIONAL MUNICIPALITY OF PEEL

MISSISSAUGA

Councillor Alvin Tedjo

Councillor Sue McFadden

CITY OF HAMILTON

Councillor Maureen Wilson

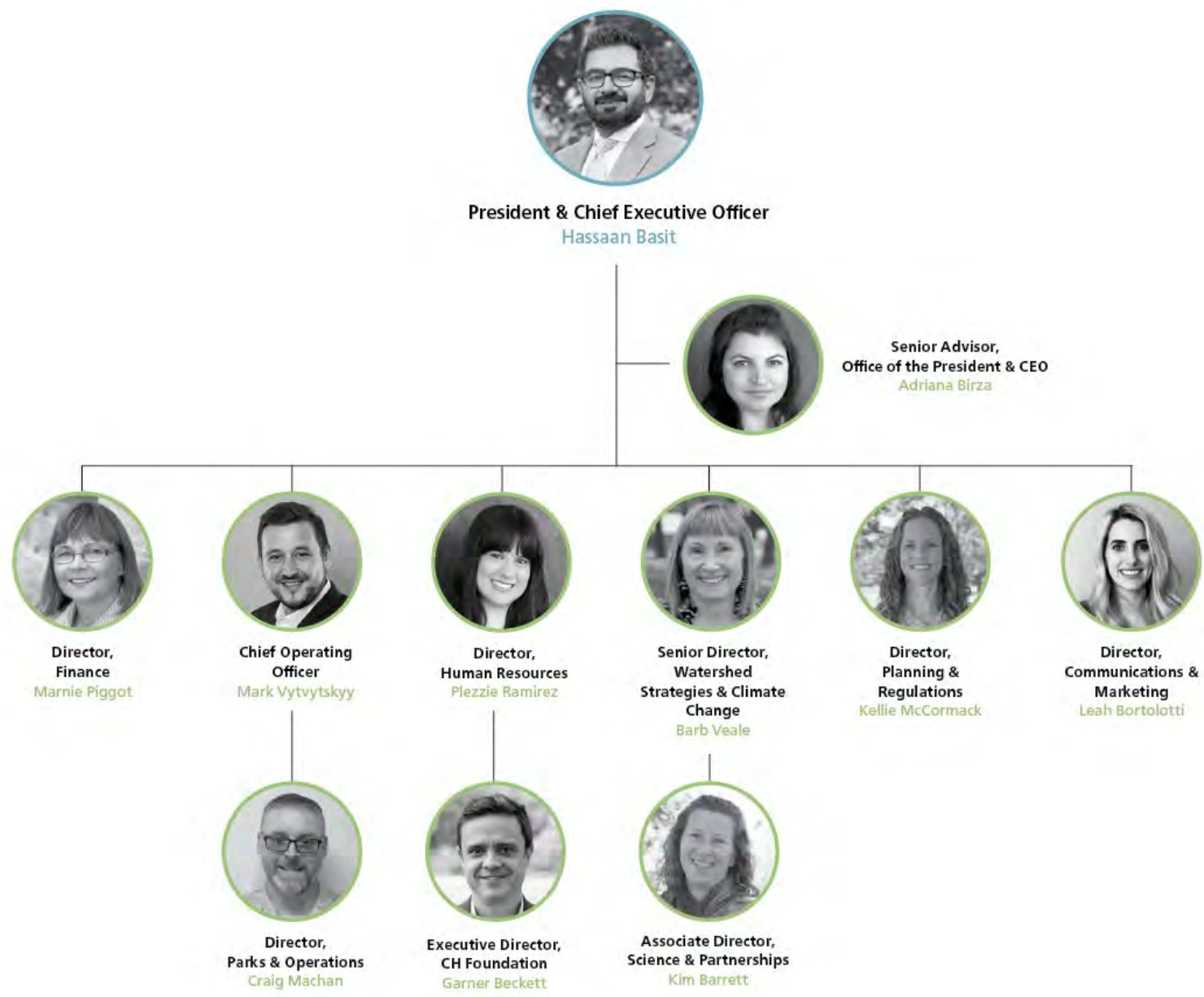
Councillor Alex Wilson

Councillor Cameron Kroetsch

TOWNSHIP OF PUSLINCH

Councillor Sara Bailey

SENIOR LEADERSHIP TEAM



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Conservation Halton's 2024 budget of \$50.2 million provides the resources needed to protect, restore and manage natural assets in our watershed, improve programs and services, and invest more in our infrastructure. We have achieved an 18.1% budget increase over 2023 as a result of growth in self-generated revenues, grants and other funding, and operating efficiencies that minimize impact on municipal partners.

The 2024 budget continues to help us balance the delivery of core programs and services with Momentum strategic priorities and inflationary and growth-related pressures. It responds to CA Act regulation priorities and the impacts of Ontario's new housing legislation. The budget also reflects our 2024 focus on recommended capital infrastructure projects.

Overall, the 2024 budget aligns with the program categories of Conservation Halton's CA Act Programs & Services Inventory document as well as the related funding agreements being developed with participating municipalities.

The 2024 budget was developed based on our approved Budget Principles and our two primary budget categories: (1) Watershed Management & Support Services (WMSS) and (2) Conservation Areas. These budget categories are based on the funding sources for these programs. Conservation Area recreation programs are sustained through park program revenues that generate an operating surplus. By transferring this surplus to the Conservation Area capital reserve, Conservation

Halton is able to fund park capital project expenditures. The 2024 budget proposes a parks operating surplus of 1.3M.

Conservation Authorities derive their funding from a variety of sources. At Conservation Halton, we have proactively increased self-generated revenues to mitigate the financial impact on our funding municipalities. Municipal funding remains at less than 25% of total revenue sources.



EXECUTIVE SUMMARY

Conservation Halton strives to limit municipal funding increases to regional budget guidelines. The 2024 increase in base municipal funding of 4.2% and benefit-based municipal funding is within the guideline provided by Halton Region. The base municipal funding increase of \$475,362 assists with increased program requirements for operating, capital and the State of Good Repair levy for dams, channels and building assets.

Staffing is determined by the Senior Leadership Team through a review of program and service delivery needs. The 2024 budget includes 264 Full-Time Equivalent (FTE). The net increase in FTE positions is associated with new funding agreements, internal program recoveries and changes in program priorities consistent with strategic plan initiatives.

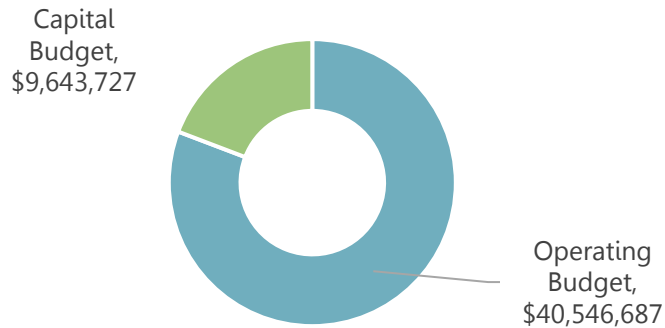
In summary, the 2024 budget continues to enable us to provide important services in a growing watershed, accounts for the needs of the increasing number of visitors at our conservation areas, reflects enhancements to program and service delivery objectives and includes initiatives to meet the requirements under the revised CA Act regulations.



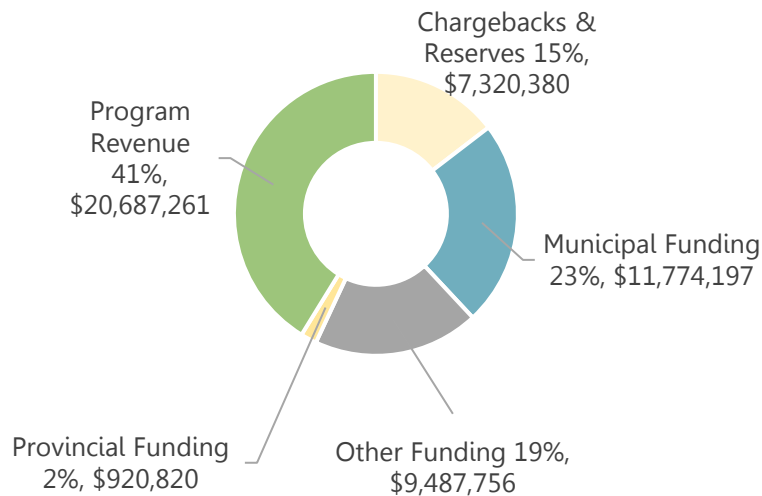
Guests enjoy a fireside performance by Hayley Verall at the **Omnia Gala**

EXECUTIVE SUMMARY

TOTAL 2024 BUDGET \$50,190,414



TOTAL 2024 BUDGET FUNDING SOURCES \$50,190,414



Operating Budget

	2024 Budget	2023 Budget
Corporate Administration & Operations	7,084,698	6,968,715
Natural Hazards & Watershed Management	7,465,809	6,127,595
Permitting & Planning	5,117,089	5,322,854
Conservation Lands - Forestry & Land Management	1,988,579	2,128,364
Debt Financing	631,576	580,126
Reserves	-	25,000
Conservation Lands - Parks & Recreation	17,659,336	15,634,756
State of Good Repair Levy - Dam & Channels; Building	599,600	540,000
	<u>40,546,687</u>	<u>37,327,410</u>

Capital Budget

	2024 Budget	2023 Budget
Corporate Administration & Operations	2,506,921	1,542,023
Natural Hazards & Watershed Management	736,000	739,000
Permitting & Planning	649,000	550,000
Conservation Lands - Forestry & Land Management	1,084,000	1,100,000
Conservation Lands - Parks & Recreation	4,667,806	1,243,113
	<u>9,643,727</u>	<u>5,174,136</u>

Total Operating & Capital Budget

\$ 50,190,414 **\$ 42,501,546**

OPERATING BUDGET



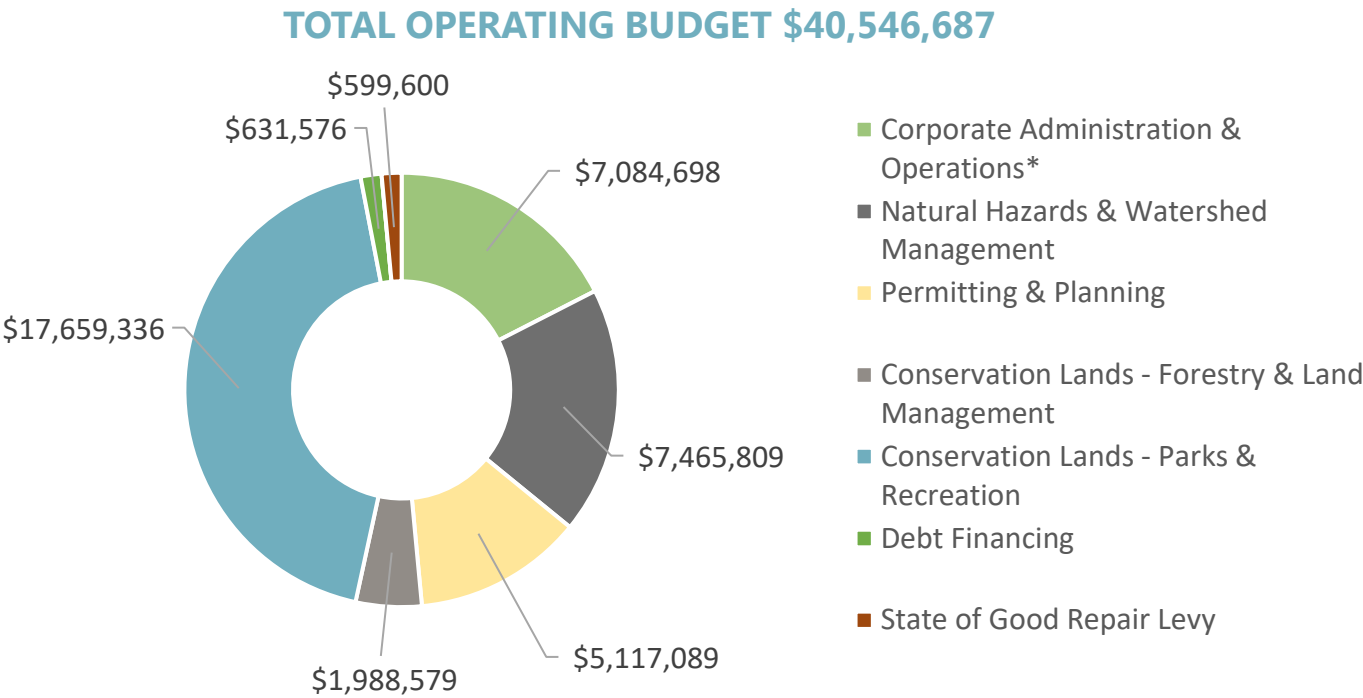
2024 OPERATING BUDGET

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

Operating in one of the fastest-growing regions in Canada, we are faced with the challenge of delivering services to an increasing number of watershed residents and park visitors. In addition to addressing the impacts of growth, we are committed to enhancing programs and services to meet

timelines and objectives outlined in our strategic plan, Momentum.

The 2024 operating budget of \$40.5 million provides for an investment of \$22.9 million in Watershed Management and Support Services (WMSS) programs and an investment of \$17.6 million in our Conservation Areas.



*includes Conservation Areas chargebacks or non-levy funded expenditures

2024 OPERATING BUDGET

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

CORPORATE ADMINISTRATION & OPERATIONS

Corporate Governance, Board of Directors, CEO Office; Conservation Halton Foundation Administration; Finance; Fleet Operations; Human Resources; Marketing and Communications; Corporate Administration & Procurement; Information Technology (IT); Geographic Information Systems (GIS); Risk & Health; Administration Office Facility; Project Management; Construction.

NATURAL HAZARDS & WATERSHED MANAGEMENT

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

PERMITTING & PLANNING

Planning & Regulations; Floodplain Mapping; Regional Infrastructure Team.

CONSERVATION LANDS – FORESTRY & LAND MANAGEMENT

Property Management; Forestry; Security.

CONSERVATION LANDS – PARKS & RECREATION

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

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

Assumptions Used in Preparing the 2024 Operating Budget

Inflation has been assumed generally at a rate of 2.5% for 2024. The Bank of Canada aims to keep inflation at the 2 per cent midpoint of an inflation-control target range of 1% to 3%.

Staff salary bands for 2024 are proposed to increase by 2.5% for inflation. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.

2024 OPERATING BUDGET

The operating budget provides for a combined investment of \$40.5 million into Watershed Management & Support Services (WMSS) programs and Conservation Areas. Conservation Halton prepares a budget that balances expenses with sources of revenue.

The 2023 operating budget increase of almost \$3.3 million is funded by program revenue, grants, reserves, municipal funding and internal program chargeback recoveries.

Major drivers of the operating budget increase include:

- \$1,157,777 increased staff salary and benefits costs, including those related to inflation adjustments and new staffing.

- \$831,593 in materials, supplies and purchased services primarily due to new Partnership Projects.

- \$313,199 in increases in internal chargebacks to programs for the recovery of staff time spent on programs and projects funded by program revenues and grants.

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

	2024 Budget	2023 Budget	Increase / (Decrease)
Operating Expenses:			
Staff Salary & Benefits	\$ 25,063,313	\$ 23,905,536	\$ 1,157,777
Materials & Supplies	3,021,832	3,010,020	11,812
Purchased Services	6,310,869	5,479,276	831,593
Financial	651,600	595,330	56,270
Internal Chargebacks	2,968,734	2,655,535	313,199
Debt Financing Charges	631,576	580,126	51,450
Transfer to Reserves - Land Securement	-	25,000	(25,000)
Transfer to Reserves - SOGR Levy Dams & Channels	415,700	362,700	53,000
Transfer to Reserves - SOGR Levy Buildings	183,900	177,300	6,600
Transfer to Reserves - Conservation Areas Operating Surplus	1,299,163	427,337	871,826
Total Operating Expenses	\$ 40,546,687	\$ 37,218,160	\$ 3,328,527
Funding of Operating Expenses:			
Program Revenues and Fees	\$ 20,772,261	\$ 18,747,896	\$ 2,024,365
Provincial (Ministry MNR) - Operating Grant	155,034	155,034	-
Municipal Funding	11,029,597	10,376,835	652,762
Municipal Funding - State of Good Repair Levies Dams & Channels and Buildings	599,600	540,000	59,600
Other Grants & Program Funding	4,377,542	4,028,235	349,307
Internal Chargeback Recoveries	3,342,554	3,022,997	319,557
Transfers from Reserves	270,100	347,163	(77,063)
Total Operating Funding	\$ 40,546,687	\$ 37,218,160	\$ 3,328,527

2024 OPERATING BUDGET

Staff Salary & Benefits

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

- Increased total full-time staff compensation of \$188,820 based on a 2.5% inflationary increase to the staff salary bands. Salaries are based on 96% of the top of the salary bands that approximate actual salary levels.
- Increased part-time staff costs of \$318,917 related primarily to park seasonal staffing.
- Benefit cost increases for full-time staff are \$121,073.
- Four new full-time FTE staff changes costing \$528,967 are partially funded through internal chargeback recoveries through Conservation Areas or directly charged to Conservation Areas.

Materials & Supplies and Purchased Services

A large part of the changes in these categories is the result of shifts between supplies and services for the Partnership Projects planned for 2024 that are fully funded by project grants and internal chargebacks to the projects.

Financial

Financial expense increases are minimal, primarily attributed to inflationary assumptions.

Internal Chargebacks and Internal Chargeback Recoveries

The chargeback expense amount is increasing by a total of \$313,199. Chargeback expenses are included in Partnership Projects, Source Protection and WMSS Operations related to staff in other departments allocating time to these programs.

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

An increase of \$59,600 in the SOGR Levy is attributed to an increase of \$53,000 for dams and channels to provide for the municipal funding level to reach the target amount plus inflation by 2028. The increase in the target amount is consistent with the recently updated Dams and Channels Asset Management Plan (2022). The target municipal funding identified in the Facilities Asset Management Plan has been achieved in the 2024 budget with an increase of \$6,600 in the SOGR levy. The State of Good Repair Levy amounts are transferred to the Watershed Management Capital and Building SOGR Reserve to fund future capital works.

2024 OPERATING BUDGET

Program Revenue

The majority of the \$2.0M program revenue increase is primarily driven by park program revenues. This revenue increase is based on average historical actual revenues (with the normalization of operations post COVID-19), assumed continued growth in fees and visitation, and continued review of fees.

Planning and permit fees include provincial Bill 23 service impacts and generally assume other services are maintained at current volumes and fees. Fees are currently being reviewed to ensure 100% cost recovery of services provided.

Other Grants & Program Funding

The estimated increase in funding through other grants and program funding of \$349,307 is primarily related to Partnership Projects planned for 2024.

Municipal Funding

Municipal operating funding increase of \$652,762 is related to Watershed Management & Support Services programs and services, continued development of the Watershed Strategies & Climate Change program, and an additional increase of \$59,600 to fund State of Good Repair Levies for dams, channels, and facilities.

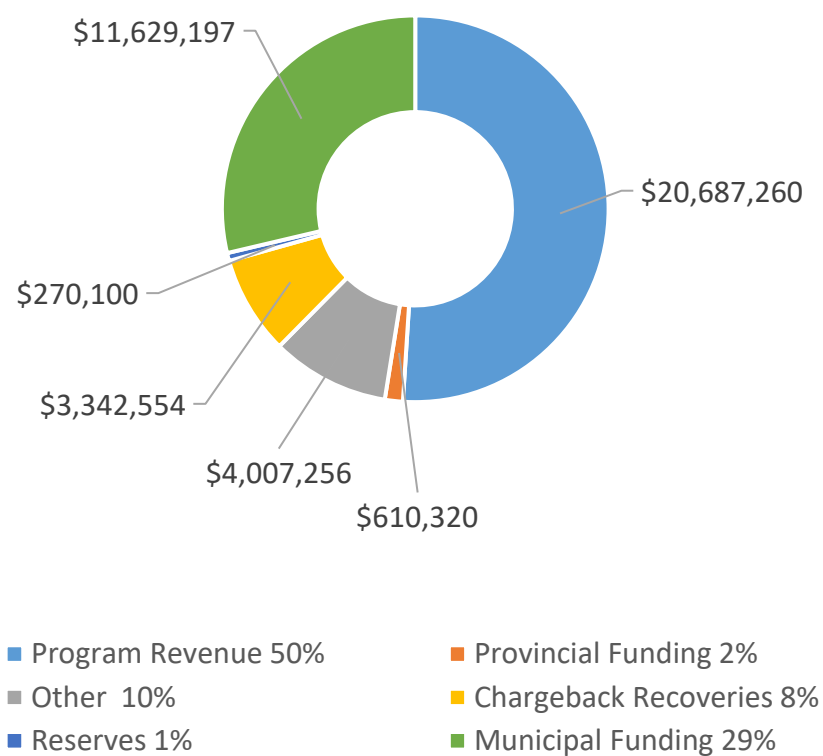
Transfer from Reserves

Transfers from reserves to fund operating expenses of \$270,100 include:

- A transfer from the Legal – Planning & Watershed Management Reserve of \$100,000 to fund estimated legal costs related to Planning & Regulation activities
- A transfer from the WMSS Stabilization Reserve of \$100,000 will partially fund the 2024 increased staffing costs.
- Transfers from the Water Festival, Stewardship & Restoration Reserve total \$70,100 to assist with funding the respective program expenses.

SOURCES OF OPERATING BUDGET FUNDING

TOTAL OPERATING BUDGET FUNDING SOURCES \$40,546,687



Conservation Halton has been proactive in generating funding through various sources to mitigate the financial impact on its funding municipalities. The 2024 operating budget funding sources are consistent with prior years, with the majority of funding derived from self-generated revenues and less than 25% of the operating budget funded by municipal funding of \$11.6 million.

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

Municipal funding is provided by the Halton Region, City of Hamilton, Peel Region and the Township of Puslinch. Municipal funding is apportioned to its participating municipalities within the Conservation Halton watershed, as detailed in the Municipal Funding section of the 2024 Budget & Business Plan.

SOURCES OF OPERATING BUDGET FUNDING

STATE OF GOOD REPAIR LEVY

The operating budget includes a request for a State of Good Repair (SOGR) Levy of \$599,600, an increase of \$59,500 over the 2023 budget amount. This increase is aligned with amounts in the Dams and Channels and Facilities Asset Management Plans. The 2024 State of Good Repair Levy consists of \$415,700 for dams and channels assets and \$183,900 for buildings and facility assets. The State of Good Repair Levy amounts will be transferred to the Watershed Management Capital – Municipal Funds Reserve and the Building - SOGR Reserve to fund 2024 and future capital works.

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

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

RESERVE FUNDING AND TRANSFERS

In addition to Watershed Management Capital and Building reserve funding from the State of Good Repair levy amounts, the budget includes a proposed transfer to the Conservation Areas reserves of almost \$1.3 million to fund future park capital requirements.

Transfers from the Stabilization, Legal, Water Festival, Landowner Outreach & Restoration reserves totaling \$270,100 are included in funding in the 2024 budget to meet operating expense needs. These expenses include increased staffing costs, legal expenses and program operating costs.

The Reserve section of the 2024 Budget & Business Plan provides the projected reserve balances on December 31, 2023, and the proposed transfers to and from reserves in the 2024 budget. A reserve continuity schedule with reserve balances to 2033 is also provided in this section.

STAFF COMPLEMENT CHANGES

The 2024 operating budget provides for 264 full-time equivalent (FTE) staff positions. These positions are primarily funded through grants, internal chargeback recoveries to other programs within Conservation Halton, and program revenues.

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

A summary of the staff changes is provided below.

Staffing Overview Summary					
	2023 Approved FTE	Service Adjustment	Reallocation of Staff	2024 Total FTE	Net Change 2024 vs 2023
Watershed Management & Support Services (WMSS)					
Full-time	116.8	5.0	-3.0	118.8	2.0
Part-time/Contract	9.3	1.0	0.0	10.3	1.0
Total WMSS	126.1	6.0	-3.0	129.1	3.0
Conservation Areas					
Full-time	31.3	1.0	0.0	32.3	1.0
Part-time/Contract	101.6	0.5	0.0	102.1	0.5
Total Conservation Areas	132.9	1.5	0.0	134.4	1.5
Total Full-time	148.1	6.0	-3.0	151.1	3.0
Total Part-time/Contract	110.9	1.5	0.0	112.4	1.5
Total Staff FTE's	259.0	7.5	-3.0	263.5	4.5

2024 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS										
1 CORPORATE ADMINISTRATION & OPERATIONS										
Corporate Governance, Board of Directors, CEO Office		695,966	765,057	799,122				26,700		772,422
Conservation Halton Foundation Administration		221,118	284,646	309,427				223,000		86,427
Finance		855,995	882,603	1,009,082	166,000			317,200		525,882
Fleet Operations		175,399	201,940	214,440						214,440
General Corporate Services		613,808	-	(75,000)					100,000	(175,000)
Human Resources		700,759	772,159	780,071				236,800		543,271
Marketing and Communications		858,587	927,824	980,996				381,700		599,296
Corporate Administration & Procurement		410,883	516,074	535,906				127,900		408,006
Information Technology		485,367	522,350	642,608				137,500		505,108
Geographical Information Systems (GIS)		519,252	581,355	599,011	6,500					592,511
Risk & Health		587,720	647,392	526,051				197,300		328,751
Administration Office Facility		175,588	194,515	201,879						201,879
Project Management		365,532	379,159	251,170			50,000	100,900		100,270
Construction		273,777	293,641	309,935				55,200		254,735
	1.7%	6,939,751	6,968,715	7,084,698	172,500	-	50,000	1,804,200	100,000	4,957,998

2024 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS										
2 NATURAL HAZARDS & WATERSHED MANAGEMENT										
Flood Forecasting & Operations		573,447	619,652	773,290		155,034	25,000	20,600		572,656
Watershed Strategies & Climate Change										
Watershed Strategies & Climate Change Administration		467,763	491,305	828,435				18,000	100,000	710,435
Source Protection		239,825	320,404	330,286		330,286				
Science & Partnerships										
Monitoring Ecology		660,279	716,572	702,172	6,181			20,017		675,975
Landowner Outreach & Restoration		663,948	764,205	749,887	41,150		20,000	240,791	47,500	400,447
Hamilton Harbour Remedial Action Plan (HHRAP)		342,199	323,613	317,750			317,750			
Partnership Projects		439,745	572,616	359,263			359,263			
Restoration & Conservation										
Restoration		594,798	748,100	876,483			25,000	696,676		154,807
Partnership Projects		1,019,440	1,571,128	2,528,243			2,528,243			
	21.8%	5,001,444	6,127,595	7,465,809	47,331	485,320	3,275,256	996,084	147,500	2,514,319

2024 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
WATERSHED MANAGEMENT & SUPPORT SERVICES (WMSS) PROGRAMS										
3 PERMITTING & PLANNING										
Planning & Regulations		4,443,828	4,524,767	4,308,416	3,203,000			28,650		1,076,766
Floodplain Mapping		262,287	264,833	272,088				25,000		247,088
Regional Infrastructure Team (RIT)		376,500	533,254	536,585			550,000			(13,415)
	(3.9%)	5,082,614	5,322,854	5,117,089	3,203,000	-	550,000	53,650	-	1,310,439
4 CONSERVATION LANDS - FORESTRY & LAND MANAGEMENT										
Property Management		243,496	327,882	332,298	43,000	125,000		55,200		109,098
Security		463,963	482,898	607,567				293,600		313,967
Forestry		744,970	1,024,520	1,048,714	120,000		47,000	59,500		822,214
Partnership Projects		241,046	293,064	-						
	(6.6%)	1,693,476	2,128,364	1,988,579	163,000	125,000	47,000	408,300	-	1,245,279
5 DEBT FINANCING CHARGES										
TRANSFER TO RESERVES - WMSS STABILIZATION, PROPERTY MANAGEMENT, STEWARDSHIP AND RESTORATION; ALLOCATED SURPLUS	8.9%	574,001	580,126	631,576	631,576					
TRANSFER TO RESERVES - STATE OF GOOD		524,147	-	-	-					
7 REPAIR (SOGR) LEVY	11.0%	480,500	540,000	599,600	599,600					
8 TRANSFER TO RESERVE - LAND SECUREMENT	(100.0%)	25,000	25,000	-	-					

2024 OPERATING BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CONSERVATION LANDS - PARKS & RECREATION										
9 PARKS & RECREATION										
Conservation Areas Administration		1,802,031	1,782,355	1,895,183	1,776,000			80,320		
Parks Vehicles		173,465	124,590	135,527						
Kelso/Glen Eden		7,473,338	8,516,921	8,974,436	11,461,000					
Crawford Lake / Mountsberg / Robert Edmondson		2,270,863	2,203,637	2,484,643	2,257,000					240,000
Rattlesnake Point / Hilton Falls / Mount Nemo		248,904	606,800	599,368	1,442,500					
Community Engagement & Outreach		296,423	322,416	402,516	164,930		85,000		22,600	129,986
Transfer Surplus to Conservation Area reserves		3,165,799	427,337	1,299,163						
Subtotal Conservation Lands & Recreation (Recreation) - Operating before Internal Chargeback - Corporate Services	12.9%	15,430,824	13,984,056	15,790,836	17,101,430	-	85,000	80,320	22,600	369,986
Internal Chargeback - Corporate Services	13.2%	1,386,900	1,650,700	1,868,500						
TOTAL OPERATING CONSERVATION LANDS - PARKS & RECREATION	12.9%	16,817,724	15,634,756	17,659,336	17,101,430	-	85,000	80,320	22,600	369,986
TOTAL OPERATING PROGRAMS	8.6%	37,138,657	37,327,410	40,546,687	20,687,261	610,320	4,007,256	3,342,554	270,100	11,629,197

CAPITAL BUDGET

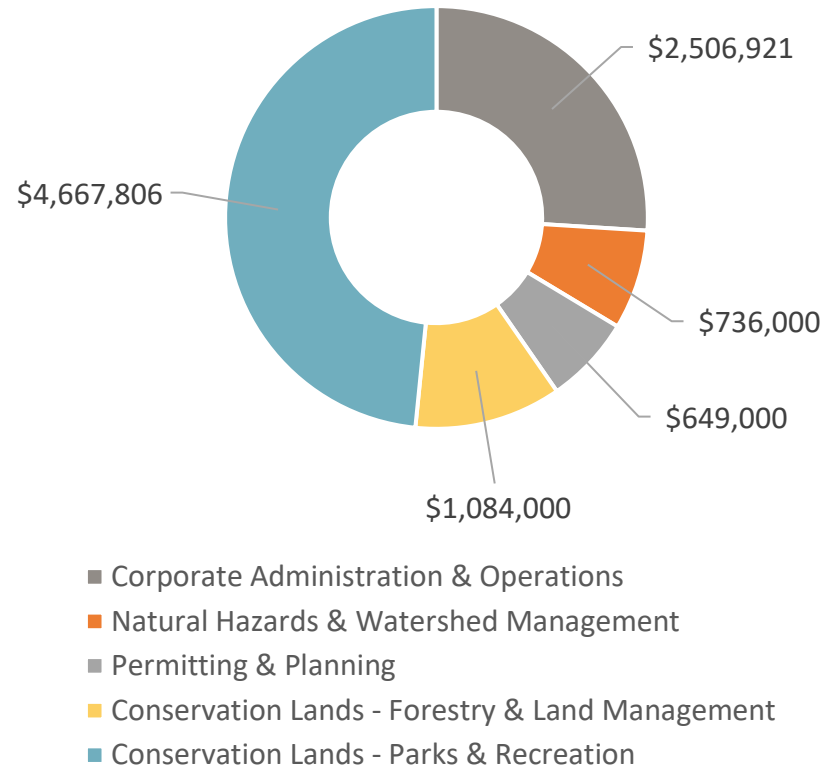


2024 CAPITAL BUDGET

The 2024 capital budget will invest a total of \$9.6 million into infrastructure and technology to enhance programs and services in Conservation Halton's watershed and across our Conservation Areas.

The capital budget provides funding for projects such as the rehabilitation of flood control infrastructure, updating of floodplain mapping, investments in digital transformation and technology upgrades, vehicle and equipment replacements, managing the impacts of Emerald Ash Borer, and land management initiatives and infrastructure improvements at our Conservation Areas, including projects funded through Developer Contribution Reserve (DCR) funds held by Halton Region.

TOTAL CAPITAL BUDGET \$9,643,727



2024 CAPITAL BUDGET

2024 CAPITAL BUDGET INVESTMENTS

The 2024 capital budget of \$9.6 million includes:

CORPORATE ADMINISTRATION & OPERATIONS

Asset Management (AM) Plan work estimated to cost \$50,000 is included in the 2024 budget for the update of the AM Plan for facility assets. AM Plans have been completed for all Conservation Halton assets and are updated on a rolling five-year schedule.

Information Technology infrastructure capital costs of \$60,000 include new and replacement computer equipment and software.

Facility State of Good Repair costs of \$172,000 include maintenance work identified in the Facilities Asset Management Plan and Facility Condition Assessment report to maintain WMSS buildings in a State of Good Repair.

Central Works Operation Centre & Field Office capital project costs of \$2,000,000 are included in the 2024 budget with funding of \$1,500,000 through debt financing and the remainder from the Building Reserve. The Central Works Operations Centre construction is anticipated to be completed in 2024. Design work for the new facility is currently underway.

Fleet Management includes vehicle and equipment replacements planned for 2024 of \$224,921 for WMSS programs and will be funded by a transfer from the Vehicle and Equipment Reserve.

NATURAL HAZARDS & WATERSHED MANAGEMENT

Dams and channels State of Good Repair maintenance costs of \$621,000 are based on staff assessments of capital work priorities according to consulting engineering studies, such as dam safety reviews. These costs are assumed to be funded 50% provincially and 50% municipally through the State of Good Repair (SOGR) Levy reserve funding.

Flood Forecasting & Warning Program costs of \$35,000 are related to equipment and services for the development of watershed Flood Forecasting & Warning models and tools.

Watershed Strategies & Climate Change capital project costs of \$80,000 will continue to guide Conservation Halton and partner municipalities in identifying natural assets and developing sustainable, cost-effective and climate-resilient infrastructure. This project aligns with our strategic plan objective to increase climate resilience by promoting natural solutions and includes costs for consulting requirements. Project expenses for 2024 are to be funded by a transfer from the WMSS Stabilization Reserve.

2024 CAPITAL BUDGET

PERMITTING & PLANNING

The Floodplain Mapping update project, with costs of \$649,000 in the 2024 budget, is a multi-year capital project identified in our strategic plan. This project is funded through other funding received from Halton Region. The remaining watershed areas to be updated are predominantly within the Halton Region portion of the Conservation Halton watershed, making it difficult to apportion these costs to other municipalities.

CONSERVATION LANDS - FORESTRY & LAND MANAGEMENT

Emerald Ash Borer (EAB) treatment estimated costs of \$834,000 are funded by Halton Region according to the amount outlined in the EAB Business Plan, approved in 2017.

Property Management capital costs of \$150,000 are related primarily to addressing property and risk management issues on lands owned by Conservation Halton as well as the implementation of master plan initiatives. These funds will also enable the development of a land inventory of Conservation Halton owned properties, as required by the CA Act revised regulations.

We have also estimated \$100,000 in Conservation Halton Foundation-funded projects to recognize annual fundraising revenues for park capital projects that typically support education programs.



Flood Forecasting and Operations Staff doing routine checks and maintenance at Joshua Creek Station



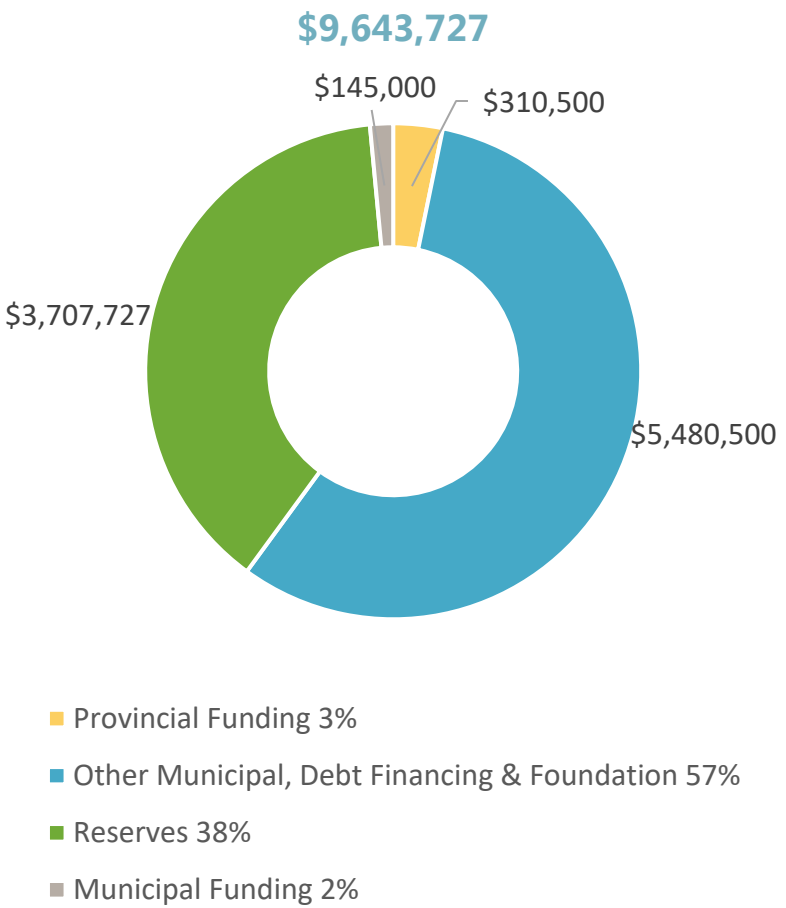
2024 CAPITAL BUDGET

CONSERVATION LANDS - PARKS & RECREATION

The Conservation Lands & Recreation (Recreation) 2024 capital budget totaling \$4.7 million is comprised of \$2,170,000 for facility and infrastructure maintenance, \$385,000 for Kelso/Glen Eden ski hill improvements, \$252,306 for fleet vehicle and equipment replacements, and \$113,000 for IT infrastructure improvements.

Conservation Area Developer Contribution Reserve projects in the 2024 budget total \$1,747,500. An increase of \$1,200,000 is required in the budget for the Crawford Lake Boardwalk replacement project, based on updated cost estimates prepared by the consultant. This project was included in the 2022 budget at an estimated cost of \$2,280,000 funded by an Investing in Canada Infrastructure (ICIP) grant of \$1,671,924 and Developer Contribution Reserve funding of \$608,076. Cost estimates were prepared in 2019 for the ICIP grant application and have increased significantly since that time along with an increased contingency allowance. The remaining \$547,500 has been allocated for further scoping and design of the visitor centres at Kelso/Glen Eden and Crawford Lake.

TOTAL CAPITAL BUDGET FUNDING SOURCES



2024 CAPITAL BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL										
Capital - Watershed Management & Support										
10a Services (WMSS)										
Corporate Administration & Operations										
Asset Management Plan		21,315	50,000	50,000					50,000	
Compensation & Program Fees Reviews		30,240	30,000	-						
IT Infrastructure & Digital Transformation		52,937	98,000	60,000						60,000
Website Upgrade		18,322	-	-						
Facilities - Improvements		387,743	100,000							
Facilities - State of Good Repair		146,752	100,000	172,000					172,000	
Central Works Operations Centre		21,353	1,000,000	2,000,000			1,500,000		500,000	
Fleet Management		9,951	164,023	224,921					224,921	
Natural Hazards & Watershed Management										
Dams & Channels SOGR Maintenance		648,743	420,000	621,000		310,500			310,500	
Flood Forecasting & Warning Program		27,835	115,000	35,000						35,000
Watershed Database & Restoration Projects		23,678	25,000	-			-			
Watershed Strategies & Climate Change		-	179,000	80,000			-		80,000	
Land Acquisition		1,625,963	-	-						
Permitting & Planning										
Floodplain Mapping Update		413,545	550,000	649,000			649,000			
Conservation Lands - Forestry & Land Management										
Emerald Ash Borer		753,083	850,000	834,000	-		834,000			
Property Management Projects		-	150,000	150,000					100,000	50,000
Other Foundation Funded Projects		-	100,000	100,000			100,000			
TOTAL CAPITAL WMSS	26.6%	4,181,459	3,931,023	4,975,921	-	310,500	3,083,000	-	1,437,421	145,000

2024 CAPITAL BUDGET

Description	% Increase (decrease) over PY Budget	2022 Actual	2023 Budget Expenses	2024 Budget Expenses	2024 Budget Funding Sources					
					Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Internal Chargeback Recovery (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
CAPITAL										
10b Capital - Conservation Lands - Parks & Recreation										
Skihill Improvements		179,187	525,000	385,000					385,000	
Facility Major Maintenance & IT Infrastructure		760,040	638,000	2,283,000			650,000		1,633,000	
Fleet replacement		66,057	80,113	252,306					252,306	
Developer Contribution Reserve Projects										
-Crawford Lake Boardwalk		62,753	-	1,200,000		-	1,200,000			
-Kelso & Crawford Lake Visitor Centres		-	-	547,500			547,500			
TOTAL CAPITAL CONSERVATION LANDS - PARKS & RECREATION	275.5%	1,068,036	1,243,113	4,667,806	-	-	2,397,500	-	2,270,306	-
TOTAL CAPITAL PROJECTS										
	86.4%	5,249,495	5,174,136	9,643,727	-	310,500	5,480,500	-	3,707,727	145,000

OPERATING BUDGET & **FORECAST** 2025-2033



2024 OPERATING BUDGET & FORECAST

The 2024 Budget and 2025-2033 Operating Forecast considers anticipated service levels, future obligations, and inflationary impacts. Key assumptions and drivers included in the operating forecast are detailed below.

The addition of two net-new staff positions per year has been assumed in the Watershed Management & Support Services (WMSS) operating forecast to reflect future growth and maintenance of service levels. Program service level reviews are completed annually as part of the budget process. Compensation and other expenses in the forecast have been assumed to increase annually at the estimated rate of 2.5% for 2024 and 2% thereafter.

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

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

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

A summary of the 2024 operating budget and 2025– 2033 forecast is presenting on the next page.

2024 OPERATING BUDGET & FORECAST

Conservation Halton WMS S Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMS S)									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<u>Salaries & Benefits</u>										
Balance, beginning of year	15,243,204	15,817,000	16,346,000	16,888,000	17,446,000	18,020,000	18,611,000	19,218,000	19,841,000	20,482,000
Staffing changes (2023 5.0 FTE increase; 2 FTE 2024-2032)	419,266	188,000	192,000	196,000	200,000	204,000	208,000	212,000	216,000	220,000
Part time staff increases	(67,003)	-	-	-	-	-	-	-	-	-
Compensation Increases (2023 3.0%, 2024-32 2% inflation; 96% of range)	150,428	250,000	256,000	265,000	274,000	283,000	292,000	301,000	311,000	321,000
Increase in benefits (2022 5%; 2023-2031 2% inflation)	71,105	91,000	94,000	97,000	100,000	104,000	107,000	110,000	114,000	118,000
Balance, end of year	15,817,000	16,346,000	16,888,000	17,446,000	18,020,000	18,611,000	19,218,000	19,841,000	20,482,000	21,141,000
<u>Materials & Supplies</u>										
Balance, beginning of year restated	1,134,331	946,150	965,050	984,350	1,004,050	1,024,150	1,044,650	1,065,550	1,086,850	1,108,550
Partnership Projects materials and supplies	(235,446)									
Corporate Administration & Operations materials	19,500									
General decrease and increases (Assumed 2024-2033 2% inflation)	27,765	18,900	19,300	19,700	20,100	20,500	20,900	21,300	21,700	22,200
Balance, end of year	946,150	965,050	984,350	1,004,050	1,024,150	1,044,650	1,065,550	1,086,850	1,108,550	1,130,750
<u>Purchased Services</u>										
Balance, beginning of year restated	3,056,278	3,731,391	3,806,391	3,882,391	3,960,391	4,039,391	4,120,391	4,202,391	4,286,391	4,372,391
Partnership Projects purchased services	643,925									
General increases (decreases) (Assumed 2025-2033 2% inflation)	31,188	75,000	76,000	78,000	79,000	81,000	82,000	84,000	86,000	87,000
Balance, end of year	3,731,391	3,806,391	3,882,391	3,960,391	4,039,391	4,120,391	4,202,391	4,286,391	4,372,391	4,459,391
<u>Financial</u>										
Balance, beginning of year	60,130	61,400	62,600	63,900	65,200	66,500	67,800	69,200	70,600	72,000
General increases and decreases (2024-2033 Assumed 2.0% inflation)	1,270	1,200	1,300	1,300	1,300	1,300	1,400	1,400	1,400	1,400
Balance, end of year	61,400	62,600	63,900	65,200	66,500	67,800	69,200	70,600	72,000	73,400

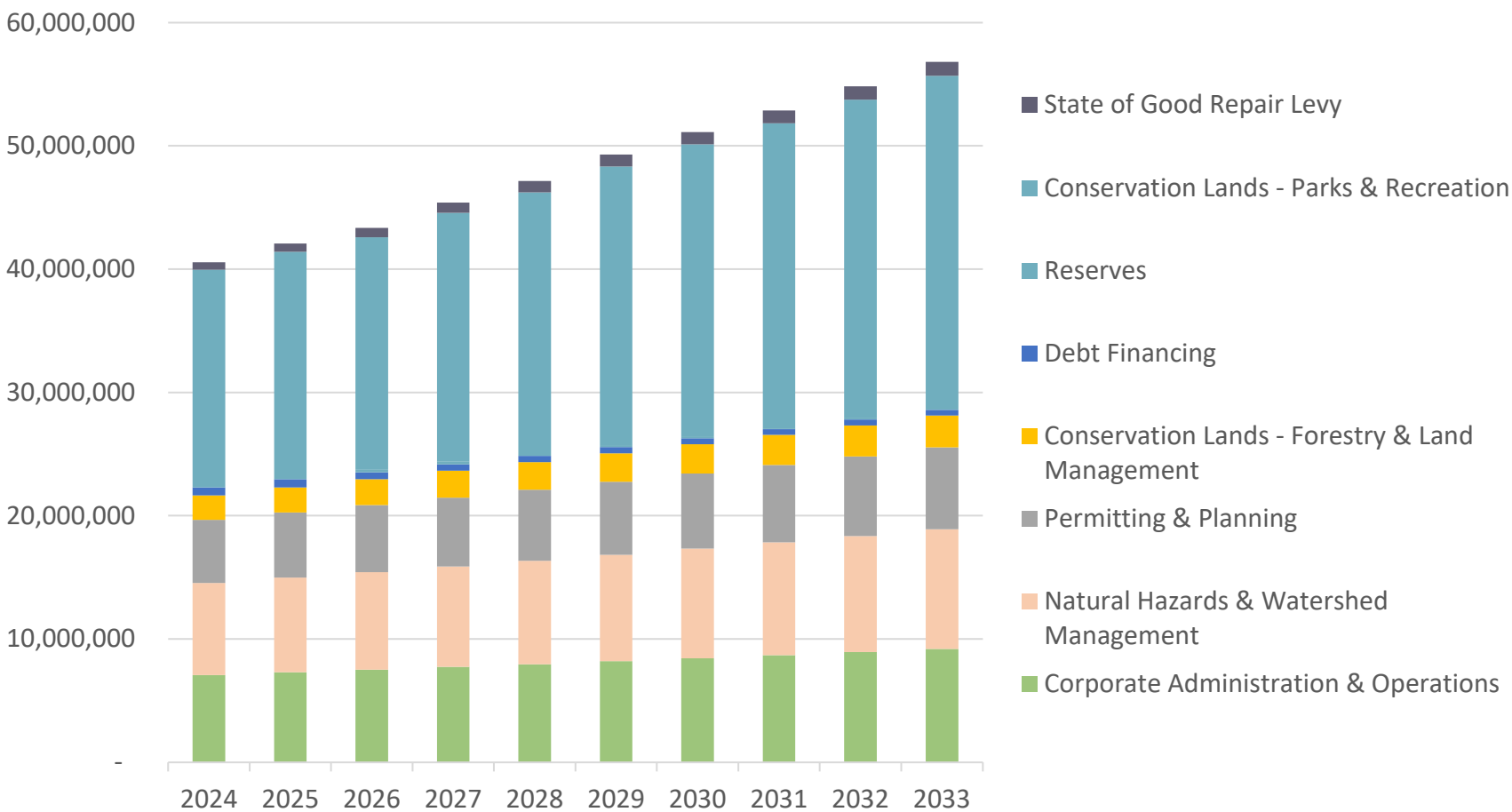
2024 OPERATING BUDGET & FORECAST

Ten Year Operating Expenditures and Funding Budget & Forecast - Watershed Management & Support Services (WMSS)										
Conservation Halton WMSS Operating Expenditures	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Internal Chargebacks										
Balance, beginning of year restated	1,053,585	1,100,234	1,122,239	1,144,684	1,167,578	1,190,930	1,214,749	1,239,044	1,263,825	1,289,102
Project and General increases	46,649	22,005	22,445	22,894	23,352	23,819	24,295	24,781	25,277	25,782
Balance, end of year	1,100,234	1,122,239	1,144,684	1,167,578	1,190,930	1,214,749	1,239,044	1,263,825	1,289,102	1,314,884
Debt Financing Charges (Hamilton Community Fdn & Halton Region)										
Balance, beginning of year	580,126	631,576	656,387	550,616	521,156	510,551	500,466	490,381	480,297	470,212
Decrease in debt financing charges - Ham. Comm. Foundation	-	(25,000)	(25,000)	-	-	-	-	-	-	-
Increase/(decrease) in debt financing charges - Halton Region	51,450	49,811	(80,771)	(29,460)	(10,605)	(10,085)	(10,085)	(10,084)	(10,085)	(10,085)
Total Debt Financing Charges	631,576	656,387	550,616	521,156	510,551	500,466	490,381	480,297	470,212	460,127
Transfer to Reserves - State of Good Repair Levy (Dams & Channels)	415,700	476,300	545,900	625,500	716,900	745,500	775,400	806,400	838,600	872,200
Transfer to Reserves - State of Good Repair Levy (Buildings)	183,900	190,700	197,800	205,100	212,700	220,600	228,800	237,300	246,100	255,200
Transfers to Reserves - Motor Pool	-	-	200,000	250,000	-	100,000	150,000	50,000	100,000	100,000
Total Operating Expenses - WMSS	22,887,351	23,625,667	24,457,641	25,244,975	25,781,122	26,625,156	27,438,766	28,122,663	28,978,955	29,806,952
Funding of Operating Expenditures										
Program Revenue	3,585,831	3,765,100	3,953,400	4,032,500	4,113,200	4,318,900	4,405,300	4,493,400	4,583,300	4,675,000
Provincial (Ministry NDMNRF) - Operating Grant	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034	155,034
Municipal Funding - Operating (Total incl. Education)	11,029,597	11,381,110	11,824,941	12,095,673	12,498,473	13,073,616	13,602,896	13,996,227	14,555,519	15,079,386
Municipal State of Good Repair Levies - Dams & Channels and Buildings	599,600	667,000	743,700	830,600	929,600	966,100	1,004,200	1,043,700	1,084,700	1,127,400
Other Grants & Program Funding	4,377,542	4,462,600	4,549,300	4,637,800	4,728,100	4,820,200	4,914,100	5,009,800	5,107,400	5,207,100
Internal Chargeback Recoveries	2,892,248	2,994,823	3,101,266	3,163,368	3,226,715	3,291,306	3,357,236	3,424,502	3,493,002	3,563,032
Transfers from Reserves - Legal, WMSS Stabilization, Water Festival, Stewardship and Restoration	247,500	200,000	130,000	330,000	130,000	-	-	-	-	-
Total Operating Funding - WMSS	22,887,351	23,625,667	24,457,641	25,244,975	25,781,122	26,625,156	27,438,766	28,122,663	28,978,955	29,806,952

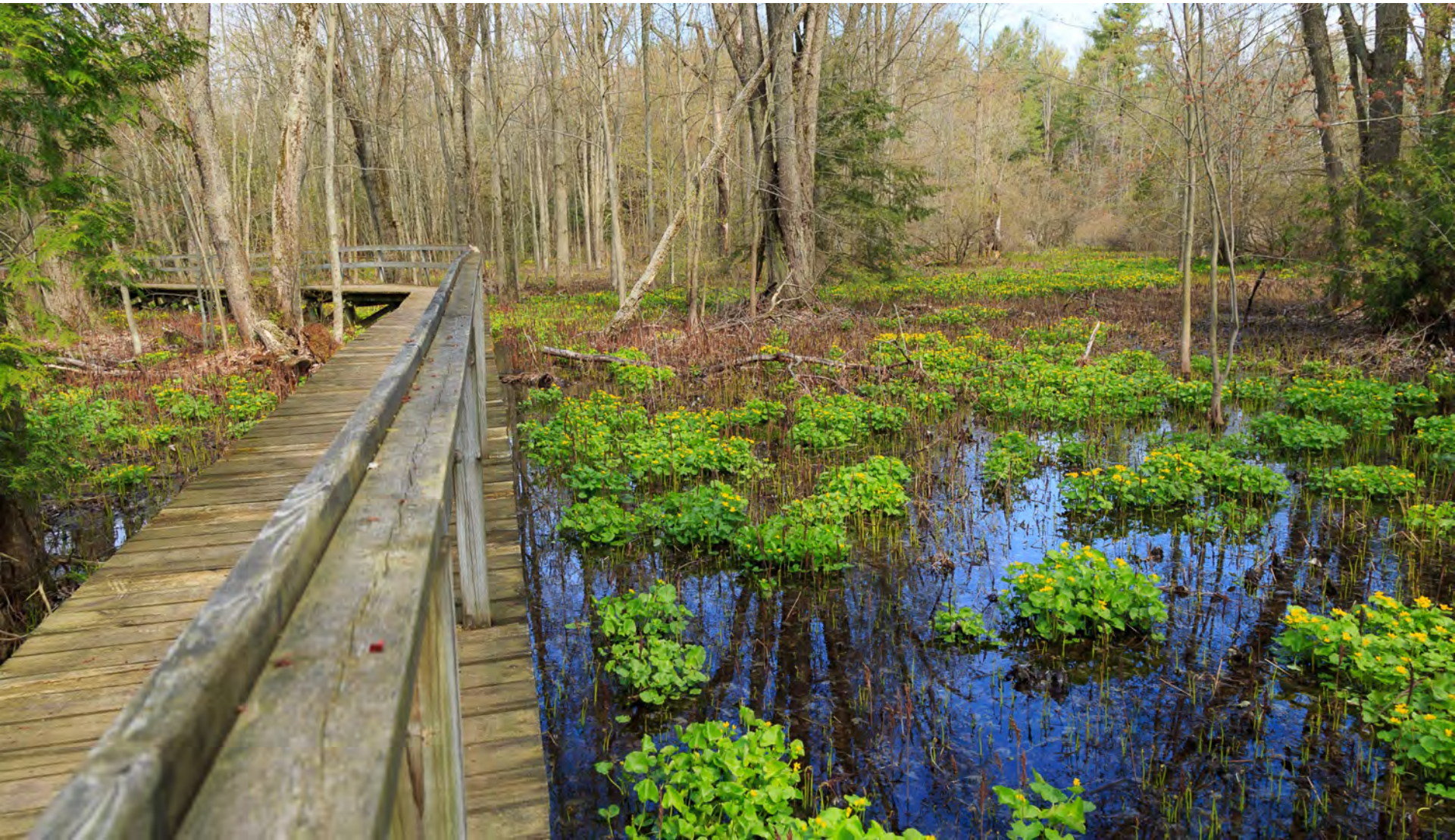
2024 OPERATING BUDGET & FORECAST

Conservation Halton Conservation Lands- Parks & Recreation Operating Expenditures	Ten Year Operating Expenditures and Funding Budget & Forecast - Conservation Lands - Parks & Recreation									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Salaries & Benefits	9,246,313	9,523,702	9,809,413	10,103,696	10,406,807	10,719,011	11,040,581	11,371,799	11,712,953	12,064,341
Materials & Supplies	2,075,682	2,179,466	2,288,439	2,402,861	2,523,004	2,649,155	2,781,612	2,920,693	3,066,728	3,220,064
Purchased Services	2,579,478	2,708,452	2,843,874	2,986,068	3,135,372	3,292,140	3,456,747	3,629,585	3,811,064	4,001,617
Financial	590,200	602,004	614,044	626,325	638,851	661,211	684,354	708,306	733,097	758,755
Internal Chargebacks - Corporate Administration & Operations	1,868,500	1,905,900	1,944,000	1,982,900	2,022,600	2,063,100	2,104,400	2,146,500	2,189,400	2,233,200
Transfer to Reserve - Operating Surplus	1,299,163	1,529,764	1,379,395	2,053,067	2,116,761	2,760,131	3,086,721	3,433,687	3,802,161	4,193,231
Total Operating Expenses - Conservation Lands - Parks & Recreation	17,659,336	18,449,288	18,879,166	20,154,917	21,374,419	22,675,772	23,685,439	24,741,593	25,846,425	27,002,233
Operating Funding - Conservation Lands - Parks & Recreation										
Program Fees	17,186,430	17,989,976	18,410,668	19,677,049	20,886,993	22,178,598	23,178,321	24,224,333	25,318,820	26,464,075
Transfer from Reserve (Outreach)	22,600	-	-	-	-	-	-	-	-	-
Municipal Funding - Park Education programs & Outreach	369,986	377,386	384,933	392,632	400,485	408,494	416,664	424,998	433,498	442,168
Internal Chargeback Recoveries	80,320	81,926	83,565	85,236	86,941	88,680	90,453	92,262	94,108	95,990
Total Operating Funding - Conservation Lands - Parks & Recreation	17,659,336	18,449,288	18,879,166	20,154,917	21,374,419	22,675,772	23,685,439	24,741,593	25,846,425	27,002,233

2024 OPERATING BUDGET & FORECAST



CAPITAL BUDGET & **FORECAST** 2024-2033



2024 CAPITAL BUDGET & FORECAST

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

Development of the 2024 capital budget and the 2025-2033 forecast includes Momentum strategic plan initiatives, Developer Contribution Reserve projects, Asset Management Plan capital priorities, Emerald Ash Borer treatment, Floodplain Mapping projects, and Park Master Plan initiatives. The capital budget, as proposed, will ensure assets are maintained in a State of Good Repair and address the impact of growth in the region on our infrastructure.

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

Conservation Areas capital projects in the 2024 budget and forecast are funded by the park capital reserve, capital infrastructure grants and other funding. Capital projects include ongoing ski hill, facility and infrastructure improvement projects to maintain assets in a State of Good Repair, and information technology enhancements.

Conservation Areas projects in the capital forecast include three projects with revised costs totaling approximately \$35 million based on business cases provided to the Board of Directors. The capital projects are related to a Kelso visitor centre, Crawford Lake visitor centre and education facility, along with a Crawford Lake boardwalk, all of which are partly funded by Developer Contributions Reserves.

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

Initiatives included in the 2024 budget and 2025-2033 capital forecast include the continuation of:

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

A summary of the 2024 capital budget and 2025-2033 capital forecast by department is included on the following pages.

2024 CAPITAL BUDGET & FORECAST



2024 CAPITAL BUDGET & FORECAST

Conservation Halton WMS Capital Expenditures

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Corporate Administration & Operations										
Asset Management Plan	50,000	-	-	-	60,000	60,000	-	-	-	-
Program Rates & Fees Review	-	-	-	-	40,000	-	-	-	-	45,000
Compensation Review	-	32,000	-	-	-	35,000	-	-	-	-
GIS Data Acquisition	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Website Upgrade	-	-	-	-	50,000	-	-	-	-	-
IT Infrastructure - upgrades - WMS	60,000	93,000	78,000	58,000	85,000	103,000	78,000	113,000	93,000	66,000
Administration Office & Other Facility Renovations	172,000	204,468	170,595	80,633	225,179	99,936	316,413	406,574	319,101	195,908
Central Works Operations Centre & Field Office	2,000,000	-	-	-	-	-	-	-	-	-
Fleet Management	224,921	155,000	217,500	253,000	(1,500)	61,500	173,500	(35,500)	121,000	150,000
Total Corporate Administration & Operations	2,506,921	499,468	481,095	406,633	473,679	374,436	582,913	499,074	548,101	471,908
Natural Hazards & Watershed Management										
<u>Flood Forecasting & Operations</u>										
Flood Forecasting & Warning Program	35,000	50,000	75,000	75,000	75,000	50,000	50,000	50,000	50,000	50,000
Dams and Channels Major Maintenance Projects:										
Scotch Block Dam	188,000	-	-	-	132,000	-	-	-	-	-
Hilton Falls Dam	246,000	-	-	-	-	103,000	-	-	-	-
Kelso Dam	-	-	-	-	-	103,000	-	-	-	25,000
Mountsberg Dam	-	-	-	-	-	-	-	-	116,000	-
Morris on-Wedgewood Channel	53,000	110,000	480,000	498,000	518,000	539,000	560,000	647,000	606,000	266,500
Other Dams and Channels	134,000	1,022,000	623,000	781,000	721,000	752,000	905,000	852,000	846,000	423,000
Dam Public Safety Projects	-	-	54,000	69,000	-	-	-	-	-	-
	656,000	1,182,000	1,232,000	1,423,000	1,446,000	1,547,000	1,515,000	1,549,000	1,618,000	764,500

2024 CAPITAL BUDGET & FORECAST

Conservation Halton WMSS Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<u>Watershed Strategies & Climate Change</u>										
Watershed Plan Implementation	-	-	-	75,000	75,000	100,000	100,000	100,000	100,000	100,000
Watershed Strategies & Climate Change	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000
	80,000	82,000	84,000	161,000	163,000	190,000	192,000	194,000	196,000	198,000
Total Natural Hazards & Watershed Management	736,000	1,264,000	1,316,000	1,509,000	1,534,000	1,637,000	1,607,000	1,643,000	1,714,000	862,500
<u>Permitting & Planning</u>										
Flood Plain Mapping (Updates; 2027 & on ongoing maintenance)	649,000	676,980	395,020	258,120	263,000	268,000	273,000	278,000	284,000	290,000
Total Permitting & Planning	649,000	676,980	395,020	258,120	263,000	268,000	273,000	278,000	284,000	290,000
<u>Conservation Lands - Forestry & Land Management</u>										
Emerald Ash Borer (EAB) Management	834,000	794,000	794,000	-	-	-	-	-	-	-
Conservation Halton Foundation funded projects	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Property Management Projects	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-
Total Conservation Lands - Forestry & Land Management	1,084,000	944,000	944,000	150,000	150,000	150,000	150,000	150,000	150,000	100,000
Total Capital Expenditures - WMSS	4,975,921	3,384,448	3,136,115	2,398,753	2,495,679	2,529,436	2,712,913	2,670,074	2,796,101	1,824,408

2024 CAPITAL BUDGET & FORECAST

Conservation Halton WMS S Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Watershed Management & Support Services									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital - Funding										
Provincial Grants	310,500	566,000	578,500	674,000	685,500	748,500	732,500	749,500	784,000	357,250
Municipal Funding	145,000	252,000	252,000	459,000	554,718	546,492	490,202	528,846	513,423	485,931
Municipal Special Levy - EAB	834,000	794,000	794,000	-	-	-	-	-	-	-
Municipal Special Levy - Flood Plain Mapping	649,000	676,980	395,020	158,120	161,282	164,508	167,798	171,154	174,577	178,069
Other Funding Grants and Program Funding	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer from Reserves	1,437,421	995,468	1,016,595	1,007,633	994,179	969,936	1,222,413	1,120,574	1,224,101	703,158
Municipal Debt Financing	1,500,000	-	-	-	-	-	-	-	-	-
Total Capital Funding - WMS S	4,975,921	3,384,448	3,136,115	2,398,753	2,495,679	2,529,436	2,712,913	2,670,074	2,796,101	1,824,408

2024 CAPITAL BUDGET & FORECAST

Conservation Halton Conservation Lands - Parks & Recreation Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Conservation Lands - Parks & Recreation									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Expenditures Conservation Areas										
Expenditures funded by capital reserve:										
Vehicle and equipment replacement	252,306	239,000	196,500	69,500	153,500	88,500	284,500	51,500	141,500	170,000
Facility and Infrastructure Major Maintenance	2,170,000	1,445,000	475,000	385,000	830,000	455,000	30,000	30,000	530,000	600,000
Ski/Snowboarding Capital Expenditures	385,000	1,135,000	645,000	2,795,000	1,070,000	1,025,000	4,200,000	875,000	725,000	175,000
Park Master Plans	-	-	50,000	50,000	50,000	-	-	-	-	-
Program Rates & Fees Review										
Information Technology										
Infrastructure	113,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Subtotal Capital Expenditures Conservation Areas	2,920,306	2,899,000	1,446,500	3,379,500	2,183,500	1,648,500	4,594,500	1,036,500	1,476,500	1,025,000
Developer Contribution Projects										
Projects partly funded by Development Contributions collected by Region of Halton:										
Kelso Recreation and Trail Centre	185,000	900,000	12,500,000	12,500,000						
Crawford Lake Visitor Centre and Education Facility	362,500	3,500,000	3,500,000							
Crawford Lake Boardwalk	1,200,000									
Subtotal Costs - Developer Contribution Projects	1,747,500	4,400,000	16,000,000	12,500,000	-	-	-	-	-	-
Total Conservation Lands - Parks & Recreation Capital Expenditures	4,667,806	7,299,000	17,446,500	15,879,500	2,183,500	1,648,500	4,594,500	1,036,500	1,476,500	1,025,000

2024 CAPITAL BUDGET & FORECAST

Conservation Halton Conservation Lands - Parks & Recreation Capital Expenditures	Ten Year Capital Expenditures and Funding Budget & Forecast - Conservation Lands - Parks & Recreation									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Funding - Developer Contribution Reserve Projects										
Developer Contributions - Region of Halton	1,747,500	2,056,300	12,972,100	3,524,100						
Interest on Developer Contributions - estimate		593,700	527,900							
Transfer from Reserves										
Debt financing				6,475,900						
Conservation Halton Foundation & Other Funding		1,750,000	2,500,000	2,500,000	-	-	-	-	-	-
Subtotal Funding-Developer Contribution Reserve Projects	1,747,500	2,650,000	13,500,000	10,000,000	-	-	-	-	-	-
Funding - Capital Expenditures Conservation Areas										
Conservation Halton Foundation & Other Funding	650,000	263,000	276,000	290,000	305,000	320,000	336,000	353,000	371,000	390,000
Transfer from Reserves	2,270,306	2,636,000	1,170,500	3,089,500	1,878,500	1,328,500	4,258,500	683,500	1,105,500	635,000
Total Conservation Lands - Parks & Recreation Capital Funding	4,667,806	5,549,000	14,946,500	13,379,500	2,183,500	1,648,500	4,594,500	1,036,500	1,476,500	1,025,000

MUNICIPAL FUNDING



2024 MUNICIPAL FUNDING

Base municipal funding of \$11,774,197 in the 2024 budget reflects an increase of 4.2%. This amount combined with additional benefit-based other municipal funding of \$149,000 is within the Halton Region guideline of a 5.7% increase.

A key service target in our strategic plan is to limit operating and capital municipal funding increases to at or below regional budget guidelines.

Municipal Funding	2024 Budget	2024 Municipal Funding	2023 Municipal Funding	Municipal Funding Increase
Operating (excl. SOGR levy)	\$39,947,087	\$11,029,597	\$10,376,835	6.3%
Capital	9,643,727	145,000	382,000	-62.0%
State of Good Repair (SOGR) Levy - Dams & Channels; Facilities	49,590,814	11,174,597	10,758,835	3.9%
	599,600	599,600	540,000	11.0%
Total	\$50,190,414	\$11,774,197	\$11,298,835	4.2%

2024 MUNICIPAL APPORTIONMENT

Municipal funding for Conservation Halton's reduced operating expenses and capital costs is apportioned in accordance with Ontario Regulation 402/22 through Modified Current Value Assessment (MCVA) apportionment or benefit-based apportionment.

Base municipal funding of \$11,774,197 is apportioned to our four participating funding municipalities, Halton Region, City of Hamilton, Peel Region, and Township of Puslinch, using MCVA apportionment. Under the MCVA apportionment method, the portion of a reduced operating expense and reduced capital cost is apportioned to a participating municipality based on the

ratio that the participating municipality's modified current value assessment bears to Conservation Halton's modified current value assessment. The municipal MCVA data and apportionment percentages are provided annually to Conservation Authorities by the Province of Ontario.

Additional benefit-based municipal funding is included in the budget related to capital project costs that benefits a municipality relative to the other municipalities.

Municipality:	2024 MCVA Apportionment (%)	2024 Budget MCVA Apportioned Funding (\$)	2023 MCVA Apportionment (%)	2023 Budget MCVA Apportioned Funding (\$)
Halton Region	87.9309%	\$10,353,158	87.9192%	\$9,933,846
City of Hamilton	7.2191%	849,991	7.1961%	813,075
Peel Region	4.6278%	544,886	4.6664%	527,249
Township of Puslinch	0.2222%	26,162	0.2183%	24,665
	100%	\$11,774,197	100%	\$11,298,835

Conservation Authorities Act (CAA) Programs & Services (P&S) Categories:		
Category 1	\$11,302,815	\$10,818,279
Category 2	471,382	466,882
Category 3	-	13,674
Total	\$11,774,197	\$11,298,835

2024 BUDGET: CA ACT P&S INVENTORY

The updated CA Act and Ontario Regulation 402/22 requires Conservation Halton to identify municipal funding associated with our Program & Service (P&S) operating expenses and capital costs as Category 1, 2 and 3 defined in Ontario Regulation 686/21. Municipal funding for our Category 2 and 3 programs and services is continuing to be apportioned to our

funding municipalities, funded through Memorandums of Understanding (MOU's) developed with the municipalities. Based on updated MCVA apportionment percentages received from the province, the apportioned base municipal funding and Category 1, 2 and 3 amounts are as follows:

	Key Service Areas	Total Expenses (\$)	Program Revenue	Provincial Funding	Other	Internal Chargeback Recoveries	Reserve Funding	Municipal Funding	Total Revenues (\$)
CAT 1	Natural Hazards & Watershed Management	8,575,558	0%	9%	34%	10%	6%	39%	100%
	Permitting & Planning	5,766,089	56%	0%	21%	1%	0%	23%	100%
	Conservation Lands - Forestry & Land Management	5,611,008	2%	2%	50%	8%	12%	26%	100%
	Conservation Lands - Parks & Recreation	1,407,240	100%	0%	0%	0%	0%	0%	100%
	Corporate Administration & Operations	7,506,587	2%	0%	1%	21%	7%	69%	100%
	Total Category 1	28,866,482	4,929,438	920,820	7,003,933	2,968,603	1,740,873	11,302,815	28,866,482
CAT 2	Natural Hazards & Watershed Management	105,326	1%	0%	0%	3%	0%	96%	100%
	Conservation Lands - Education & Awareness	1,976,601	76%	0%	4%	0%	1%	19%	100%
	Total Category 2	2,081,927	1,499,942	-	85,000	3,003	22,600	471,382	2,081,927
CAT 3	Natural Hazards & Watershed Management	430,233	1%	0%	75%	22%	2%	0%	100%
	Conservation Lands - Forestry & Land Management	3,933,310	0%	0%	90%	5%	5%	0%	100%
	Conservation Lands - Parks & Recreation	14,655,461	78%	0%	0%	0%	22%	0%	100%
	Corporate Administration & Operations	223,000	0%	0%	0%	100%	0%	0%	100%
	Total Category 3	19,242,004	11,448,634	-	3,862,796	514,845	3,415,730	-	19,242,005
	Total Programs and Services	50,190,414	17,878,014	920,820	10,951,729	3,486,451	5,179,203	11,774,197	50,190,414

2024 MUNICIPAL FUNDING FORECAST

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

Conservation Halton staff will continue to work with regional staff to mitigate the annual increase so that it remains within the regional guideline.

	BUDGET	FORECAST			
	2024	2025	2026	2027	2028
Municipal Funding					
Operating	\$ 11,029,597	\$ 11,381,110	\$ 11,824,941	\$ 12,095,673	\$ 12,498,473
Capital	\$ 145,000	\$ 252,000	\$ 252,000	\$ 459,000	\$ 554,718
Municipal Funding - Total excluding SOGR Levy	\$ 11,174,597	\$ 11,633,110	\$ 12,076,941	\$ 12,554,673	\$ 13,053,190
% Change	3.9%	4.1%	3.8%	4.0%	4.0%
State of Good Repair (SOGR) Levy	\$ 599,600	\$ 667,000	\$ 743,700	\$ 830,600	\$ 929,600
Municipal Funding - Total including SOGR Levy	\$ 11,774,197	\$ 12,300,110	\$ 12,820,641	\$ 13,385,273	\$ 13,982,790
% Change	4.2%	4.5%	4.2%	4.4%	4.5%

RESERVES



RESERVES

Conservation Halton Reserves	Projected Reserves Balance Dec 31, 2023	Contribution from Surplus	State of Good Repair Levy	Contribution to Capital Projects	Contribution to Operating Expenses	Projected Reserves Balance Dec 31, 2024
Watershed Management & Support Services						
Vehicle and Equipment	\$ 557,273			\$ (224,921)		\$ 332,352
Building	832,504			(500,000)		332,504
Building - State of Good Repair	403,920		183,900	(222,000)		365,820
Watershed Management Capital - Municipal						
Funds and Self-Generated Funds	1,395,079		415,700	(310,500)		1,500,279
Watershed Management & Support Services						
Stabilization	1,057,212			(80,000)	(100,000)	877,212
Capital Projects - Debt Financing Charges	518,146					518,146
Digital Transformation	285,700			-		285,700
Legal - Planning & Watershed Management	841,995				(100,000)	741,995
Legal - Corporate	200,000					200,000
Water Festival	169,334			-	(13,600)	155,734
Land Securement	141,239					141,239
Property Management	1,012,642			(100,000)		912,642
Stewardship and Restoration	306,888				(56,500)	250,388
Conservation Lands – Parks & Recreation						
Capital	3,099,958	1,299,163		(2,270,306)		2,128,815
Stabilization	1,146,490					1,146,490
Total Reserves	\$ 11,968,380	\$ 1,299,163	\$ 599,600	\$ (3,707,727)	\$ (270,100)	\$ 9,889,316

RESERVE CONTINUITY

Conservation Halton	Projected 2023	RESERVE CONTINUITY									
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Watershed Management & Support Services Reserves											
Vehicle and Equipment, beginning of year	\$ 744,296	\$ 557,273	\$ 332,352	\$ 177,352	\$ 159,852	\$ 156,852	\$ 158,352	\$ 196,852	\$ 173,352	\$ 258,852	\$ 237,852
Transfer to Reserve - From WMSS Reserve and municipal funding		-	-	200,000	250,000	-	100,000	150,000	50,000	100,000	100,000
Transfer from Reserve - Capital expenditures and recoveries	(187,023)	(224,921)	(155,000)	(217,500)	(253,000)	1,500	(61,500)	(173,500)	35,500	(121,000)	(150,000)
Vehicle and Equipment	\$ 557,273	\$ 332,352	\$ 177,352	\$ 159,852	\$ 156,852	\$ 158,352	\$ 196,852	\$ 173,352	\$ 258,852	\$ 237,852	\$ 187,852
Building, beginning of year	\$ 511,151	\$ 832,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 292,504
Transfer from Reserve - Capital expenditures	321,353	(500,000)	-	-	-	-	-	-	-	(40,000)	-
Building	\$ 832,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 332,504	\$ 292,504	\$ 292,504
Building - State of Good Repair, beginning of year	\$ 485,404	\$ 403,920	\$ 365,820	\$ 352,052	\$ 379,257	\$ 503,724	\$ 431,245	\$ 491,909	\$ 404,296	\$ 235,022	\$ 202,021
Transfer to Reserve - SOGR Levy	177,300	183,900	190,700	197,800	205,100	212,700	220,600	228,800	237,300	246,100	255,200
Transfer from Reserve - Capital expenditures	(258,784)	(222,000)	(204,468)	(170,595)	(80,633)	(285,179)	(159,936)	(316,413)	(406,574)	(279,101)	(195,908)
Building - State of Good Repair	\$ 403,920	\$ 365,820	\$ 352,052	\$ 379,257	\$ 503,724	\$ 431,245	\$ 491,909	\$ 404,296	\$ 235,022	\$ 202,021	\$ 261,313
Watershed Mgmt Cap.-Municipal & Self Generated	\$ 1,242,379	\$ 1,395,079	\$ 1,500,279	\$ 1,410,579	\$ 1,377,979	\$ 1,329,479	\$ 1,360,879	\$ 1,357,879	\$ 1,400,779	\$ 1,457,679	\$ 1,512,279
Transfer to Reserves - SOGR Levy	362,700	415,700	476,300	545,900	625,500	716,900	745,500	775,400	806,400	838,600	872,200
Transfer from Reserves - Capital expenditures	(210,000)	(310,500)	(566,000)	(578,500)	(674,000)	(685,500)	(748,500)	(732,500)	(749,500)	(784,000)	(357,250)
Watershed Management Capital - Municipal Funds and Self Generated Funds	\$ 1,395,079	\$ 1,500,279	\$ 1,410,579	\$ 1,377,979	\$ 1,329,479	\$ 1,360,879	\$ 1,357,879	\$ 1,400,779	\$ 1,457,679	\$ 1,512,279	\$ 2,027,229
Watershed Mgmt & Support Services Stabilization	\$ 1,789,212	\$ 1,057,212	\$ 877,212	\$ 807,212	\$ 807,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212
Transfer from Reserve	(732,000)	(180,000)	(70,000)	-	200,000	-	-	-	-	-	-
Watershed Mgmt & Support Serv. Stabilization	\$ 1,057,212	\$ 877,212	\$ 807,212	\$ 807,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212	\$ 607,212
Capital Projects - Debt Financing Charges	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146	\$ 518,146
Digital Transformation, beginning of year	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700
Transfer from Reserve	-	-	-	-	-	-	-	-	-	-	-
Digital Transformation	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700	\$ 285,700
Legal - Planning & Watershed Management	\$ 941,995	841,995	741,995	641,995	541,995	441,995	341,995	341,995	341,995	341,995	341,995
Transfer from Reserve	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	-	-	-	-	-
Legal - Planning & Watershed Management	\$ 841,995	\$ 741,995	\$ 641,995	\$ 541,995	\$ 441,995	\$ 341,995	\$ 341,995	\$ 341,995	\$ 341,995	\$ 341,995	\$ 341,995

RESERVE CONTINUITY

Conservation Halton	Projected 2023	RESERVE CONTINUITY									
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Legal - Corporate	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Water Festival	\$ 179,334	\$ 169,334	\$ 155,734	\$ 145,734	\$ 135,734	\$ 125,734	\$ 115,734	\$ 115,734	\$ 115,734	\$ 115,734	\$ 115,734
Transfer to Reserve	(10,000)	(13,600)	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-	-	-
Water Festival	\$ 169,334	\$ 155,734	\$ 145,734	\$ 135,734	\$ 125,734	\$ 115,734	\$ 115,734	\$ 115,734	\$ 115,734	\$ 115,734	\$ 115,734
Land Securement	\$ 116,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239
Transfer to Reserve - Reserve funding (municipal)	25,000	-	-	-	-	-	-	-	-	-	-
Land Securement	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239	\$ 141,239
Property Management	\$ 1,112,642	\$ 1,012,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642
Transfer from Reserve	(100,000)	(100,000)	-	-	-	-	-	-	-	-	-
Property Management	\$ 1,012,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642	\$ 912,642
Stewardship & Restoration	\$ 439,051	\$ 306,888	\$ 250,388	\$ 230,388	\$ 210,388	\$ 190,388	\$ 170,388	\$ 170,388	\$ 170,388	\$ 170,388	\$ 170,388
Transfer to (from) Reserve	(132,163)	(56,500)	(20,000)	(20,000)	(20,000)	(20,000)	-	-	-	-	-
Stewardship and Restoration	\$ 306,888	\$ 250,388	\$ 230,388	\$ 210,388	\$ 190,388	\$ 170,388	\$ 170,388	\$ 170,388	\$ 170,388	\$ 170,388	\$ 170,388
Conservation Areas											
Stabilization	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490
Transfer to Reserve - target balance	-	-	-	-	-	-	-	-	-	-	-
Stabilization	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490	\$ 1,146,490
Capital	5,015,734	3,099,958	2,128,815	1,022,579	1,231,474	195,040	433,301	1,864,932	693,153	3,443,340	6,140,000
Transfer to Reserve - Operating Surplus	427,337	1,299,163	1,529,764	1,379,395	2,053,067	2,116,761	2,760,131	3,086,721	3,433,687	3,802,161	4,193,231
Transfer from Reserve - Capital expenditures	(2,343,113)	(2,270,306)	(2,636,000)	(1,170,500)	(3,089,500)	(1,878,500)	(1,328,500)	(4,258,500)	(683,500)	(1,105,500)	(635,000)
Capital	\$ 3,099,958	\$ 2,128,815	\$ 1,022,579	\$ 1,231,474	\$ 195,040	\$ 433,301	\$ 1,864,932	\$ 693,153	\$ 3,443,340	\$ 6,140,000	\$ 9,698,231
TOTAL RESERVES	\$ 11,968,380	\$ 9,889,316	\$ 8,324,612	\$ 8,380,612	\$ 7,087,145	\$ 7,155,827	\$ 8,683,622	\$ 7,443,630	\$ 10,166,943	\$ 12,824,202	\$ 16,906,675

DEPARTMENTAL BUSINESS PLANS



CORPORATE ADMINISTRATION & OPERATIONS

DEPARTMENTAL BUSINESS PLAN

Corporate Administration & Operations budget category includes Corporate Governance, Board of Directors, CEO Office; Conservation Halton Foundation Administration; Finance; Fleet Operations; Human Resources; Marketing & Communications; Corporate Administration & Procurement; Information Technology (IT); Geographic Information Systems (GIS); Risk & Health; Administration Office Facility; Project Management; Construction.

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

STRATEGIC PLAN DELIVERABLES:



Honey Bee collecting pollen in the **Three Sisters Garden**

CORPORATE ADMINISTRATION & OPERATIONS

CORPORATE GOVERNANCE, BOARD OF DIRECTORS,

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

CONSERVATION HALTON FOUNDATION ADMINISTRATION

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

FINANCE

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

FLEET OPERATIONS

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

HUMAN RESOURCES

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

MARKETING AND COMMUNICATIONS

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

CORPORATE ADMINISTRATION & OPERATIONS

PROCUREMENT

The Procurement function ensures that the sourcing of goods, services and materials are secured in an ethical and transparent manner congruent with the broader public sector procurement practices. This ensures maximum value usage of public funds to be achieved in a compliant, consistent manner.

INFORMATION TECHNOLOGY

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

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

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

RISK & HEALTH

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

ADMINISTRATION OFFICE FACILITY

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

PROJECT MANAGEMENT

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

CONSTRUCTION

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

CORPORATE ADMINISTRATION & OPERATIONS

2024 INITIATIVES

FINANCIAL SUSTAINABILITY

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

DIGITAL TRANSFORMATION

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

INFRASTRUCTURE

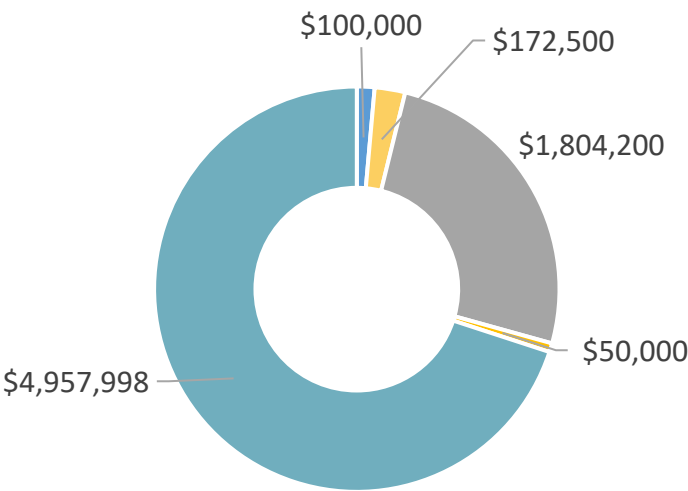
Project Management (PM) staff will oversee continued infrastructure enhancements to customer and staff workspaces at the Administration Office and Parks. PM staff are also leading the design and phased construction of a new Central Works Operation Centre and improvements at the Field Office to replace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



Using technology to be more sustainable at
Hops and Harvest Festival

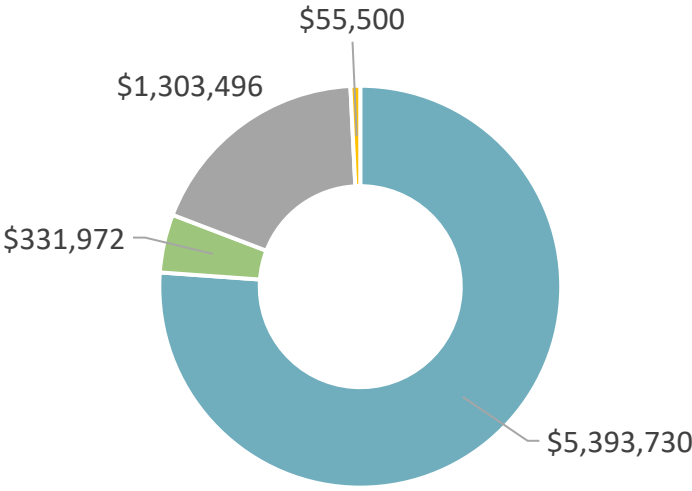
CORPORATE ADMINISTRATION & OPERATIONS

Revenue \$7,084,698



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

Expenses \$7,084,698



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

CORPORATE ADMINISTRATION & OPERATIONS

Description	2024 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Asset Management Plan	50,000					50,000	
IT Infrastructure & Digital Transformation	60,000						60,000
Facilities - State of Good Repair	172,000					172,000	
Central Works Operations Centre	2,000,000			1,500,000		500,000	
Fleet Management	224,921					224,921	
Total Capital Expenditures	2,506,921	-	-	1,500,000	-	946,921	60,000

NATURAL HAZARDS & WATERSHED MANAGEMENT

DEPARTMENTAL BUSINESS PLAN

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

STRATEGIC PLAN DELIVERABLES:



Signs of successful restoration work at **Flamborough Park**

NATURAL HAZARDS & WATERSHED MANAGEMENT

FLOOD FORECASTING & OPERATIONS

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

SOURCE WATER PROTECTION PROGRAM

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

WATERSHED MONITORING AND REPORTING

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

WATERSHED PLANNING

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

NATURAL HAZARDS & WATERSHED MANAGEMENT

LANDOWNER OUTREACH

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

HAMILTON HARBOUR REMEDIAL ACTION PLAN

Hamilton Harbour is one of 43 areas around the Great Lakes designated as an Area of Concern because of the extent of environmental degradation. Areas of Concern were formally designated under the Great Lakes Water Quality Agreement in 1987, and Remedial Action Plans were established to guide the delisting of these areas. The team is housed at Conservation Halton and provides services to the Bay Area Implementation team and more than 12 other committees. The Hamilton Harbour Remedial Action Plan team develops and sustains relationships with a network of external partners, prepares technical reports, organizes research and monitoring workshops, and supports committees.

RESTORATION

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



Restoration team using donated Christmas trees to build river banks

NATURAL HAZARDS & WATERSHED MANAGEMENT

2024 INITIATIVES

FLOOD FORECASTING & OPERATIONS

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

SOURCE WATER PROTECTION

We will continue to lead the Halton-Hamilton source water protection program to implement source protection plan policies. Using a watershed-based approach and by working with the Hamilton Conservation Authority, municipalities and others, municipal drinking water sources from groundwater aquifers and Lake Ontario are being protected. In 2024, we will update and align the assessment reports and source protection plan policies with the revised provincial 2021 Technical Rules. We will continue to administer the City of Hamilton's Abandoned Well Decommissioning Program to protect groundwater from contamination.

WATERSHED MONITORING

We will continue to collect and analyze environmental data to support our programs and services and those of our partners. Our focus in 2024 will include improvements to enable watershed monitoring data to be interpreted and used to its fullest capacity. The watershed monitoring program will evolve to address priority needs identified through the development of the Watershed-based Resource Management Strategy. We will also provide analysis and insights to support evidence-based decision-making, including incorporating new ecological data into the Master Planning process for Waterdown and Clappison Woods. Results from several new water quality monitoring projects will be analyzed to help inform areas in need of restoration and/or additional study.

WATERSHED PLANNING

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

NATURAL HAZARDS & WATERSHED MANAGEMENT

2024 INITIATIVES

LANDOWNER OUTREACH

We will continue to connect with urban, agricultural, commercial, and rural landowners to increase environmental awareness and promote environmental rehabilitation and restoration in key priority areas. We will also continue to respond to inquiries from landowners, provide advice on proposed environmental improvement projects, promote best management practices, and recognize landowner efforts through our awards program. Highlights for 2024 include development of projects with landowners that will benefit water quality and habitat by addressing phosphorus, suspended solids and stormwater. In addition to rural water quality projects, Low Impact Development projects will be carried out on urban properties.

HAMILTON HARBOUR REMEDIAL ACTION PLAN

The Hamilton Harbour Remedial Action Plan team will continue to provide local coordination and secretariat services to specialized committees, including the Bay Area Implementation team. Specifically, in 2024, the team will undertake engagement and outreach with local partners, Indigenous peoples, and the public to support decision-making for the Hamilton Harbour Remedial Action Plan. We will also coordinate activities to support implementation of remedial actions to achieve Beneficial Use Impairment delisting criteria.

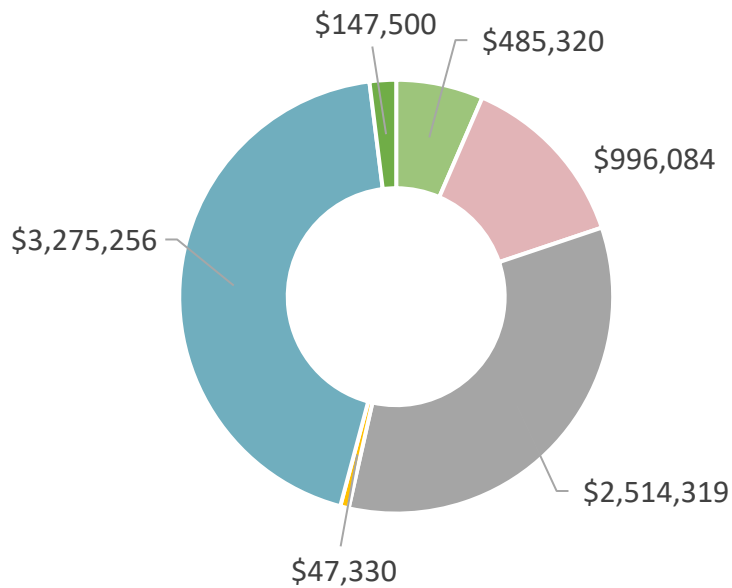
RESTORATION

We will continue to work on several large projects including the restoration of creek and wetland functions at Limestone Creek, Courtcliffe Park and Joe Sams Park. Other restoration work will be carried out on several wetlands (Boyne Valley, Drumquin Park, Flamborough Centre Park, Fuciarelli Resource Management Area) and grassland (Hilton Falls Conservation Area, Boyne Valley). We will also advance pre- and post-restoration project monitoring to quantify impact, assess project effectiveness and continue to build our database for prioritizing and planning restoration projects, to direct efforts where they are needed the most.



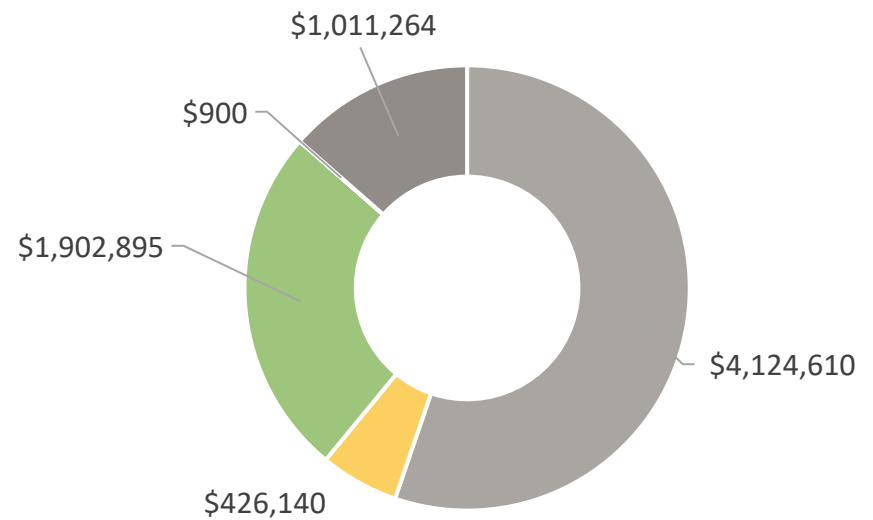
NATURAL HAZARDS & WATERSHED MANAGEMENT

Revenue \$7,465,809



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

Expenses \$7,465,809



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

NATURAL HAZARDS & WATERSHED MANAGEMENT

Description	2024 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Dams & Channels SOGR Maintenance	621,000		310,500			310,500	
Flood Forecasting & Warning Program	35,000						35,000
Watershed Strategies & Climate Change	80,000					80,000	
Total Capital Expenditures	736,000	-	310,500	-	-	390,500	35,000

PERMITTING & PLANNING

DEPARTMENTAL BUSINESS PLAN

The Permitting & Planning service area primarily relates to Conservation Halton's roles and responsibilities as a regulatory authority and a provincially delegated reviewer for natural hazards-related matters.

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

The team also reviews a range of planning and development applications, as well as technical studies under the Planning Act, Niagara Escarpment Planning & Development Act, Environmental Assessment Act, and Aggregate Resources Act and provides input on federal, provincial, regional and municipal policies and initiatives.

The team develops regulatory policies and technical guides for Board approval, which supports the implementation of Conservation Halton's regulation (Ontario Regulation 162/06).

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



Wetland Staking for a landowner

STRATEGIC PLAN DELIVERABLES:



PERMITTING & PLANNING

DEPARTMENTAL BUSINESS PLAN

PLANNING & REGULATIONS

The Planning team provides input on provincial and municipal planning and policy documents, such as provincial policies and plans, municipal Official Plans and Comprehensive Zoning By-laws. The team also reviews planning and development applications circulated under the Planning Act and other provincial legislation. On average, about 400 planning and development applications are reviewed each year.

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

POLICY REVIEW & DEVELOPMENT

The Policy team is responsible for the review of legislative, regulatory, or policy changes related to natural hazards and wetlands, the protection of drinking water sources or related environmental matters. The team is responsible for developing policies for Board approval, as well as responding to changes to the CA Act.

FLOODPLAIN MAPPING

The Floodplain Mapping team is responsible for updating and maintaining Conservation Halton's flood hazard mapping. This information is used to develop Approximate Regulation Limit mapping for purposes of review associated with Ontario Regulation 162/06, as well as used to support flood risk management decisions and communications.

REGIONAL INFRASTRUCTURE TEAM

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

PERMITTING & PLANNING

2024 INITIATIVES

EXCELLENCE IN CUSTOMER SERVICE & EXPERIENCE

We anticipate that the number of planning and permit files, as well as large-scale technical reviews, will increase in 2024. Several hearings related to ongoing legal files (i.e., OLT files, regulatory violation files and other legal matters) will carry forward into 2024, as well as Bill 23 and Bill 109-related initiatives will require staff's attention. We will continue to strive for excellence in customer service and customer experience, work to provide efficient, effective, and timely service, foster partnerships, and identify opportunities to build mutual understanding, trust, respect, and support.

MODERNIZE POLICIES & MAPPING

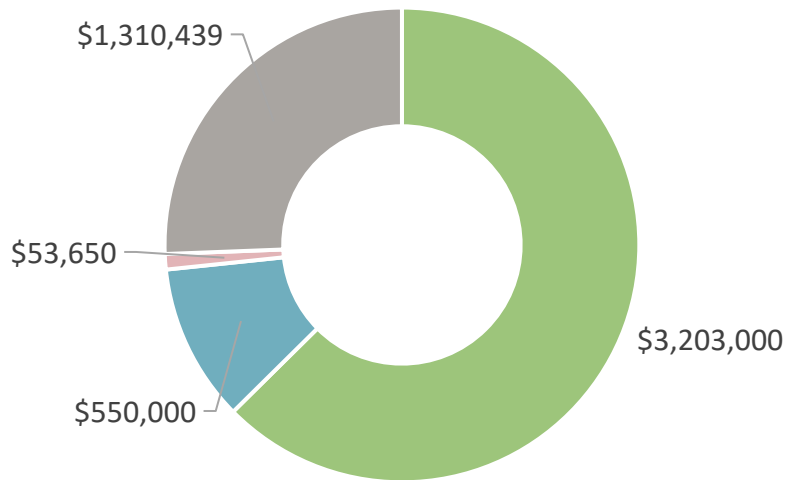
The Permitting & Planning team will respond to regulatory changes under the new CA Act by updating policies for the administration of the amended regulations. We will continue to review and update flood hazard mapping for select watersheds across our jurisdiction. Stakeholder and public engagement will be carried out as part of a policy or mapping initiative prior to approval.



Painted turtles

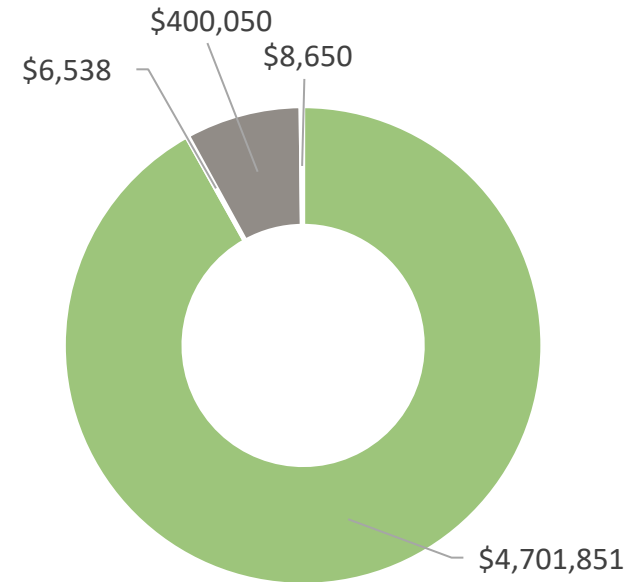
PERMITTING & PLANNING

Revenue \$5,117,089



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

Expenses \$5,117,089



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

PERMITTING & PLANNING

Description	2024 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Floodplain Mapping Update	649,000			649,000			
Total Capital Expenditures	649,000	-	-	649,000	-	-	-

CONSERVATION LANDS - FORESTRY & LAND MANAGEMENT

DEPARTMENTAL BUSINESS PLAN

The Conservation Lands Management program is responsible for the management of Conservation Halton owned and managed lands, including forest health.

Services provided by this team include the long-term planning and management of Conservation Halton properties and related administration, landscape maintenance, and security and risk management.

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



Lake at **Area 8**

CONSERVATION LANDS - FORESTRY & LANDS MANAGEMENT

FORESTRY

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

PROPERTY MANAGEMENT

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

SECURITY

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

2024 INITIATIVES

PROPERTY MANAGEMENT

In 2024, staff will be completing an ongoing land inventory required under revised CA Act regulations. Staff will also complete the Conservation Areas Strategy which is also required under the CA Act. Lastly, staff will also complete the review of Conservation Halton land holdings for future recreation opportunities.

EMERALD ASH BORER

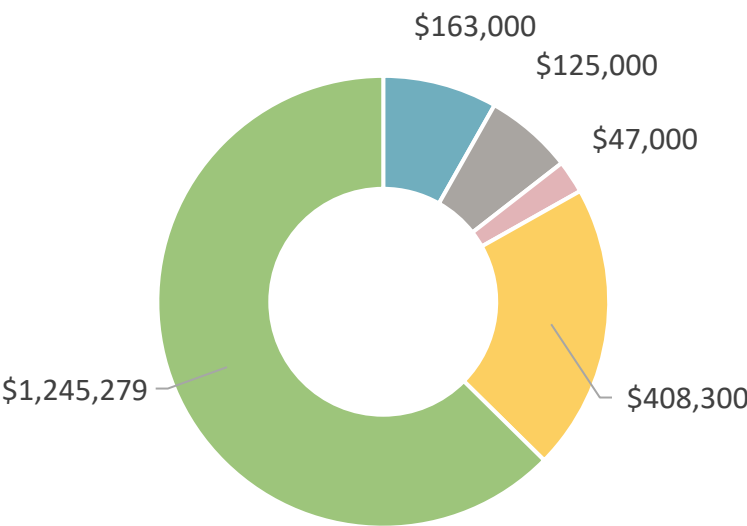
2024 will see the continued management of ash trees that have succumbed to the invasive Emerald Ash Borer (EAB). This program is in its eighth year of a ten-year, \$8.4 million investment in visitor safety, as well as forest cover replacement. The treatment of stumps, which prevents them from re-sprouting, and the underplanting with native tree and shrub species, are considered two essential activities of this program. Not only does this prevent the establishment and spread of invasive species, such as Buckthorn, but replaces forest cover lost by EAB. Also for 2024, staff will work with partners to monitor and plan for the potential impact of other forest diseases and pests, such as Oak Wilt.

INVASIVE SPECIES MANAGEMENT

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

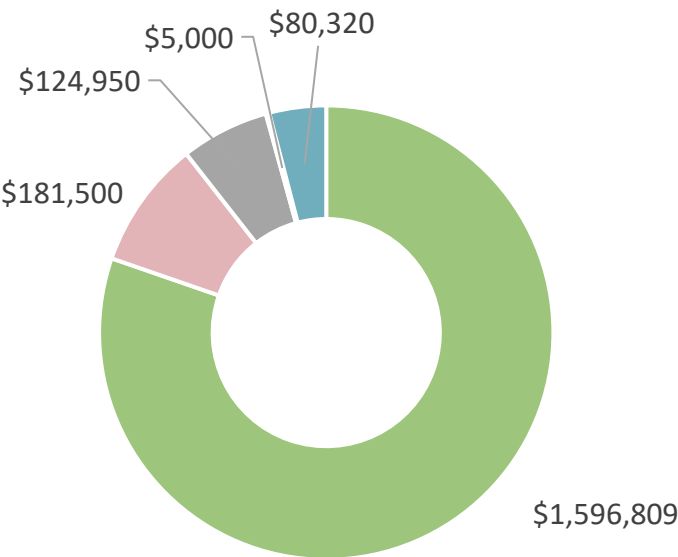
CONSERVATION LANDS – FORESTRY & LANDS MANAGEMENT

Revenue \$1,988,579



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

Expenses \$1,988,579



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

CONSERVATION LANDS – FORESTRY & LANDS MANAGEMENT

CAPITAL SUMMARY

Description	2024 Capital Expenditures	Capital Revenue					
		Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Emerald Ash Borer	834,000			834,000			
Property Management Projects	150,000					100,000	50,000
Other Foundation Funded Projects	100,000			100,000			
Total Capital Expenditures	1,084,000	-	-	934,000	-	100,000	50,000

CONSERVATION LANDS – PARKS & RECREATION

DEPARTMENTAL BUSINESS PLAN

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

Park operations, programming and services are funded almost entirely through self-generated revenue from annual and seasonal passes, daily access fees, education fees, and lesson and camp registrations. Major themes addressed within the 2024 Operational and Capital budget proposals include service delivery and aging infrastructure.

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

STRATEGIC PLAN DELIVERABLES:



Winter hiking at **Rattlesnake Point**

CONSERVATION LANDS - PARKS & RECREATION

KELSO/GLEN EDEN/AREA 8

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

CRAWFORD LAKE/MOUNTSBERG/ ROBERT EDMONDSON

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

HILTON FALLS/RATTLESNAKE POINT/ MOUNT NEMO

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

COMMUNITY ENGAGEMENT & OUTREACH

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

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

FLEET MANAGEMENT

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

CONSERVATION LANDS - PARKS & RECREATION

2024 INITIATIVES

FINANCIAL

With park operations reliant on user fees, it is important for these operations to continue to generate revenue growth and manage expenses. For 2024, park staff will focus on increasing operating profit and gross revenues of park offerings, effectively managing expenses, and ensuring staff resources are used efficiently. This will be done by continuing to focus on revenue per visitor, digital tools for efficiency and reporting, and value-added experiences.

CAPITAL

For our park system to continue to be a leading greenspace network, long-term planning plays an important role. The 10-Year Capital Plan lists major infrastructure improvements across the park system. Projects include further improvements to the snowmaking infrastructure, paving improvements, as well as new infrastructure to support expanded programming.

DEVELOPER CONTRIBUTION RESERVE PROJECTS

For our parks to continue to provide service excellence while accommodating rising visitation, we will be implementing two key infrastructure projects: Crawford Lake Visitor Centre and Kelso/Glen Eden Visitor Centre. These projects will support the demands of current and future growth and enhance the overall visitor experience at these popular parks.



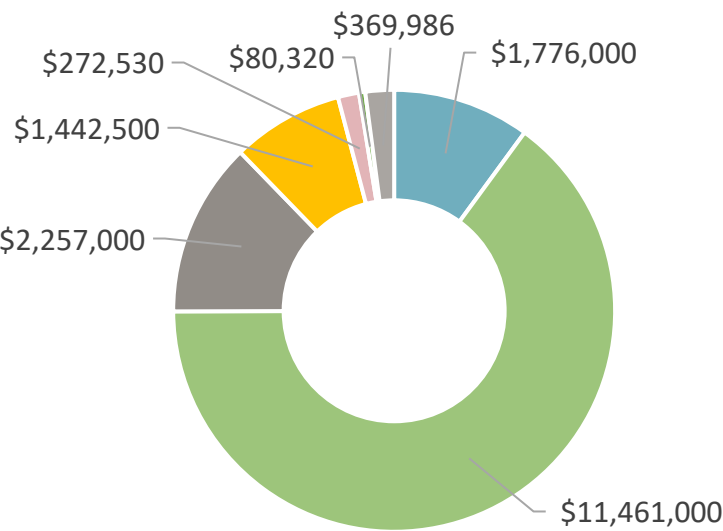
Disc Golf Course at Kelso



Functional Fitness Class at Area 8

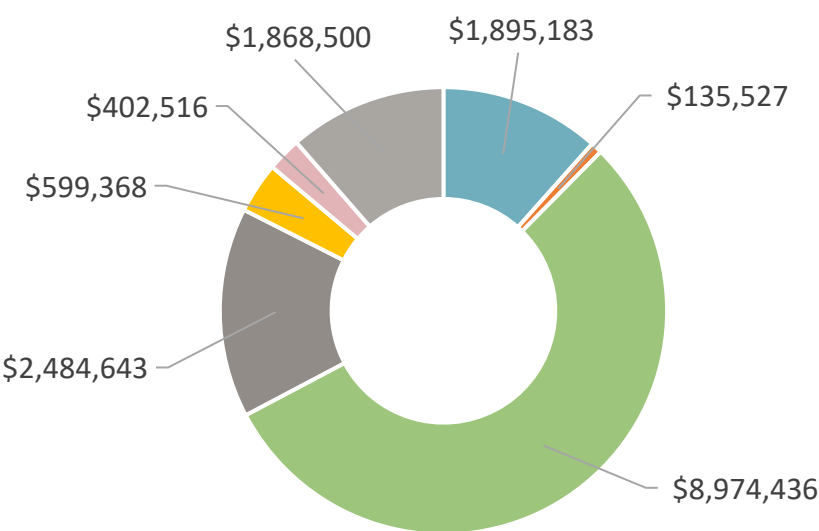
CONSERVATION LANDS - PARKS & RECREATION

Revenue \$17,659,336



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

Expense \$16,360,173



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

CONSERVATION LANDS - PARKS & RECREATION

CAPITAL PROJECTS

Description	2024 Capital Expenditures	Program Revenue	Provincial Funding	Other (Grants, Sp. Project, Debt financing)	Chargeback Recoveries (CHF, SPP, CAP, Cons. Areas)	Reserve Funding	Municipal Levy & Funding
Skihill Improvements	385,000					385,000	
Facility Major Maintenance & IT Infrastructure	2,283,000			650,000		1,633,000	
Fleet Replacement	252,306					252,306	
Developer Contribution Reserve Projects							
-Crawford Lake Boardwalk	1,200,000			1,200,000			
-Kelso & Crawford Lake Visitor Centres	547,500			547,500			
Total Capital Expenditures	4,667,806	-	-	2,397,500	-	2,270,306	-

momentum

GREEN • RESILIENT • CONNECTED

THANK YOU



Diversity and Inclusion

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



Learning and Innovation

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



Person-Centered Service

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



Collaboration

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



Sustainability

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



Integrity

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



Resilience

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